

ABSTRAK

Kinerja pegawai BKPSDM Kabupaten Jember yang belum optimal, sebagaimana ditunjukkan oleh realisasi program yang belum mencapai target yang ditetapkan. Tujuan penelitian adalah menganalisis pengaruh kompetensi digital dan kapabilitas adaptif terhadap kinerja pegawai, baik secara langsung maupun melalui mediasi *employee engagement*. Penelitian menggunakan pendekatan kuantitatif dengan desain deskriptif dan explanatory. Populasi penelitian adalah seluruh pegawai BKPSDM Kabupaten Jember berjumlah 65 orang dengan teknik sampling jenuh. Instrumen penelitian menggunakan kuesioner skala Likert 5 poin untuk mengukur variabel kompetensi digital, kapabilitas adaptif, *employee engagement*, dan kinerja pegawai. Analisis data menggunakan Structural Equation Modeling berbasis Partial Least Square (PLS-SEM). Hasil penelitian menunjukkan bahwa: (1) kompetensi digital berpengaruh signifikan terhadap *employee engagement*; (2) kapabilitas adaptif berpengaruh signifikan terhadap *employee engagement*; (3) kompetensi digital berpengaruh signifikan terhadap kinerja; (4) kapabilitas adaptif tidak berpengaruh signifikan terhadap kinerja ; (5) *employee engagement* berpengaruh signifikan terhadap kinerja; (6) kompetensi digital berpengaruh signifikan terhadap kinerja melalui *employee engagement*; dan (7) kapabilitas adaptif berpengaruh signifikan terhadap kinerja melalui *employee engagement*. Temuan ini mengkonfirmasi bahwa *employee engagement* berfungsi sebagai mediator parsial antara kompetensi digital dan kinerja, serta mediator penuh antara kapabilitas adaptif dan kinerja. Implikasi praktis penelitian menekankan pentingnya pengembangan kompetensi digital dan kapabilitas adaptif yang disertai strategi peningkatan *employee engagement* untuk mengoptimalkan kinerja pegawai BKPSDM Kabupaten Jember dalam era transformasi digital pelayanan publik.

Kata Kunci: Kompetensi digital, kapabilitas adaptif, *employee engagement*, kinerja pegawai.

ABSTRACT

Suboptimal performance of BKPSDM Jember Regency employees, as indicated by program realizations that have not achieved established targets. The research objective is to analyze the influence of digital competence and adaptive capability on employee performance, both directly and through employee engagement mediation. This study employs a quantitative approach with descriptive and explanatory design. The research population consists of all 65 employees of BKPSDM Jember Regency using saturated sampling technique. The research instrument uses a 5-point Likert scale questionnaire to measure digital competence, adaptive capability, employee engagement, and employee performance variables. Data analysis utilizes Partial Least Square-based Structural Equation Modeling (PLS-SEM). The research findings indicate that: (1) digital competence significantly influences employee engagement; (2) adaptive capability significantly influences employee engagement; (3) digital competence significantly influences performance ; (4) adaptive capability does not significantly influence performance; (5) employee engagement significantly influences performance; (6) digital competence significantly influences performance through employee engagement; and (7) adaptive capability significantly influences performance through employee engagement. These findings confirm that employee engagement functions as a partial mediator between digital competence and performance, and as a full mediator between adaptive capability and performance. The practical implications emphasize the importance of developing digital competence and adaptive capability accompanied by strategies to enhance employee engagement to optimize BKPSDM Jember Regency employee performance in the era of digital transformation of public services.

Keywords: Digital Competence, Adaptive Capability, Employee engagement, Employee Performance