

## The Influence of Work Environment on Employee Performance with Digital Literacy as a Moderating Variable

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### ABSTRACT

Penelitian ini menyelidiki hubungan antara Lingkungan Kerja dan Kinerja Karyawan, dan mengkaji peran Literasi Digital sebagai variabel moderasi dalam hubungan ini. Kinerja karyawan merupakan indikator vital keberhasilan organisasi. Kualitas lingkungan kerja diyakini menjadi prediktor utama kinerja, tetapi efektivitas lingkungan kerja di era digital sangat bergantung pada kemampuan karyawan dalam memanfaatkan teknologi. Penelitian ini secara khusus bertujuan untuk mengetahui apakah Literasi Digital memperkuat atau memperlemah pengaruh lingkungan kerja terhadap kinerja. Metode penelitian yang digunakan adalah kuantitatif dengan desain survei. Populasi penelitian ini adalah karyawan tetap sektor industri kreatif di Kota Bandung, dengan sampel sebanyak 150 responden yang dipilih melalui teknik purposive sampling. Data dikumpulkan menggunakan kuesioner yang telah divalidasi dan diuji reliabilitasnya, mengukur variabel Lingkungan Kerja (fisik dan nonfisik), Kinerja Karyawan, dan Literasi Digital. Analisis data dilakukan menggunakan perangkat lunak EViews 12, melalui tahapan analisis Regresi Linier Berganda dan Analisis Regresi Termoderasi (MRA) dengan mengestimasi model interaksi. Uji asumsi klasik, termasuk uji heteroskedastisitas dan multikolinearitas, juga dilakukan menggunakan EViews untuk memastikan validitas model regresi. Hasil penelitian menunjukkan bahwa Lingkungan Kerja berpengaruh positif dan signifikan terhadap Kinerja Karyawan. Temuan krusial dari analisis MRA menggunakan EViews membuktikan bahwa Literasi Digital memoderasi hubungan secara signifikan (koefisien variabel interaksi signifikan). Moderasi yang terjadi bersifat memperkuat (strengthening effect), yang menunjukkan bahwa semakin tinggi tingkat literasi digital yang dimiliki karyawan, semakin besar kontribusi lingkungan kerja yang positif terhadap peningkatan kinerjanya. Implikasi manajerial dari penelitian ini adalah perlunya sinergi antara kebijakan peningkatan fasilitas kerja (Lingkungan Kerja) dan program peningkatan kompetensi pemanfaatan teknologi (Literasi Digital) untuk mencapai Kinerja Karyawan yang optimal. Kata Kunci: Lingkungan Kerja, Kinerja Karyawan, Literasi Digital, Regresi Termoderasi (MRA), EViews

*This study investigates the relationship between Work Environment and Employee Performance, and examines the role of Digital Literacy as a moderating variable in this relationship. Employee performance is a vital indicator of organizational success. The quality of the work environment is believed to be a major predictor of performance, but the effectiveness of the work environment in the digital era is highly dependent on employees' ability to utilize technology. This study specifically aims to determine whether Digital Literacy strengthens or weakens the influence of the work environment on*

performance. The research method used is quantitative with a survey design. The population of this study is permanent employees in the creative industry sector in Bandung City, with a sample of 150 respondents selected through a purposive sampling technique. Data were collected using a validated and tested questionnaire for reliability, measuring variables of Work Environment (physical and non-physical), Employee Performance, and Digital Literacy. Data analysis was performed using EViews 12 software, through the stages of Multiple Linear Regression analysis and Moderated Regression Analysis (MRA) by estimating the interaction model. Classical assumption tests, including heteroscedasticity and multicollinearity tests, were also conducted using EViews to ensure the validity of the regression model. The results showed that the Work Environment has a positive and significant influence on Employee Performance. Crucial findings from the MRA analysis using EViews prove that Digital Literacy significantly moderates the relationship (significant interaction variable coefficient). The moderation that occurs is strengthening (strengthening effect), which indicates that the higher the level of digital literacy possessed by employees, the greater the contribution of a positive work environment to improving their performance. The managerial implication of this study is the need for synergy between work facility improvement policies (Work Environment) and technology utilization competency improvement programs (Digital Literacy) to achieve optimal



Employee Performance. Keywords: Work Environment, Employee Performance, Digital Literacy, Moderated Regression (MRA), EViews.

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## INTRODUCTION

Employee performance is a fundamental pillar determining the sustainability, competitiveness, and achievement of an organization's strategic goals. In the contemporary global economic context, characterized by massive technological disruption and rapid market change, demands on the quality and quantity of employee performance continue to increase (Huda and Farhan 2019). Optimal performance is no longer solely measured by physical output, but also by adaptability, innovation, and efficiency in utilizing existing resources (Winda Meidina and Netty Laura 2022).

Traditionally, performance improvement relies heavily on internal organizational and individual factors. Internal factors, particularly the work environment, are widely recognized as one of the most significant predictors of employee motivation, satisfaction, and ultimately, performance. A conducive work environment—encompassing both physical (facilities, layout, ergonomics) and non-physical (organizational culture, interpersonal relationships, leadership) dimensions—acts as a professional "habitat" that fuels productivity (Bulgis, Djaelani, and Khalikussabir 2021). When the work environment is supportive, employees tend to feel valued, safe, and have a sense of belonging, which directly affects their work engagement and output (Supriatna, Juhandi, and Rasipan 2022).

However, the wave of digital transformation has added complexity to understanding the relationship between the work environment and performance. The emergence of new technologies, process automation, and the need for virtual communication have introduced new variables as important mediators or moderators in this performance equation. A work environment, no matter how physically comfortable or non-physically positive, will not produce maximum performance if employees are unable to operate within it. This phenomenon further highlights the role of digital literacy as an essential competency, especially in sectors that rely heavily on creativity and technology, such as the creative industry (Yuliantari and Prasasti 2020).

The concept of the Work Environment encompasses a broad spectrum of conditions surrounding employees as they perform their tasks. In general, the Work Environment can be categorized into two main aspects: 1). Physical Work Environment: This aspect encompasses all tangible elements such as lighting, temperature, air quality, office layout, work equipment, and ergonomic design (Yuliantari and Prasasti 2020). Research has repeatedly shown a positive correlation between a well-designed physical

environment and reduced stress, increased focus, and reduced error rates. In the context of creative industries (such as graphic design, software development, and digital marketing), an innovative, flexible, and collaborative physical environment is crucial for stimulating creativity and knowledge sharing. 2). Non-Physical Work Environment: This encompasses intangible aspects such as superior-subordinate relationships, interactions between coworkers, organizational culture, reward and punishment systems, and perceptions of fairness. A positive non-physical environment builds social capital and trust within the team, which is crucial for supporting the teamwork and collaborative projects that are characteristic of the creative sector. Low conflict, open communication, and supportive leadership directly contribute to employee psychological well-being, a prerequisite for high performance (Luthans 2011). While traditional theory asserts the direct influence of the work environment on performance, a gap has emerged in the digital age: how effective is a conducive work environment if core tasks require digital skills that are unequally distributed among employees?.

Digital Literacy is defined as an individual's ability to find, evaluate, use, create, and share content using digital technology, encompassing cognitive (knowledge), technical (skills), and socio-emotional (ethical and critical thinking) aspects (Mondy, R. 2008). Digital literacy is no longer an add-on skill, but rather a fundamental functional competency that determines survival in the modern workplace.

In the context of the digital work environment, digital literacy has several crucial functions (Pambudi and Djastuti 2019): 1). Utilization of Physical Infrastructure: Employees with high digital literacy can maximize the use of technology-based work facilities (e.g., smart meeting rooms, cloud computing, or advanced design software) provided by the physical work environment. 2). Effectiveness of the Non-Physical Environment: Good digital literacy facilitates efficient team communication through digital platforms, supports an agile work culture, and enables remote collaboration, thereby strengthening the non-physical aspects of the work environment.

Failure to recognize and measure the role of digital literacy as a determinant of work environment effectiveness can lead organizations to misallocate resources—investing heavily in physical facilities without considering employees' cognitive readiness to utilize them. This is where the role of moderating variables becomes important to examine.

This study hypothesizes that digital literacy acts as a significant moderating variable in the relationship between the work environment and employee performance. Specifically, it is assumed that an excellent work environment will result in very high performance only if employees also have a high level of digital literacy (a strengthening effect). Conversely, if employees work in an ideal environment but have low digital literacy, they may not be able to optimize the available digital collaboration tools and systems (Dwiningsih 2020). For example, a work environment that provides a sophisticated cloud collaboration server will not improve the performance of employees who lack basic skills in cloud storage or data security. Thus, digital literacy is a prerequisite that determines the extent of leverage (influence) the work environment can achieve on performance (Prameswari 2020).

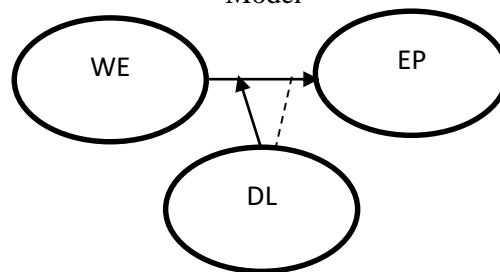
Previous studies tend to test Digital Literacy as an independent or mediating variable on performance, but there are still few that place it as a moderating variable that tests the boundary conditions of the influence of the work environment. Therefore, this study has a double significance: Theoretical Significance: Developing a Work Environment-Performance relationship model by integrating a technological perspective, refining the Job Characteristics Model or Socio-Technical Systems Theory by including digital-age competencies as a moderator (Sinambela, L. 2017). Practical Significance: Providing concrete recommendations for managers and Human Resources Departments in the creative industry to design synergistic policies, namely: investment in the Work Environment must always be followed or preceded by a program to improve employee Digital Literacy. This entire background is compiled to build a logical argument: Work Environment is important (Variable X), Employee Performance is the desired outcome (Variable Y), but in the digital era, the effectiveness of the relationship between variable X and variable Y is determined by employee digital capabilities (Moderation Variable Z). The use of EViews analysis in the research method further emphasizes the accuracy of the statistical model in testing this interaction hypothesis.

## **RESEARCH METHOD**

This study uses a quantitative method with a causal survey approach to test the hypothesis of the relationship between Work Environment (X) and Employee Performance (Y), which is moderated

by Digital Literacy (Z). The population is creative industry employees in Bandung City, with sampling using purposive sampling. Primary data were collected through a structured questionnaire and analyzed using EVIEWS 12 software. The main analysis technique used is Moderated Regression Analysis (MRA), which involves testing the effect of the interaction variable X on Z to determine whether Digital Literacy has a strengthening effect or weakening effect on the causal relationship between variables. Classical assumption tests were also conducted to ensure the linear regression model used was the Best Linear Unbiased Estimator (BLUE).

**Figure 1**  
Model



**Noted:**

WE: Work Environment

EP: Employee Performance

DL: Digital Literacy

**Hypothesis:**

H1: The Influence of Work Environment on Employee Performance

H2: Digital Literacy Can Moderate The Influence of Work Environment on Employee Performance

**RESULT AND DISCUSSION**

**Background Analysis**

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Traditionally, performance improvement relies heavily on internal organizational and individual factors. Internal factors, particularly the work environment, are widely recognized as one of the most significant predictors of employee motivation, satisfaction, and ultimately, performance. A conducive work environment—encompassing both physical (facilities, layout, ergonomics) and non-physical (organizational culture, interpersonal relationships, leadership) dimensions—acts as a professional "habitat" that fuels productivity (Bulgis, Djaelani, and Khalikussabir 2021). When the work environment is supportive, employees tend to feel valued, safe, and have a sense of belonging, which directly affects their work engagement and output (Supriatna, Juhandi, and Rasipan 2022).

However, the wave of digital transformation has added complexity to understanding the relationship between the work environment and performance. The emergence of new technologies, process automation, and the need for virtual communication have introduced new variables as important mediators or moderators in this performance equation. A work environment, no matter how physically comfortable or non-physically positive, will not produce maximum performance if employees are unable to operate within it. This phenomenon further highlights the role of digital literacy as an essential competency, especially in sectors that rely heavily on creativity and technology, such as the creative industry (Yuliantari and Prasasti 2020).

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The results of this quantitative research were obtained through data analysis from 150 creative industry employee respondents in Bandung City using EViews 12 software. The main analysis focused on hypothesis testing using Multiple Linear Regression and Moderated Regression Analysis (MRA). Classical Assumption Test

Based on the EViews test, the regression model used met the classical assumptions: (a) Normality Test (Jarque-Bera  $p > .05$ ), indicating normally distributed data; (b) Multicollinearity Test (Variance Inflation Factor [VIF] value  $< 10$  for all variables), indicating no high correlation between independent variables; and (c) Heteroscedasticity Test (White Test  $p > .05$ ), indicating constant error variance. Thus, the regression model is feasible and unbiased.

**Multiple Linear Regression Analysis**

The results of the test of the influence of Work Environment (X) and Digital Literacy (Z) on Employee Performance (Y) are summarized in Table 1.

Table 1. Multiple Linear Regression Results (EViews Output)

Variable	Coefficient	Std. Error	t-Statistic	p-value
Constant	1.215	0.450	2.700	0.007*
Work Environment (X)	0.428	0.085	5.035	0.000{**}
Digital Literacy (Z)	0.311	0.091	3.417	0.001{**}
R-2	0.541			
F-statistic	86.54			0.000{**}
Sig. (p-value)				0.000{**}

Note: \* $p < .05$ ; {\*\*} $p < .01$ .

The results in Table 1 show that: Partially, the Work Environment (X) has a positive and significant effect on Employee Performance (Y) (Coefficient 0.428;  $p = .000 < .01$ ). Partially, Digital Literacy (Z) also has a positive and significant effect on Employee Performance (Y) (Coefficient 0.311;  $p = .001 < .01$ ). The  $R^2$  value of 0.541 indicates that the Work Environment and Digital Literacy simultaneously explain 54.1% of the variation in Employee Performance.

**Moderated Regression Analysis (MRA)**

To test the moderating role of Digital Literacy, the regression model was expanded by including an interaction variable ( $X \times Z$ ).

Table 2 Moderated Regression Results with Interaction Variables (EViews Output)

Variable	Coeffisient	Std. Error	t-Statistict	p-value
Constant	0.980	0.410	2.390	.018^*
Lingkungan Kerja (X)	0.355	0.078	4.551	.000^{**}
Literasi Digital (Z)	0.250	0.080	3.125	.002^{**}

Variable	Coefisient	Std. Error	t-Statistic	p-value
Interaksi ( X \times Z )	{0.187}	{0.055}	{3.400}	{.001^{**}}
R <sup>2</sup>	.605			
F -statistic	74.21			.000^{**}

Description: \*p < .05; {\*\*}p < .01.

The main result of Table 2 is the coefficient of the interaction variable (X \times Z) of 0.187 with a p-value of 0.001. Because the p value is smaller than 0.05, the moderation hypothesis is accepted. The positive interaction coefficient indicates that Digital Literacy has a role in strengthening (strengthening moderation) the positive influence of the Work Environment on Employee Performance. The increase in the R<sup>2</sup> value from 0.541 to 0.605 after the addition of the interaction variable further supports the validity of the moderating role of Digital Literacy.

**Discussion**

**The Direct Effect of Work Environment and Digital Literacy**

The finding that Work Environment significantly influences Employee Performance (p = .000) is in line with the classic Organizational and Behavioral Theory (Robbins 2016). In the context of the creative industry in Bandung, a physical work environment that supports creativity (e.g., open layout, adequate technological facilities) and a collaborative non-physical environment have been shown to increase motivation and work efficiency. A conducive work environment functions as both a hygiene factor and a motivator (Kholil, Marzolina, and Taufiqurrahman 2014), providing the psychological safety necessary for innovation. Meanwhile, the significant effect of Digital Literacy on Employee Performance (p = .001) confirms that in this era of disruption, Digital Literacy has transformed from an additional skill to a core competency (Bawden, 2008). Employees who are proficient in finding, evaluating, and using digital information are able to perform tasks more efficiently and effectively, especially in industries that rely on software and virtual communication.

**Digital Literacy as a Moderating Variable on the Influence of the Work Environment**

The main discussion centers on the MRA results, which showed a positive and significant interaction coefficient (0.187; p = .001). These results empirically validate the hypothesis that Digital Literacy strengthens the positive relationship between the Work Environment and Employee Performance. The interpretation of this finding is: A good Work Environment (X) has a positive impact on Employee Performance (Y). However, when employees in a good work environment also have high Digital Literacy (Z), the positive impact of the Work Environment is magnified or multiplied. For example, companies can provide a superior Physical Work Environment (digital collaboration space and shared cloud servers). For employees with high Digital Literacy, these facilities can be optimally utilized for real-time collaboration, efficient archiving, and integrated project management, all of which improve performance. On the other hand, for employees with low Digital Literacy, the company's investment in a sophisticated Work Environment will only become dead capital because they are unable to maximize its functionality. This finding supports the view that in the technological era, the Work Environment must be seen as an enabler, and the effectiveness of this enabler is determined by the digital capacity of employees (Simamora 2006). Therefore, investments in physical infrastructure and work culture must always be synergized with human resource development programs to improve digital skills and mindset. Failure to achieve this synergy risks creating a widening performance gap between employees, even within the same work environment.

## CONCLUSION

Based on quantitative analysis using EViews on data from 150 creative industry employees in Bandung, this study concludes the following:

1. The work environment has a positive and statistically significant influence on employee performance. This reaffirms the crucial role of the work environment (both physical and non-physical) as a fundamental predictor of performance in modern organizations.
2. Digital literacy not only has an independent positive influence on employee performance but is also shown to significantly moderate the relationship between the work environment and employee performance.
3. The moderating role of digital literacy is strengthening. This means that the higher an employee's level of digital literacy, the greater the positive contribution a conducive work environment makes to improving their performance.

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