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The Role Of Job Satisfaction As A Mediator Of The Relationship Between Cognitive Flexibility, Digital Literacy And Job Performance Of Non-Asn Employees In Work Units In Charge Of Personnel, Planning And Finance Within The Regional Secretariat Of Serang City

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Abstract

In the rapidly developing digital era, employee performance is the main key to the effectiveness and efficiency of public services, especially in the Regional Secretariat of a region. Lack of Cognitive Flexibility and Digital Literacy among non-ASN employees at the Serang City Regional Secretariat, this is a significant challenge. Inability to adapt to technological changes and lack of understanding of digital technology can affect their performance. This obstacle needs to be overcome with intensive training efforts and competency improvement. This research adopted the structural equation modeling partial least squares (SEM-PLS) analysis method for a sample of 125 non-ASN employee respondents at the Serang City Regional Secretariat through the application of the Stratified Random Sampling technique. Exogenous variables in this research include Cognitive Flexibility by utilizing 10 indicators, as well as Digital Literacy using 11 indicators. Job Satisfaction acts as an intervening variable with 11 indicators, whereas Job Performance employee is an endogenous variable with 15 indicators. A total of 7 hypotheses were tested in the framework of this research. The results of the Outer Model evaluation showed that of the total of 47 indicators tested, 11 indicators were found to be invalid because they had a loading factor value below 0.70, while the remaining 36 indicators were proven to be valid. The results of hypothesis testing revealed that of the 7 hypotheses proposed, 6 hypotheses were successfully accepted while 1 other hypothesis was rejected. Thus, this research provides an in-depth understanding of the factors that influence the performance of non-ASN employees at the Serang City Regional Secretariat, and their implications for increasing the effectiveness and efficiency of public services in the increasingly developing digital era.

Keywords: Cognitive Flexibility, Digital Literacy, Job Satisfaction, Job Performance

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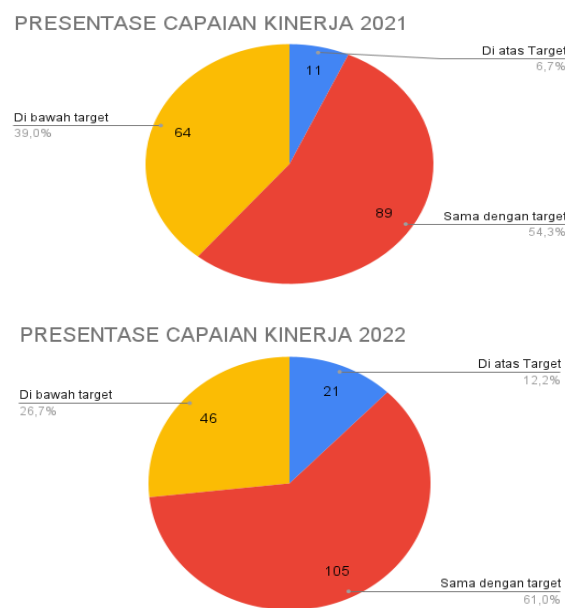


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1. INTRODUCTION

In today's increasingly advanced digital era, speed and the ability to adapt to change are very important in completing daily tasks. This also applies to the Regional Secretariat in a region, which is required to have a good understanding of digital technology and the ability to adapt to frequently changing working conditions and situations.

Research data analysis stage Job Performance Non-ASN employees at the Serang City Regional Secretariat are important for quality research results and contributions to improvement Job Performance employees and organizational effectiveness..



Source: BKPSDM Serang City

Figure 1 Job Performance Non ASN Employees at the Regional Secretariat of Serang City

In Serang City in 2021, 54% of employees have achieved the target Job Performance set, while the other 39% are still pending Job Performance below the target and 7% above the target. This data shows that there are some employees who are still unemployed Job Performance below the target that must be considered and evaluated so that it can be improved Job Performance.

And in 2022, as many as 61% of officers have reached the target Job Performance set, while the other 27% still own Job Performance below the target and 12% above the target, (Head of General and Personnel Subdivision of Serang City Regional Secretariat, 2023).

Presence is an important indicator in Job Performance employees because consistent presence at work shows the level of discipline and responsibility of employees towards their work. Poor attendance can result in delays in completing assignments or even the inability to complete assignments well. Apart from that, good attendance can also influence work productivity and efficiency, because employees who attend regularly can work more

effectively and support overall team work. Therefore, companies need to pay attention to and manage employee attendance, including providing appropriate incentives and sanctions, as well as paying attention to factors such as health, safety and work-life balance to help increase employee attendance and overall company performance.

Turnover can occur for several reasons, such as retirement, resignation, being fired, or death. A high turnover rate can indicate problems within the organization, such as a lack of employee satisfaction and motivation, a lack of management support, or other problems that influence employees to leave their jobs. High turnover rates can be caused by various factors such as economic conditions, employee welfare, or perhaps internal factors within the company. However, the data provided does not provide further information regarding the causes of turnover.

According to the context above, the author is interested in raising the title "Role Job Satisfaction as a mediator of the relationship between Cognitive Flexibility, Digital Literacy and Job Performance Non-ASN Employees in Work Units in charge of Personnel, Planning and Finance within the Serang City Regional Secretariat."

It is hoped that this research can provide guidance or a good start for further research, so that it can provide a more valuable contribution to the development of theory in the field of human resource personnel, especially those related to Cognitive Flexibility, Digital Literacy, and Job Satisfaction.

2. REVIEW OF LITERATURE

Influence Cognitive Flexibility to Job Satisfaction

Cognitive Flexibility influence on Job Satisfaction. Better Cognitive Flexibility then the better Job Satisfaction, instead getting weaker Cognitive Flexibility then getting weaker Job Satisfaction. Thus, increasing the enriching experience can be done by increasing Cognitive Flexibility.

In accordance with research conducted by Lee and Shin (2017), the research results show that job satisfaction has a positive relationship with overall life satisfaction. Besides that, Cognitive Flexibility also plays an important role in influencing Job Satisfaction., by mediating its influence through supervisory support, self-efficacy at work, and outcome expectations. The findings also note that there is a direct pathway between Cognitive Flexibility and overall life satisfaction, as well as indirect pathways involving supervisory support, work self-efficacy, outcome expectations, and job satisfaction.

Also following research conducted by Fiori, M., Bollmann, G., & Rossier, J. (2015) shows that career adaptability is an indicator of Cognitive Flexibility contribute positively to Job Satisfaction and reduction of work stress. Individuals with higher career adaptability tend to have higher levels of career adaptability Job Satisfaction higher and lower levels of work stress. This effect is explained by the decrease in negative affect experienced by individuals

with higher career adaptability. The results of this research emphasize the importance of career adaptability in improving individual well-being in the work environment.

Influence Digital Literacy to Job Satisfaction

Digital Literacy influence on Job Satisfaction. Better Digital Literacy then the better Job Satisfaction, instead getting weaker Digital Literacy then getting weaker Job Satisfaction. Thus to increase Job Satisfaction can be done by increasing Digital Literacy.

In accordance with research conducted by Library Philosophy and Victoria O. Itsekor. (2012), it can be concluded that Digital Literacy (Digital Literacy) has a significant influence on Job Satisfaction (job satisfaction) library staff. Respondents reported that they had received training in Digital Literacy tend to feel more satisfied with their career development, especially due to support from their superiors and salary increases over time. This shows that the ability to use digital and information technology effectively is an important factor that can improve Job Satisfaction in a library context.

The following is also research conducted by Liz, M., & Yu, Z. (2022), that Digital Literacy (Digital Literacy) has a significant influence on Job Satisfaction (job satisfaction) teachers. During the COVID-19 pandemic, teachers who have levels Digital Literacy better ones tend to feel more satisfied with their jobs, especially when they can cope with the changes in their professional roles and take on additional tasks that arise during online teaching. This highlights its importance Digital Literacy in helping teachers face challenges arising from changes in education Job Satisfaction teachers seem to be greatly influenced by their ability to adapt and use digital technology in their teaching practices.

Influence Cognitive Flexibility to Job Performance Non ASN Employees

Cognitive Flexibility influence on Job Performance Non ASN Employees in the Regional Secretariat of Serang City. Better Cognitive Flexibility then the better Job Performance Non-ASN employees in the Regional Secretariat of Serang City, on the other hand, are getting weaker Cognitive Flexibility then getting weaker Job Performance. Thus, to increase Job Performance Employees can be done by increasing Cognitive Flexibility

In accordance with research conducted by Leinikka, M., Vihavainen, A., Lukander, J., & Pakarinen, S. (2014), it can be concluded that Cognitive Flexibility has a significant influence on Job Performance. Although it has little to do with programming exam scores or student grade point average, Cognitive Flexibility plays an important role in the efficiency with which students resolve programming errors. These results indicate that the ability to adapt and switch between tasks and solve problems effectively, which is a characteristic of Cognitive Flexibility, can improve Job Performance in the context of work that involves programming. Additionally, it is important to note that impact Cognitive Flexibility more pronounced in novice programmers compared to those with previous experience, highlighting its important role Cognitive Flexibility in the development of programming skills for better performance.

The following is also based on the results of research conducted by Park, S., & Shin, Y. (2022), can be concluded that Cognitive Flexibility has a significant influence on Job Performance. Cognitive Flexibility plays an important role in enhancing employee creativity and adaptability in the face of increasing organizational pressure to perform better. These results suggest that the ability to move flexibly between tasks and adapt to changes in the work environment can be positively influenced Job Performance. Hence, development Cognitive Flexibility can be a useful strategy in improving Job Performance in an organizational environment that emphasizes achievement.

Influence Digital Literacy to Job Performance Non ASN Employees

Digital Literacy influence on Job Performance Officer. Getting better Digital Literacy then the better Job Performance Officials, on the other hand, are getting weaker Digital Literacy then getting weaker Job Performance Officer. Thus, to increase Job Performance Employees can be done by increasing Digital Literacy

In accordance with research conducted by Putra, I.W., Syahrul, L., & Yuliasri (2023) revealed that Digital Literacy has a significant influence on Job Performance. Although in research Digital Literacy does not have a significant direct influence on Job Performance, but research shows that Digital Literacy influencing innovative work behavior. This innovative work behavior, in turn, has a positive impact on Job Performance. Therefore, Digital Literacy acts as a supporting factor that can improve Job Performance through developing innovative work behavior.

The following is also research conducted by Mohd Abas, M.K., Yahaya, R.A., & Fee Din, M.S. (2019) confirmed that Digital Literacy has a significant influence on Job Performance employees in the oil and gas industry in Malaysia. This research shows that the ability Digital Literacy in a variety of contexts, including technological, organizational, and environmental, is positively related to Job Performance employee. This indicates that having good digital understanding and skills can help employees carry out their duties more effectively and efficiently in an industry that continues to develop with digital technology. Hence, the increase Digital Literacy among officers can be an important strategy in improving Job Performance those in this sector.

Influence Job Satisfaction to Job Performance Non ASN Employees

Job Satisfaction influence on Job Performance Officer. Getting better Job Satisfaction then the better Job Performance Officials, on the other hand, are getting weaker Job Satisfaction then getting weaker Job Performance Officer. Thus to increase Job Performance Employees can be done by increasing Job Satisfaction. The entire thinking framework above when depicted in the form of a thinking picture appears as follows.

In accordance with research conducted by Davidescu, A.A., et al (2020). Based on the research results that have been presented, it can be concluded that Job Satisfaction has a significant influence on Job Performance. This research shows that the level Job Satisfaction

high ones contribute positively to improvement Job Performance employee. Furthermore, this research reveals that Job Satisfaction not only affects individual aspects such as job satisfaction itself, but can also have a positive impact on overall organizational performance. These results emphasize the importance of paying attention and improving levels Job Satisfaction officers as one of the strategies to improve Job Performance and overall organizational outcomes.

The following is also research conducted by Sun, J et al (2021), The research results show that there is a significant relationship between Job Satisfaction and Job Performance in the context of highly decentralized construction projects. Furthermore, the degree of organizational decentralization has a positive influence on both Job Satisfaction and Job Performance project employee. These results suggest that when employees are satisfied with their jobs, they tend to perform better and this positive impact is stronger in highly decentralized organizational environments. These findings highlight the importance of paying attention to job satisfaction in efforts to improve Job Performance.

Influence Cognitive Flexibility to Job Performance through Job Satisfaction as mediator

Cognitive Flexibility influence on Job Performance Officer through Job Satisfaction as a mediator. The higher it is Cognitive Flexibility, better Job Satisfaction, and finally, it gets better Job Performance Officer. On the contrary, the lower Cognitive Flexibility, for Job Satisfaction also tends to be low, which can then have a negative impact Job Performance Officer. Thus, to increase Job Performance Employees, can be done by increasing Cognitive Flexibility them

Based on the results of research conducted by Aisyah, D.N., Lumbanraja, P., & Gultom, P. (2023) at PT Bank Sumut Regional 1 Medan, it can be concluded that Cognitive Flexibility, which includes adaptability, has a significant influence on Job Performance employees through Job Satisfaction as a mediator. The research results show that when employees at PT Bank Sumut Regional 1 Medan have a level Cognitive Flexibility high levels of adaptability, which includes the ability to adapt to change, they tend to feel more satisfied with their jobs (Job Satisfaction the highest).

Also in line with research conducted by Nguyen et al., (2021), it can be concluded that there is a significant positive relationship between Cognitive Flexibility with Job Performance through Job Satisfaction as a mediator That is, when an employee has a level Cognitive Flexibility high levels, they tend to have higher levels of job satisfaction, which further contributes to increased Job Performance they. The ability to adapt to rapidly changing situations and tasks, which is one component of Cognitive Flexibility, may enable employees to feel more satisfied with their jobs and thus, improve their performance. These results support the importance of development Cognitive Flexibility as an important aspect in increasing employee productivity and performance in the work environment.

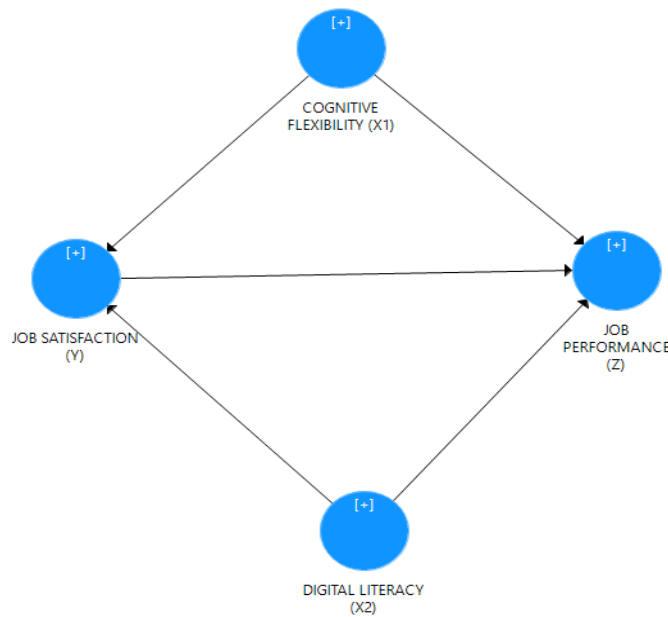
Influence Digital Literacy to Job Performance through Job Satisfaction as mediator

Digital Literacy influence on Job Performance Officer through Job Satisfaction as a mediator. The higher the level Digital Literacy, the better the level of job satisfaction (Job Satisfaction), and finally, the better Job Performance (Job Performance) officer. On the other hand, the lower the level Digital Literacy, then job satisfaction also tends to be low, which can then have a negative impact on Job Performance officer. Thus, to increase Job Performance employees, can be done by increasing the level Digital Literacy them.

In accordance with previous research by Kurniawati and Yuana (2021) found that Digital Literacy significant effect on Job Performance employees of the State Treasury Services Office through a mediator Job Satisfaction, by also considering the task-technology fit factor. That is, it has levels Digital Literacy high levels among employees at the State Treasury Services Office can increase their level of job satisfaction. This in turn has a positive impact on improvement Job Performance they. In addition, it is also important to ensure compatibility between the tasks carried out by employees and the technology used in the context of their work. This conformity can help increase efficiency and effectiveness in daily work at the State Treasury Services Office. Thus, improvement Digital Literacy and attention to task-technology fit can be a strategic step to improve Job Performance employees at the institution through improvement Job Satisfaction.

Likewise, previous research explored the relationship between the use of information systems at the Unnes Faculty of Engineering and Job Performance lecturer through Job Satisfaction as a mediator, it can be concluded that Digital Literacy, in this case the ability to use information technology, has a significant impact on lecturer performance through job satisfaction as an intermediary (Suryanto et al., 2020). That is, when the lecturer has a level Digital Literacy who are high and can effectively use information systems, they tend to feel more satisfied with their work Job Satisfaction, which in turn positively influences their performance. These results underscore the importance of competence Digital Literacy in an academic environment, where a good understanding of information technology can increase lecturers' job satisfaction and ultimately contribute to improving their performance in carrying out academic and management tasks.

This research is described through the following framework:



Gambar 3 Kerangka Penelitian

3. METHODS

In this research, a quantitative approach was used with a descriptive causality design. The quantitative approach focuses on research that is more detailed, normative, static, and has previously existed. The research design used is descriptive causality, which aims to describe the research object as it is and examine the relationship and relevance between two variables.

The research method used is a survey method, using a questionnaire as the main instrument for collecting data. This data is used to predict the relationship between constructs and examine the influence of exogenous and endogenous variables. Measurements are carried out using predetermined indicators, and the types of variables used are also taken into account.

To analyze the data, the variance based structural equation modeling (VB-SEM) technique was used through the Smart PLS 3 (Partial Least Square) program. The analysis stages include research instrument tests and descriptive statistical tests using SPSS Version 22. The SEM PLS test begins with a model suitability test or Goodness of Fit (GoF), which measures the extent to which observational data supports the research model. The GoF test is divided into outer model analysis (measurement model) and inner model analysis (structural model), followed by significance testing or hypothesis testing. In this research, the population studied was all non-ASN employees at the Regional Secretariat of Serang City, totaling 172 people consisting of 86 different positions with details in table 3.1 as follows:

Table 1. Non-ASN Data in the Regional Secretariat of Serang City

NO	NON ASN POSITIONS AT THE REGIONAL SECRETARIAT	AMOUNT
1	Mayor's Administration and Protocol	6

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2	Leadership Personnel Administration	1
3	Office administration	2
4	Event Management and Front Office Administration	1
5	Correspondence Administration	1
6	Asda General Administration 1	5
7	Asda General Administration 2	5
8	Asda General Administration 3	1
9	Leadership Administration and Protocol	1
10	Lkpp Helpdesk	1
11	Helpdesk Lpse	1
12	Jaya Serang City Regional Secretariat Welfare Administration Services	1
13	Mobility of Official Vehicle Drivers for the Mayor, Deputy Mayor	1
14	Operator	1
15	Technician Administration Operator	1
16	Simona Application Operator	1
17	Goods Cycle Information Technology Application Operator (Atisisbada Operator)	1
18	E-Sakip Operator	1
19	Jdih Operator	1
20	4 Wheel Vehicle Operator	1
21	Other Operators	7
22	LPPD and SPM Operators	1
23	Operator Pmprb	1
24	Regional Prodeskel and Epdeskel Operators	1
25	Operator Sipbarjas	2
26	Sipbarjas Operator, Administrative Staff for Procurement of Office Facilities and Infrastructure	1
27	Sipbarjas Operator, Administrative Staff for Facilities and Infrastructure Activities	1
28	Sipbarjas Operator/Administrative Staff	2
29	SiPD Operator	1
30	Sipd Operator (Pep)	1

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31	Operator Sismontepa	2
32	Operator Sismontepa	2
33	Other Application System Operators	1
34	Administration Application System Operator at Sipd	1
35	Budget Planning Application System Operator (Sipd)	1
36	Budget Planning Application System Operator in the Sipd Application	1
37	Sihebat Application System Operator	1
38	Inventory Application Information System Operator (Ready)	1
39	Public Service Information System Operator	1
40	Public Service Innovation System Operator	1
41	Spse Operator	1
42	Mail Carrier	1
43	E-Formation Application System Operator	1
44	System Operators and Others	1
45	Technical Operator for Preparing Collaboration Object Materials	1
46	Technician Operator	1
47	Operatot Sipbrjas	1
48	Other Application System Operators	2
49	Tax Administration in the Sipd Application	1
50	Registrar of Payment Application Letters (Spp)/Payment Application Letters (Spm) and Accountability Letters (Spj)	1
51	Supporting the smooth running of regional leadership duties	1
52	Regional Secretary Driver	1
53	Supporting activities for the smooth running of the Regional Secretary's duties	1
54	Appointment of freelance workers to assist in drafting mayoral decisions in the legal section of the Serang City Regional Secretariat	1
55	Appointment of Casual Workers Preparation of Draft Regional Regulations in the Legal Section of the Regional Secretariat of Serang City	1
56	Appointment of Casual Workers Preparation of Draft Mayor Regulations in the Legal Section of the Regional Secretariat of Serang City	1

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57	Goods/Services Procurement Counselor	1
58	Echelon Ii Driver Officer	1
59	Park Officer	1
60	Park Officer	2
61	Pramubakti	1
62	Publication of Information for the Deputy Mayor of Serang	1
63	Secretaries Kdh	1
64	Wkdh Secretary	1
65	Sipbarjas	1
66	Administrative staff	1
67	Leadership Administrative Staff	2
68	Administration staff	3
69	Administrative Staff for the Welfare Section of the Regional Secretariat of Serang City	6
70	Administrative Staff in the Legal Section of the Regional Secretariat of Serang City	4
71	Office Administration Staff	3
72	Leadership/Mayor Administrative Staff	5
73	General Administration/Finance Staff	4
74	Office Administration Staff	8
75	Publication and Information Experts for the Mayor, Deputy Mayor and Regional Secretary of Serang City	4
76	Freelance Workers Assist in Preparing Draft Mayoral Decrees and Regional Secretary Decrees in the Legal Section of the Regional Secretariat of Serang City	5
77	Casual Workforce Administrative and Protocol Staff for Deputy Mayor of Serang	3
78	Freelance Workers Publication and Information Staff for Mayor, Deputy Mayor and Regional Secretary of Serang City	7
79	Assistant Personnel in the Goods/Services Procurement Section of the Serang City Government	3
80	Assistant Personnel in the Goods/Services Procurement Section of the Serang City Government	1
81	Assistant Personnel for Procurement of Goods and Services	4

The role of Job Satisfaction as a mediator of the relationship between Cognitive Flexibility, Digital Literacy and Job Performance of Non-ASN Employees in Work Units in charge of Personnel, Planning and Finance within the Regional Secretariat of Serang City

Eko Putro¹, Basrowi², Angrian Permana³

82	Mobility Support Personnel for Beggars in Official Vehicles of the Mayor and Deputy Mayor	1
83	Leadership Protocol Staff	4
84	Publication and Information Staff	3
85	Publication and Information Staff for the Mayor, Deputy Mayor and Regional Secretary of Serang City	2
86	Publication and Information Staff for the Mayor, Deputy Mayor and Regional Secretary of Serang City for the 2022 Fiscal Year	8
	TOTAL	172

Source: BKPSDM Serang City

4. FINDINGS AND DISCUSSION

The results of the outer SEM PLS analysis model showed that all indicators of each latent variable had factor loading values above 0.70 and also the results cross loading has a value that is smaller than the factor loading value which shows that the indicator has good validity in measuring each latent variable as seen in the results of the PLS algorithm image below:

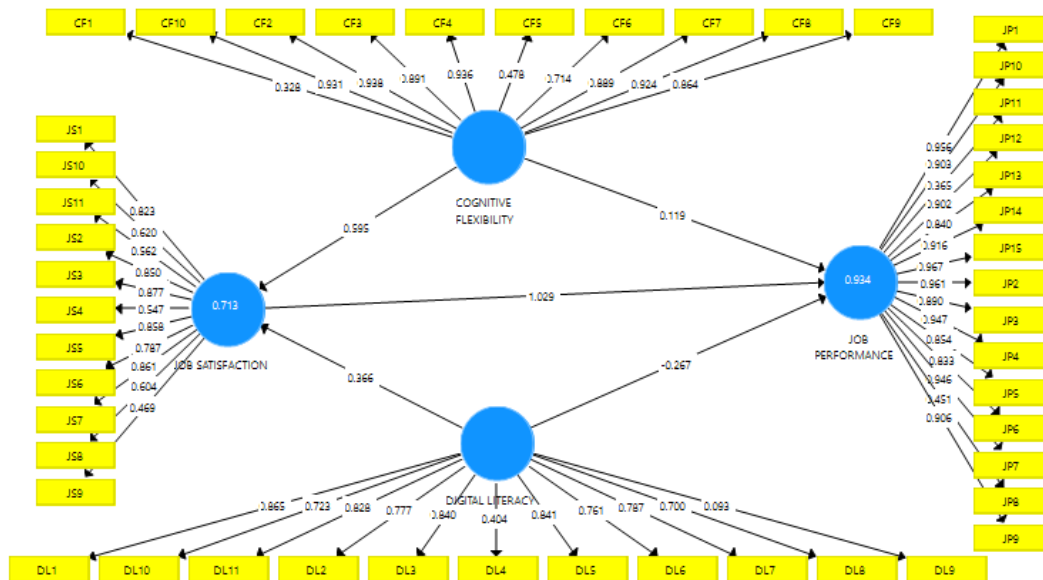


Figure 3. Outer Model Analysis Results (PLS Algorithm)

The validation test of each indicator of the research model is strengthened with values average variance extracted (AVE), namely the variance value of each indicator in the latent variable captured by that variable is greater than the variance caused by measurement error which is reflected in each AVE value greater than 0.50 as seen in the table below:

Table 2. Analysis Results Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Cognitive Flexibility	0,665
Digital Literacy	0,531
Job Performance	0,741
Job Satisfaction	0,532

Source: PLS SEM Data Processing Results (2023)

Reliability test results using values Composite Reliability and Alpha Cronbach's obtained the CR value and Alpha Cronbach's above 0.60 which proves that the indicator used has good reliability as seen in the following table:

Table 3. Results of Composite Reliability (CR) Analysis and Cronbach's Alpha

	Cronbach's Alpha	rho_A
Cognitive Flexibility	0,934	0,955
Digital Literacy	0,895	0,913
Job Performance	0,971	0,981
Job Satisfaction	0,908	0,931

Source: PLS SEM Data Processing Results (2023)

Table 4. Values R-Square (R^2) Research Model

	R Square	R Square Adjusted
Job Performance	0,966	0,965
Job Satisfaction	0,59	0,583

Source: Processing results using SmartPLS 2023

The R-Square value is 0.966 for the variable Job Performance which can be concluded that this quality is a good model because it is more than 0.67. Meanwhile, the R-Square value is generated for the variable Job Satisfaction of 0.59, which means the quality of this model is in the poor category and has a weak influence because the value is less than 0.67. The magnitude of the influence of the relationship between Cognitive Flexibility and Digital Literacy to Job Performance is 96.6%. While the influence of the relationship between Cognitive Flexibility and Digital Literacy to Job Satisfaction is 59%.

Based on the analysis of the results, if the Q value² is greater than 0 then predictive relevance of this model is stated to be less. The following are the results of the Q value² obtained from data processing using SmartPLS.

Table 5. Analysis Results Q²

	SSO	SSE	Q ² (=1-SSE/SSO)
Cognitive Flexibility	1.000,000	1.000,000	
Digital Literacy	1.125,000	1.125,000	
Job Performance	1.625,000	332,158	0,796
Job Satisfaction	750,000	408,091	0,456

Source: PLS SEM Data Processing Results (2023)

The results above show a Q² value of 0.796 for the variable Job Performance and 0.456 for Job Satisfaction public, which means where the value is > 0, so it can be illustrated that the existing predictor variables have good predictive relevance to the endogenous variables.

Of the ten relationships between variables depicted in full model analysis, the results show that four hypotheses have a significant influence so that the hypothesis developed in the research can be accepted, while one hypothesis does not have a significant influence so the hypothesis is rejected as summarized in table 4.24 below:

Table 6. Significance Test Results/Hypothesis Testing

	T (O/STDEV)	P Values
Cognitive Flexibility -> Job Performance	2,685	0,007
Cognitive Flexibility -> Job Satisfaction	13,409	0,000
Digital Literacy -> Job Performance	0,187	0,852
Digital Literacy -> Job Satisfaction	2,305	0,022
Job Satisfaction -> Job Performance	39,239	0,000
Cognitive Flexibility -> Job Satisfaction -> Job Performance	13.840	0,000
Digital Literacy -> Job Satisfaction -> Job Performance	2.162	0,031

Source: PLS SEM Data Processing Results (2023)

Based on the results of the hypothesis test above, it can be interpreted as follows:

Hypothesis 1: evaluate the direct relationship between Cognitive Flexibility with Job Performance. Based on the results of hypothesis testing, the p-value of 0.007 indicates that there is a significant influence between cognitive flexibility and Job Performance at workplace. In addition, the T-Statistic value of 2.685 exceeds the critical value of 1.96 at the 0.05 significance level, indicating that this relationship is strong and does not occur by chance. These results indicate that employees who have higher levels of cognitive flexibility are more likely to demonstrate job Performance better.

Hypothesis 2: next regarding the direct relationship between Cognitive Flexibility and Job Satisfaction. The data shows a p-value of 0.000, which means there is a significant influence between cognitive flexibility and Job Satisfaction. The very high T-Statistics value, namely 13.409, also far exceeds the critical value of 1.96. This confirms that cognitive flexibility has a very strong and significant relationship to the level of employee satisfaction with their work.

Hypothesis 3: analysis results regarding the indirect relationship between Digital Literacy with Job Performance shows different results. The P-value of 0.852 indicates that there is no significant influence between Digital Literacy with Job Performance. The low T-Statistic value, only 0.187, does not exceed the critical value of 1.96. From this it can be concluded that Digital Literacy does not have a significant influence on employee performance in the company.

Hypothesis 4: test the relationship between the direct relationship between Digital Literacy and Job Satisfaction. The results show a p-value of 0.022, indicating that there is a significant influence between Digital Literacy with Job Satisfaction. In addition, the T-Statistic value of 2.305 exceeds the critical value of 1.96, confirming that this relationship is quite strong and is not the result of mere chance. This implies that employees have levels Digital Literacy the higher ones tend to have levels Job Satisfaction which is higher too.

hypothesis 5: direct relationship Job Satisfaction with Job Performance. From the results of the hypothesis test, the p-value of 0.000 indicates that there is a significant influence between Job Satisfaction with Job Performance. The T-Statistics value is very high, namely 39.239, clearly exceeding the critical value of 1.96. This confirms that this relationship is very strong and did not occur by chance. It can be concluded that employees who are satisfied with their work tend to show Job Performance better.

Hypothesis 6: Cognitive Flexibility, Job Satisfaction, and Job Performance have a significant relationship together. Support for this hypothesis can be seen from the T Statistics value of 13.840, which is much greater than the critical value of 1.96, with a P-value of 0.000 which is smaller than the significance level of 0.05. Therefore, it can be rejected the null hypothesis (Ho) that there is no relationship between Cognitive Flexibility, Job Satisfaction, and Job Performance. The alternative hypothesis (Ha) is accepted, which states that there is a positive relationship between these three variables together.

Hypothesis 7: Digital Literacy, Job Satisfaction, and Job Performance have a significant relationship together. Support for this hypothesis can be seen from the T Statistics value of 2.162, which exceeds the critical value of 1.96, with a P-value of 0.031 which is smaller than the significance level of 0.05. As a result, the null hypothesis (Ho) states there is no relationship between Digital Literacy, Job Satisfaction, and Job Performance can be rejected, and the alternative hypothesis (Ha) which states that there is a positive relationship between these three variables is jointly accepted.

5. CONCLUSION, RESEARCH LIMITATIONS AND RECOMMENDATIONS

From the results of hypothesis testing and the discussion described in the previous chapter, conclusions can be made to answer the research as follows:

The results of hypothesis 1 testing show that there is a significant relationship between Cognitive Flexibility and Job Performance for non-ASN employees within the Regional Secretariat of Serang City. This finding is in line with previous research by Cheng, Tallent, Bender, Tran, and Drake (2017) which states that higher levels of Cognitive Flexibility are associated with increased Job Performance.

Based on the results of hypothesis 2 testing in this research, it can be concluded that there is no significant influence between Digital Literacy and Job Performance on non-ASN employees within the Regional Secretariat of Serang City. This finding is in accordance with research conducted by Ngowella, Loua, and Suharnomo (2022), which also shows that there is no significant relationship between Digital Literacy and Job Performance. These results indicate that in the context of non-ASN employees within the Regional Secretariat, the Digital Literacy aspect is not a dominant factor in determining the level of Job Performance.

Based on the results of hypothesis 3 testing in this research, it can be concluded that there is a significant influence between Cognitive Flexibility and Job Satisfaction on non-ASN employees within the Serang City Regional Secretariat. This finding supports previous findings by Odaci and Cikrikci (2019), who also found a significant relationship between Cognitive Flexibility and the level of Job Satisfaction. These results indicate that in the Regional Secretariat environment, Cognitive Flexibility abilities have an important role in influencing the level of Job Satisfaction of non-ASN employees.

Based on the results of hypothesis 4 testing in this research, it can be concluded that there is a significant influence between Digital Literacy and Job Satisfaction on non-ASN employees within the Regional Secretariat of Serang City. This finding is in accordance with previous research findings by Castellacci and Viñas-Bardolet (2019), which also showed a significant relationship between Digital Literacy and the level of Job Satisfaction. These results confirm that within the Regional Secretariat environment, Digital Literacy has an important role in influencing the level of Job Satisfaction of non-ASN employees.

Based on the results of hypothesis 5 testing in this research, it can be concluded that there is a significant influence between Job Satisfaction and Job Performance on non-ASN employees within the Regional Secretariat of Serang City. This finding is in line with previous research findings by Pushpakumari (2008), which also found a significant relationship between Job Satisfaction and the level of Job Performance. These results confirm that within the Regional Secretariat, Job Satisfaction has an important role in influencing the level of Job Performance of non-ASN employees.

Based on the results of hypothesis 6 testing, it can be concluded that there is a significant relationship between Cognitive Flexibility, Job Satisfaction, and Job Performance. These findings indicate that the level of Cognitive Flexibility has a positive influence on the level of Job Satisfaction and Job Performance in non-ASN employees within the Serang City Regional Secretariat. These results confirm the importance of Cognitive Flexibility abilities in increasing employee satisfaction and performance, and indicate that adaptability and mental flexibility are important factors in achieving success in the workplace.

Based on the results of hypothesis 7 testing, it can be concluded that there is a significant relationship between Digital Literacy, Job Satisfaction and Job Performance among non-ASN employees within the Serang City Regional Secretariat. These findings indicate that the level of Digital Literacy has a positive influence on the level of Job Satisfaction and Job Performance of employees. These results emphasize the importance of Digital Literacy capabilities in increasing satisfaction and performance in the work environment, and indicate that technological competence can be a crucial factor in achieving a better level of performance for non-ASN employees at the Regional Secretariat.

Based on the research above, the author proposes suggestions. Based on the results of the hypothesis test, the suggestion for regional work units/organizations, namely non-ASN employees within the Serang City Regional Secretariat, is to pay special attention to the development of Cognitive Flexibility and Digital Literacy abilities in employees.

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