The Strategic Role of Digital Innovation and Agility in Sustainable Organizations through Performance

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ABSTRACT

Bureaucratic transformation in the digital era requires public organizations to adopt innovation and digital agility to improve performance effectiveness and organizational sustainability. This study examines the impact of innovation and digital agility on employee performance and their implications for organizational sustainability, using the Cilegon City DPRD Secretariat as a case study. This study employed a quantitative approach with a survey method. Data were obtained from 93 employees of the Cilegon City DPRD Secretariat through a census questionnaire. Analysis was conducted using Partial Least Squares-Structural Equation Modeling (PLS-SEM). Construct validity was tested using factor loadings, while hypotheses were tested using t-statistics and p-values. The results show that innovation (t=5.293; p<0.05) and digital agility (t=3.649; p<0.05) significantly influence employee performance. Employee performance also mediates the relationship between the independent variables and organizational sustainability. The highest indicator of innovation is "the organization provides space for new ideas" (0.925), while digital agility is indicated by "quick adaptation to new technologies" (0.922). The findings demonstrate that innovation and digital agility are key pillars of an adaptive, productive, and sustainable bureaucracy. Innovation-based managerial strategies, digitalization of work processes, and strengthening organizational culture have been shown to improve individual and institutional performance. This research provides a strategic basis for the Cilegon City DPRD Secretariat to accelerate technology adoption, strengthen internal innovation, and build a sustainability-oriented performance evaluation system.

INTRODUCTION

In today's era of globalization and digital revolution, innovation and *agility* Digital technologies are two key factors determining organizational success. Organizations, both in the public and private sectors, face increasingly complex challenges due to technological developments, changing societal needs, and the rapid dynamics of the business environment (Yusuf & Maliki, 2022). At the DPRD Secretariat in Cilegon City, the role of innovation and *agility* Digital is increasingly significant in supporting organizational sustainability in facing these challenges (Andriyani et al., 2024).

An organization can survive and be sustainable when it has competent human resources, continues to innovate, has good digital adaptability and digital agility, high employee performance, is able to accept change, has good knowledge management and appropriate performance-based evaluation. In fact, many organizations have not implemented these optimally, one of which is the DPRD secretariat in Cilegon City which still faces many challenges, especially in the availability of superior human resources. This can be explained in Figure 1 below.

Figure 1 Problems faced by the DPRD Secretariat in Cilegon City

Source: Secretariat of the Cilegon City DPRD 2024

Figure 1 displays the various crucial challenges hampering organizational sustainability at the Cilegon City DPRD Secretariat. The most prominent issues are low digital agility (79%) and minimal innovation (78%). This is followed by reliance on manual systems (75%) and inconsistent employee performance (69%). These conditions reflect the organization's weak adaptation to change and low work efficiency. Furthermore, the lack of competent human resources, weak performance-based evaluation, and minimal knowledge management demonstrate the need for internal improvements. These findings underscore the urgency of digital transformation, enhanced innovation, and capacity building and performance evaluation to ensure organizational sustainability going forward.

The Regional People's Representative Council (DPRD) Secretariat plays a strategic role as an administrative and technical support institution for the Regional People's Representative Council (DPRD). Its primary task is to provide services that ensure the smooth implementation of DPRD functions, namely legislation, oversight, and budgeting (Imjai et al., 2024). The DPRD Secretariat is responsible for preparing meeting agendas, documenting meeting results, providing study materials for council members, and managing human and financial resources to support DPRD operations. Furthermore, the DPRD Secretariat also plays a role in maintaining harmonious working relationships between the DPRD and the regional government, as well as ensuring that regional policy implementation is in accordance with laws and regulations. Thus, the DPRD Secretariat is a crucial element in ensuring transparency, accountability, and effectiveness of the DPRD's performance as a representative of the community (Ofoeda et al., 2024).

Organizational sustainability is an organization's ability to survive and develop sustainably in the face of external and internal environmental dynamics (Imjai et al., 2024). In the context of a public organization such as the Cilegon City DPRD Secretariat, sustainability encompasses aspects of governance efficiency, adaptability to regulatory changes, and the continuity of service performance to the legislature and the public (He et al., 2024).

Organizational sustainability is crucial given the strategic role of the Regional People's Representative Council (DPRD) Secretariat in supporting regional legislative functions (Abri et al., 2024). When organizations are unable to adapt or lose continuity due to weak innovation and digital transformation, productivity, the quality of administrative services, and institutional accountability will decline. Therefore, it is crucial for organizations to ensure sustainability through appropriate strategies and the support of high-performing human resources (Panichakarn et al., 2024).

Several key indicators are used to comprehensively measure this aspect. First, work process effectiveness, which reflects how efficiently and optimally an organization's procedures support legislative functions. Second, adaptability to change, which indicates an organization's agility in responding to external challenges such as regulatory changes or technological advances (Helmi et al., 2024). Third, continuous innovation in services, which demonstrates the organization's courage to continuously transform to provide better and more responsive services (Hagen et al., 2024). Finally, long-term performance stability and sustainability reflect the organization's ability to maintain sustainable performance without being disrupted by changes in leadership, policies, or resources. These four indicators are important parameters in assessing the extent to which a public organization is able to maintain its strategic and dynamic existence (Schmid et al., 2024).

The sustainability of an organization does not only depend on the ability to survival, but also on the ability to adapt to change (Yusuf & Maliki, 2020). In the context of government organizations such as the DPRD Secretariat, organizational sustainability is closely related to the effectiveness of public services and the achievement of strategic goals. Therefore, innovation as a process of developing new, relevant ideas, and *agility* Digital as the ability to respond quickly to technological changes, has become an inevitable necessity (M. Zhang et al., 2024).

The use of digital applications is a crucial element in improving organizational performance and sustainability because it enables more efficient, transparent, and responsive work processes to change. Through digitalization, organizations can automate various operational activities, accelerate information flow, and improve the quality of data-driven decision-making (Imjai et al., 2024). Furthermore, digital applications support service integration, simplify coordination between work units, and open broader service access for the public and stakeholders (He et al., 2024). Thus, organizations are not only able to

increase productivity and service quality but also have greater resilience in facing challenges and are able to innovate sustainably in a constantly changing environment.

To address these challenges, previous literature emphasizes the importance of innovation and digital agility in building adaptive and sustainable organizations. Previous research explains that innovation significantly impacts sustainable organizations by creating more efficient and environmentally friendly solutions (Ngoc Huynh et al., 2024). Innovative organizations are able to develop products and processes that reduce environmental impacts, such as using more efficient raw materials and technologies that support energy savings (Somwethee et al., 2023). Thus, innovation enables organizations to meet sustainability demands, which are increasingly becoming a global priority (Alexander et al., 2024). Furthermore, innovation helps organizations capitalize on new market opportunities focused on sustainable products and services (Cholez et al., 2023). This not only enhances an organization's reputation but also strengthens its long-term competitiveness (Khan et al., 2024).

Furthermore, digital agility impacts organizational sustainability by enabling rapid adaptation to changes in the business environment (Wu et al., 2024). In a constantly changing world, organizations with digital agility can respond more quickly to challenges such as economic crises, regulatory changes, or dynamic market demands (Susitha et al., 2024). This helps organizations remain relevant and competitive in the market (M. Zhang et al., 2024). By leveraging digital technology, organizations can also identify new opportunities that support sustainability, such as developing environmentally friendly products or energy efficiency (Panichakarn et al., 2024). Therefore, digital agility is a crucial element in ensuring organizational sustainability (He et al., 2024).

Several previous studies have shown that innovation and digital agility play a crucial role in supporting organizational sustainability. Innovation enables organizations to create new solutions, improve services, and adapt to evolving societal needs (Buonocore et al., 2024). Meanwhile, digital agility enables organizations to respond quickly and efficiently to technological and environmental changes. The combination of the two makes organizations more adaptive, competitive, and capable of long-term survival and growth (Ul Akram et al., 2024).

Next, innovation has a significant impact on employee performance because it encourages creativity and productivity (Din et al., 2024). When organizations implement innovation, employees are encouraged to think outside the box and find new solutions to work challenges (Din et al., 2024). This increases their engagement in the work process and creates a sense of ownership over the results. Furthermore, innovation helps automate repetitive tasks, allowing employees to focus on more strategic and high-value work (H. Zhang et al., 2024). Therefore, an innovative work environment not only increases efficiency but also motivates employees to achieve better results (Hartmann & Hartmann, 2023).

Digital agility impacts employee performance by providing access to relevant technology and information to support their work (Al Jabri et al., 2024). In an increasingly digital workplace, employees' ability to use technology effectively is a key determinant of productivity (Ul Akram et al., 2024). Digital agility enables organizations to provide tools and platforms that accelerate task completion (Almazrouei et al., 2024). With the right technology, employees can manage their time more efficiently and focus on high-value tasks. As a result, employee performance improves due to adequate technological support (Hagen et al., 2024).

Digital innovation and agility directly improve employee performance by creating a more dynamic, efficient, and adaptive work environment (Susitha et al., 2024). Innovation encourages employees to think creatively and discover new, more effective ways of working, while digital agility facilitates information access and accelerates work processes through technology. As a result, employees become more productive, responsive to change, and motivated to achieve better work results (Rialti & Filieri, 2024).

State of the art

In addition to the phenomena described above, there are research gaps in previous studies addressing the same topic, including differences in research results, research subjects, and the use of different variables. Table 1 explains this research gaps related to differences in research results.

Table 1 Research Gap Differences in Research Results of Digital Agility Variables on Sustainable Organizations

Nama penulis	Judul	Hasil
(Balder et al., 2024)	*Digital and Agile Collaboration in New Work SME Product Development*	
(Chen et al., 2024)	*Digital transformation as the driving force for sustainable busi ness performance: A moderated mediation model of market-driven business model innovation and digital leadership capabilities*	
(Xu et al., 2024)	*How digital transformation enhances corporate innovation performance: The mediating roles of big data capabilities and organizational agility*	significant
(Mollah et al., 2024)	*How does digital leadership boost competitive performance? The role of digital culture, affective commitment, and strategic agility*	Not significant

Source: (Balder et al., 2024), (Chen et al., 2024), (Xu et al., 2024) and (Mollah et al., 2024)

Based on Table 1, it can be explained that research from Blander et al (2024) analyzed the relationship between organizational agility, sustainability performance, and innovation orientation. Using quantitative methods and data analysis through SmartPLS, this study involved 150 MSME employees. The results showed that organizational agility has a positive and significant influence on MSME sustainability. Furthermore, research from Chen et al. (2024) explains that digital agility has a significant influence on organizational sustainability, the higher the digital agility, the higher the organization's agility in adapting and achieving good performance. Furthermore, research from Xu et.al. (2024) explains that digital adaptation can have a positive and significant influence on organizational sustainability.

Based on the phenomena and research gaps that have been explained, the formulation of the problem in this study is: 1) Is there a significant influence of innovation on the sustainable organization of the DPRD secretariat in Cilegon City 2) Is there a significant influence *agility* digital innovation on the sustainable organization of the DPRD secretariat in Cilegon City 3) Is there a significant influence of innovation on the performance of DPRD secretariat employees in Cilegon City4) Is there a significant influence *agility on* the performance of DPRD secretariat employees in Cilegon City 5) Is there a significant influence of employee performance on the sustainable organization of the DPRD secretariat in Cilegon City 6) Is there a significant influence of innovation on sustainable organization through employee performance as a mediating variable of the DPRD secretariat in Cilegon City 7) Is there a significant influence of innovation on sustainable organization through employee performance as a mediating variable of the DPRD secretariat in Cilegon City.

Novelty

This research presents novelty by emphasizing the integration between *digital innovation* and *agility digital* In the context of public organizations, particularly the Cilegon City Regional People's Representative Council (DPRD) Secretariat, a topic rarely studied comprehensively. Unlike previous research that tends to focus on the private sector or examine only one variable, this study combines both strategic factors to examine their impact on employee performance and their implications for the sustainability of public organizations. This approach provides a new perspective on how regional bureaucracies can optimize digital transformation not only for efficiency but also to improve service quality and institutional competitiveness in an era of disruption.

RESEARCH METHOD

Types of research

This research was conducted at the Regional People's Representative Council (DPRD) Secretariat in Cilegon City. In line with the research objectives, this study employed a descriptive causality design with quantitative methodology (Deole et al., 2023). The proposed hypotheses were then tested using this

quantitative technique. This strategy is based on a positivist philosophy, which uses research tools to collect and evaluate quantitative and statistical data to test hypotheses (Nilsen & Kongsvik, 2023).

Population and sample

In this study, the population includes all employees of the Cilegon City DPRD Secretariat, totaling 94 people including the researcher. The sampling method used in this study is the method *saturated sampling* (saturated sample) is a sampling technique that involves all members of the population as respondents. This technique is used because the population being studied is relatively small and still possible to reach the entire population. (Joseph et al., 2023). Based on the accuracy of the research results, the author was not included in the sample so that the number of samples to be taken was 93 people.

Data analysis techniques

The data collection technique uses a questionnaire through a survey and the data analysis technique uses the SPSS application for descriptive analysis using a range of scales and Smartpls version 3.2.3 such as measuring the model (*outer model*), modelling structure (*inner model*) in testing existing hypotheses (Demerouti, 2023).

To ensure that the research instrument has an adequate level of reliability and accuracy (validity), construct validity testing is carried out using the value *Average Variance Extracted* (AVE) and construct reliability test through the value *Composite Reliability* (CR). An instrument is declared valid if the AVE value is greater than 0.50, indicating that the indicator is able to adequately explain the latent variable. Meanwhile, construct reliability is met if the CR value is greater than 0.70, indicating strong and reliable internal consistency between indicators in measuring the construct. This can be explained in Table 2 below.

Table 2 AVE dan CR analysis

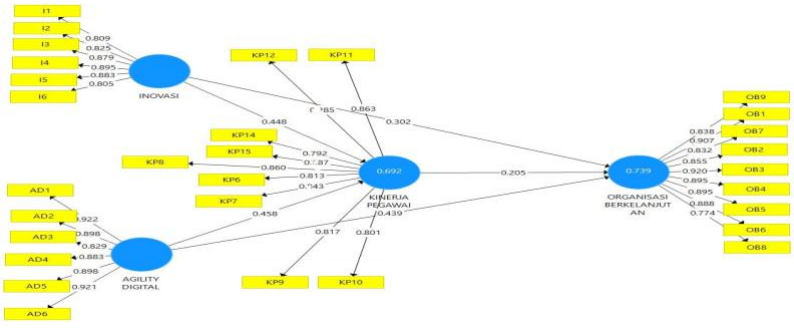
	Average Variance Extracted (AVE)	Composite Reliability
Agility Digital	**0,796**	**0,959**
Innovation	**0,723**	**0,940**
Employee Performance	**0,551**	**0,909**
Sustainable organization	**0,754**	**0,965**

Source: SEM PLS data processing results (2025)

The test results in Table 2 show that all research variables have AVE values above 0.50 and Composite Reliability above 0.70. Therefore, it can be concluded that all indicators used have met the criteria for convergent validity and have high internal consistency. Thus, this research instrument is proven to be valid and reliable measuring the constructs of innovation, agility, performance and sustainable organization.

RESULTS AND DISCUSSION

To ensure the relationship between the indicators and the constructs under study, an outer model analysis was conducted using the SEM-PLS approach. The outer model was used to evaluate the validity and reliability of the indicators that make up each latent variable. The data processing results produced an outer model diagram as shown in Figure 2 below.



Source: SEM PLS data processing results (2025)

Figure 2 Outer Model Analysis Results (PLS Algorithm)

After the research instrument is declared valid and reliable through outer model testing, the next step is to conduct a hypothesis test to determine the relationship between the variables proposed in the research model. This hypothesis test is conducted by examining the path coefficient value (*path coefficient*), mark *t-statistic*, as well as the level of significance (*p-value*), so that it can be determined whether the proposed hypothesis is accepted or rejected. This will be explained in Table 3 below.

Table 3 Hypothesis Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
H1: INNOVATION -> SUSTAINABLE ORGANIZATION	0,302	0,281	0,083	3,649	0,000
H2: DIGITAL AGILITY -> SUSTAINABLE ORGANIZATION	0,439	0,434	0,100	4,364	0,000
H3: INNOVATION -> EMPLOYEE PERFORMANCE	0,448	0,445	0,085	5,293	0,000
H4: DIGITAL AGILITY -> EMPLOYEE PERFORMANCE	0,458	0,448	0,104	4,387	0,000
H5: EMPLOYEE PERFORMANCE -> SUSTAINABLE ORGANIZATION	0,205	0,201	0,104	1,979	0,048
H6: INNOVATION -> EMPLOYEE PERFORMANCE -> SUSTAINABLE ORGANIZATION	0,207	0,208	0,050	1,981	0,042
H7: DIGITAL AGILITY -> EMPLOYEE PERFORMANCE -> SUSTAINABLE ORGANIZATION	0,292	0,291	0,051	2,828	0,004

Source: SEM PLS data processing results (2025)

Based on Table 3, the results of the hypothesis test above, it can be explained that innovation has a significant effect on sustainable organizations with a t-statistic value of 3.649 > 1.96 and a p-value of 0.000 < 0.05, thus the first hypothesis is accepted, meaning that innovation has a significant effect on sustainable organizations.

Digital agility significantly influences organizational sustainability, as demonstrated by a t-statistic of 4.364 > 1.96 and a p-value of 0.000 < 0.05, thus accepting the second hypothesis. This confirms that digital agility has been proven to influence organizational sustainability.

Furthermore, innovation has a significant effect on employee performance, with a t-statistic of 5.293 > 1.96 and a p-value of 0.000 < 0.05, so the third hypothesis is accepted, meaning that the higher the innovation, the stronger the employee performance formed among employees.

Digital agility significantly impacts employee performance, with a t-statistic of 3.649 > 1.96 and a p-value of 0.000 < 0.05, indicating that the fourth hypothesis is accepted. This proves that effective digital agility implementation can shape and strengthen employee performance.

Furthermore, employee performance has a significant effect on sustainable organizations with a t-statistic of 1.979 > 1.96 and a p-value of 0.004 < 0.005 so that the fifth hypothesis is accepted, this explains that employee performance is a real important factor in driving sustainable organizations.

Analysis of the sixth hypothesis, which is an indirect influence, shows that innovation has a significant effect on sustainable organizations through employee performance with a t-statistic of 1.981> 1.96 and a p-value of 0.042 < 0.05, thus the sixth hypothesis is accepted. This means that employee performance significantly mediates innovation towards sustainable organizations.

Furthermore, the analysis results of the seventh hypothesis, which is an indirect influence, where digital agility has a significant effect on sustainable organizations through employee performance with a t-statistic of 2.828 > 1.96 and a p-value of 0.004 < 0.05. This means that the seventh hypothesis is accepted, and this illustrates that employee performance significantly mediates digital agility towards sustainable organizations.

There is a significant influence of innovation on sustainable organizations in Cilegon City

Innovation has a significant effect on sustainable organizations with a t-statistic of 3.649 > 1.96 and a p-value of 0.000 < 0.05. Thus, the first hypothesis is accepted, meaning that innovation has a significant effect on sustainable organizations. This means that the higher the level of innovation in an

organization, the stronger the organization's efforts and achievements in realizing sustainability, both in environmental, social, and governance aspects.

Theoretically, these findings align with the Resource-Based View (RBV) and Dynamic Capabilities Theory, which emphasize that innovation is a strategic resource and dynamic capability of an organization in responding to environmental changes to create sustainable competitive advantage. In the context of Cilegon City, these results are highly relevant because they demonstrate that efforts to build a sustainable organization cannot be separated from the courage and ability to innovate, both in administrative service processes, the use of environmentally friendly technology, and the development of digital work systems. Innovation becomes a strategic foundation for not only carrying out its functions efficiently, but also adapting to future challenges, including demands for transparency, energy efficiency, and sustainable governance.

This is in line with previous relevant research explaining that innovation has a significant impact on organizational sustainability by creating more efficient and environmentally friendly solutions (Ngoc Huynh et al., 2024). Innovative organizations are able to develop products and processes that reduce environmental impacts, such as using more efficient raw materials and technologies that support energy savings (Somwethee et al., 2023). Thus, innovation enables organizations to meet sustainability demands, which are increasingly becoming a global priority (Alexander et al., 2024). Furthermore, innovation helps organizations capitalize on new market opportunities focused on sustainable products and services (Cholez et al., 2023). This not only enhances the organization's reputation but also strengthens its long-term competitiveness (Khan et al., 2024).

Based on the explanation above, it can be concluded that innovation has a significant impact on organizational sustainability by creating efficient solutions, improving operational efficiency, engaging stakeholders, and maintaining market relevance. Through innovation, organizations can address sustainability challenges and capitalize on new opportunities for growth. This makes innovation a key element in creating a resilient and sustainable organization.

There is a significant influence of digital agility on sustainable organizations at the DPRD Secretariat in Cilegon City.

Digital agility significantly influences organizational sustainability, as demonstrated by a t-statistic of $4.364 > 1.96$ and a p-value of $0.000 < 0.05$, thus accepting the second hypothesis. This confirms that digital agility has been shown to influence organizational sustainability, meaning that the higher the digital agility within an organization, the stronger the organization's efforts to achieve long-term sustainability.

In the context of Cilegon City, these findings underscore the importance of employees' and organizational systems' ability to adapt quickly to developments in digital technology, such as the use of e-office, legislative information systems, or cloud-based document management. This digital agility enables organizations to become more efficient, responsive to change, and environmentally friendly, for example, through paper reduction and optimization of digital resources. Theoretically, this supports the concept of dynamic capabilities, where digital agility is the driving force behind transformation toward an organization that is not only adaptive but also strategically and operationally sustainable.

Digital agility impacts organizational sustainability by enabling rapid adaptation to changes in the business environment (Wu et al., 2024). In a constantly changing world, organizations with digital agility can respond more quickly to challenges such as economic crises, regulatory changes, or dynamic market demands (Susitha et al., 2024). This helps organizations remain relevant and competitive in the market (M. Zhang et al., 2024). By leveraging digital technology, organizations can also identify new opportunities that support sustainability, such as developing environmentally friendly products or energy efficiency (Panichakarn et al., 2024). Therefore, digital agility is a crucial element in ensuring organizational sustainability (He et al., 2024).

Based on the explanation above, it can be concluded that digital agility has a significant impact on sustainable organizations by supporting adaptation, efficiency, collaboration, and transparency. By leveraging digital agility, organizations can more effectively address sustainability challenges and achieve their long-term goals. This makes digital agility a strategic element in creating sustainable and competitive organizations.

There is a significant influence of innovation on employee performance at the DPRD Secretariat in Cilegon City

Furthermore, innovation has a significant effect on employee performance, with a t-statistic of 5.293 > 1.96 and a p-value of 0.000 < 0.05 so that the third hypothesis is accepted, meaning that the higher the innovation, the stronger the employee performance formed among employees, which means that the higher the level of innovation in the organization, the stronger and better the performance of its employees. This shows that innovation not only has an impact on systems and procedures, but is also able to spur individual motivation, effectiveness, and productivity in carrying out tasks.

Theoretically, this finding aligns with the Innovation Performance Theory, which states that innovation is a strategic factor in creating work efficiency and quality employee output. Innovation encourages the emergence of new, more effective work methods, the use of technology to accelerate processes, and improvements in service quality. In the context of Cilegon City, this confirms that encouraging innovation such as service digitization, legislative information system development, and bureaucratic simplification will have a direct impact on improving employee performance. Employees working in an innovative ecosystem tend to be more enthusiastic, responsible, and able to complete tasks more efficiently, thus overall strengthening the organization's support for the DPRD's strategic tasks.

Innovation has a significant impact on employee performance because it fosters creativity and productivity (Din et al., 2024). When organizations implement innovation, employees are encouraged to think outside the box and find new solutions to work challenges (Din et al., 2024). This increases their engagement in the work process and creates a sense of ownership over the results. Furthermore, innovation helps automate repetitive tasks, allowing employees to focus on more strategic and high-value work (H. Zhang et al., 2024). Therefore, an innovative work environment not only increases efficiency but also motivates employees to achieve better results (Hartmann & Hartmann, 2023).

Based on the explanation above, it can be concluded that innovation has a significant impact on employee performance by enhancing creativity, skills, work culture, and the relationship between the organization and employees. By creating a work environment that supports innovation, organizations can encourage employees to achieve better results. This impact not only increases productivity but also builds employee commitment to the organization's success. Therefore, innovation is a strategic element in continuously improving employee performance.

There is a significant influence of digital agility on employee performance at the DPRD Secretariat in Cilegon City

Digital agility significantly impacts employee performance with a t-statistic of 3.649 > 1.96 and a p-value of 0.000 < 0.05, indicating that the fourth hypothesis is accepted. This proves that a good implementation of digital agility can shape and strengthen employee performance, meaning the higher the employee's ability to adapt and utilize digital technology, the higher their performance will be. This proves that effective implementation of digital agility not only supports organizational operations but also serves as a key lever in shaping superior individual performance.

Theoretically, these findings align with the Digital Competency Framework and Dynamic Capabilities theory, which emphasize that the ability of organizations and individuals to respond quickly to technological changes will create added value in performance. In the context of Cilegon City, these findings are highly relevant given the complexity of administrative tasks and the need for fast and accurate services to support the legislative, budgeting, and oversight functions of the Regional People's Representative Council (DPRD). Employees with high digital agility, for example in operating legislative information systems, e-offices, or electronic filing, tend to be more efficient, adaptive, and productive. In other words, digital agility is not merely an additional competency but a key element in strengthening the quality of bureaucratic services and employee performance in the era of digital government transformation.

Digital agility impacts employee performance by providing access to relevant technology and information to support their work (Al Jabri et al., 2024). In an increasingly digital workplace, employees' ability to use technology effectively is a key determinant of productivity (Ul Akram et al., 2024). Digital agility enables organizations to provide tools and platforms that accelerate task completion (Almazrouei et al., 2024). With the right technology, employees can manage their time more efficiently and focus on

high-value tasks. As a result, employee performance improves due to adequate technological support (Hagen et al., 2024).

Based on the explanation above, it can be concluded that digital agility significantly impacts employee performance through technological support, adaptation to change, skills development, and enhanced collaboration. By implementing the right digital strategy, organizations can create a work environment that supports employee productivity and efficiency. The impact not only improves individual performance but also strengthens organizational competitiveness. Therefore, digital agility is a crucial element in building a high-performing workforce.

There is a significant influence between employee performance and sustainable organization at the DPRD Secretariat in Cilegon City.

Furthermore, employee performance has a significant effect on sustainable organizations with a t-statistic of 1.979 > 1.96 and a p-value of 0.004 < 0.005, thus accepting the fifth hypothesis. This explains that employee performance is a significant factor in driving sustainable organizations. Theoretically, this finding supports the Human Capital Theory and Sustainable Performance Model approaches, which emphasize that organizational sustainability is not only built from macro strategies, but also depends on the real contribution, responsibility, and productivity of employees in carrying out their daily roles. In the context of Cilegon City, high employee performance reflects a seriousness in supporting administrative transparency, efficient use of resources, and sustainable public services. High-performing employees tend to encourage a disciplined, innovative, and responsible work culture, which collectively become the main foundation for developing as an accountable, adaptive, and future-oriented public organization.

Employee performance influences organizational sustainability by creating a stable and supportive work environment (Hariyani et al., 2024). Organizations committed to sustainability tend to have a long-term vision that provides a sense of security for employees (Rauter et al., 2023). This stability helps employees focus on their work without worrying about future uncertainty (García-Cruz et al., 2024). Furthermore, sustainable organizations often include programs that enhance employee well-being, such as training, rewards, or additional benefits (Aggarwal, 2024). This creates greater motivation and engagement among employees (Kirchner-Krath et al., 2024).

Sustainable organizations encourage employees to contribute to a larger purpose (Nguyen et al., 2024). When employees perceive that their work has a positive impact on society and the environment, they tend to be more engaged and take pride in their work (Osei et al., 2023). This increases their morale and productivity. In a sustainable work environment, employees are also more likely to work collaboratively because they feel part of a larger mission (Rauter et al., 2023). Therefore, sustainable organizations have a positive impact on individual and team performance (García-Cruz et al., 2024).

Based on the explanation above, it can be concluded that employee performance significantly influences organizational sustainability through stability, motivation, an inclusive work culture, and increased loyalty. By creating a supportive work environment oriented toward long-term goals, organizations can increase employee productivity and engagement. This makes sustainability a strategic element that supports the success of the organization and its employees.

There is a significant indirect influence of innovation on sustainable organizations through employee performance as a mediating variable at the DPRD Secretariat in Cilegon City.

The analysis of the sixth hypothesis, which is an indirect influence, shows that innovation significantly influences sustainable organizations through employee performance with a t-statistic of 1.981> 1.96 and a p-value of 0.042 < 0.05, thus accepting the sixth hypothesis. This means that employee performance significantly mediates innovation towards sustainable organizations. Innovation not only has a direct impact but also works indirectly by encouraging improved employee performance, which ultimately strengthens organizational sustainability efforts.

Theoretically, these results align with the mediated model of organizational effectiveness, which states that organizational innovation will have an optimal impact on sustainability if it is first internalized through individual behavior and performance within the organization. In the context of Cilegon City, this confirms that implemented innovations such as digital work systems, automated administrative processes, or technology-based service approaches will generate maximum sustainability value if employees are able to effectively implement these innovations in their work. This means that employee performance is a

crucial bridge that transforms innovative ideas into tangible impacts on institutional sustainability, both in terms of efficiency, transparency, and long-term operational resilience.

This is in line with previous research which confirms that innovation significantly improves the quality of public services and employee performance through smart digital services, this supports the mechanism where innovation reflected in the use of new technologies encourages employee creativity and work efficiency, which further strengthens their contribution to the sustainability of public organizations; it is very relevant for Cilegon City which implements digitalization in legislative administration and services (Ingsih et al, 2024).

In government institutions it shows that *organisational agility* is a critical factor in facilitating digital transformation and innovation. In SEM analysis, innovation and transformational digital leadership were found to be antecedents of organizational agility, which subsequently enabled public organizations to adapt more quickly to technological change (Fachridian et al., 2024). This finding reinforces the concept that truly effective innovation will improve employee performance only if supported by structural flexibility and an adaptive culture. In other words, employee performance mediates the impact of innovation on sustainability, as in Cilegon.

There is a significant indirect influence of digital agility on sustainable organizations through employee performance as a mediating variable at the DPRD Secretariat in Cilegon City.

Furthermore, the results of the analysis of the seventh hypothesis, which is an indirect influence, where digital agility has a significant effect on sustainable organizations through employee performance with a t-statistic of 2.828 > 1.96 and a p-value of 0.004 < 0.05. This means that the seventh hypothesis is accepted, and this illustrates that employee performance significantly mediates digital agility towards sustainable organizations. This confirms that to realize a sustainable organization, it is not enough to simply have the latest digital technology or systems, but must also ensure that employees are able to adapt and optimize them in their daily work.

Theoretically, these findings reinforce the Dynamic Capabilities Theory developed by Teece, which emphasizes that an organization's ability to adapt to change, including the development of digital technology, depends on its internal capacity, including the competence of its human resources. Digital agility is a tangible manifestation of this dynamic capability, but its benefits are only truly felt when translated into efficient, innovative, and results-oriented employee performance. In this context, employee performance serves as a critical link that transforms digital capabilities into sustainable organizational outcomes.

In the context of Cilegon City, these findings are highly relevant. Amidst demands for fast, transparent, and accountable legislative services, digital transformation is being promoted through court information systems, document digitization, and the use of online communication platforms. However, the extent to which these digital systems support organizational sustainability is largely determined by the competence and performance of employees in using them effectively and efficiently. Employees with digital agility will adapt more quickly to new systems, complete work more quickly, and minimize resource use all hallmarks of a sustainable organization.

This finding aligns with research by Fachridian et al. (2024), which found that digital agility significantly contributes to the transformation of public sector organizations when mediated by individual performance. Similarly, research by Ingsih, Astuti, and Riyanto (2024) shows that the adoption of digital technology will impact the efficiency of public organizations when accompanied by increased employee capacity and performance. These studies reinforce that digital agility without strong performance will only be a passive potential, and public organizations need both to create real sustainability.

Conclusion

Based on the results of the analysis, it can be concluded that 1) there is a significant influence of innovation on the sustainable organization of the DPRD secretariat in Cilegon City 2) there is a significant influence *agility* digital innovation on the sustainable organization of the DPRD secretariat in Cilegon City 3) there is a significant influence of innovation on the performance of DPRD secretariat employees in Cilegon City 4) there is a significant influence *agility* digital innovation on the performance of DPRD secretariat employees in Cilegon City 5) there is a significant influence of employee performance on the sustainable organization of the DPRD secretariat in Cilegon City 6) there is a significant influence of innovation on sustainable organization through employee performance as a mediating variable of the DPRD secretariat

in Cilegon City 7) there is a significant influence of innovation on sustainable organization *agility* digital towards sustainable organizations through employee performance as a mediating variable of the DPRD secretariat in Cilegon City

Implications

This research has several important implications, both theoretical and practical. Theoretically, these findings reinforce theories of strategic management and public organizations that emphasize organizational innovation and adaptation as key determinants of improved civil service performance, while also confirming the relevance of the approach. *dynamic capabilities* (Teece, 2007) in the context of regional legislative institutions. Practically, leaders can utilize these results by fostering an innovative culture, organizational learning, and providing incentives for innovation through training and strengthening strategic units. From an intervention design perspective, the importance of organizational adaptation variables requires structural readiness and work system flexibility to facilitate the acceptance of transformation. Policy implications also emphasize the need for local government support through regulations, budgets, and training that provide space for bureaucratic experimentation without neglecting accountability. Furthermore, performance evaluations need to focus on indicators of responsibility and sustainability as long-term benchmarks, supported by adaptive, collaborative, and visionary governance. These findings also open up opportunities for further research using longitudinal and qualitative approaches, as well as the addition of transformational leadership, organizational culture, and local political involvement variables to enrich the analysis of internal bureaucratic dynamics.

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