



Influence of Innovation and Human Capital on Work Effectiveness Through E-SAKIP at Mojokerto Secretariat

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Abstract

Purpose: This study aims to analyze work effectiveness using innovation and human capital variables as independent variables and the E-Sakip Management Information System as an intervening variable.

Research Methodology: The type of sample used is total sampling with a total population of 60 employees, and data collection was performed using a questionnaire. Partial Least Square analysis with validity, reliability, and hypothesis tests was used as the data analysis technique.

Results: The results showed that innovation and human capital significantly affect SIM E-SAKIP and work effectiveness. In addition, SIM E-SAKIP significantly influences work effectiveness and mediates the effects of innovation and human capital on work effectiveness.

Conclusions: Innovation and human capital positively influence work effectiveness, with the E-Sakip system strengthening this effect.

Limitations: This study is limited to 60 employees of the Mojokerto City Regional Secretariat, which may limit the generalizability of the findings to other local government offices or regions.

Contributions: The study provides empirical evidence that both innovation and human capital significantly influence work effectiveness, directly and through the E-Sakip Management Information System.

Keywords: *E-Sakip Management Information System, Human Capital, Innovation, Partial Least Square, Work Effectiveness*

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1. Introduction

The success of an organization can be measured by its ability to achieve predetermined goals effectively and efficiently. Organizational effectiveness reflects the extent to which institutional objectives can be realized through the optimal utilization of available resources (Atobishi et al., 2024). In the context of public sector organizations, work effectiveness is highly important because government institutions are expected to provide quality public services, improve accountability, and ensure that development programs are implemented according to community needs. Government work effectiveness refers to the ability of government institutions to produce outputs and outcomes that are aligned with public expectations while utilizing resources efficiently and responsibly (Jiang et al., 2024).

However, in practice, many government institutions still face challenges in achieving optimal work effec-

tiveness. Several development programs are often implemented below expected standards, resulting in inefficient use of public funds and unsatisfactory outcomes (Arthana et al., 2025). For example, infrastructure development projects such as road construction may not meet quality standards despite substantial budget allocations. This condition indicates weaknesses in organizational management, supervision, and performance accountability systems (Djunaedi, 2024). Therefore, local governments are required to continuously improve governance quality through the implementation of effective management systems and innovation-oriented organizational strategies (Rubio-Andrés et al., 2025).

One strategic effort to improve good governance is through the implementation of effective public service management supported by information systems (Ahmed et al., 2025). In the digital era, information systems have become one of the most valuable organizational assets because they support decision-making processes, performance monitoring, and administrative efficiency (Royan & Assa, 2025; Santoso & Haliansyah, 2025). According to Setiyadi and Noviarita (2026), a management information system is a collection of interconnected components that collect, process, store, and distribute information to support decision making and organizational control. The implementation of information systems in government institutions is expected to increase transparency, accountability, and effectiveness in public administration.

One information system widely implemented in Indonesian government institutions is the E-SAKIP Management Information System (Danar, 2024; Rozaq et al., 2025). E-SAKIP (Electronic Government Agency Performance Accountability System) is designed to support the planning, implementation, monitoring, and evaluation of government performance in an integrated manner. Through E-SAKIP, government institutions can improve performance accountability, optimize reporting systems, and facilitate performance measurement processes (Fadhly & Maulana, 2025; Kelibay et al., 2025). The implementation of E-SAKIP also encourages organizations to utilize technology-based management systems in order to achieve better work effectiveness and organizational performance (Hiswara et al., 2025; Husainah et al., 2025).

In addition to information systems, innovation is another important factor influencing organizational effectiveness. Innovation plays a strategic role in improving employee performance, organizational adaptability, and service quality. Innovation can be interpreted as the process of creating new ideas, methods, or systems that provide added value for organizational performance (Azizov & Azizli, 2025; Heriyanto et al., 2026). According to Zainudin et al. (2026), innovation strategy is an organizational effort to create changes and new approaches in order to achieve organizational goals effectively. Organizations that continuously encourage innovation tend to be more adaptive to environmental changes and capable of improving work productivity.

Innovation in public sector organizations is particularly important because government institutions face increasingly complex demands from society (Temalagi et al., 2025). Public expectations regarding transparency, service quality, and accountability continue to increase, requiring government agencies to adopt innovative approaches in work processes and public services. Through innovation, organizations can simplify bureaucratic procedures, improve employee efficiency, and optimize service delivery to the community. Therefore, innovation is considered an important determinant of work effectiveness in government institutions (Arthana et al., 2025; Olayinka & Kaka, 2025).

Another important factor influencing organizational performance is human capital. Human capital refers to the knowledge, skills, competencies, and experience possessed by employees that contribute to organizational productivity and performance. Human resources are valuable organizational assets because organizational success largely depends on employee capabilities in carrying out assigned tasks and responsibilities (Rosyafah et al., 2025). According to Perwitasari et al. (2025), human capital is a crucial factor in the production and organizational process because it directly contributes to performance

improvement and organizational competitiveness.

The importance of human capital has also been supported by previous empirical studies. [Udodiugwu et al. \(2025\)](#) found that human capital has a significant influence on organizational performance. Employees with adequate competencies, creativity, and problem-solving abilities are more capable of adapting to organizational changes and technological developments. Furthermore, [Borodako et al. \(2019\)](#) explained that even though organizations possess sufficient capital and advanced technology, organizational goals cannot be achieved optimally without qualified human resources. This indicates that human capital and technology should complement each other in improving organizational effectiveness.

The Regional Secretariat of Mojokerto City, as a government institution, also faces various challenges in improving work effectiveness. Several obstacles arise in carrying out organizational duties, functions, and operational procedures, particularly related to limited employee competencies and inadequate supporting facilities. These limitations affect overall work outcomes and result in employee performance that does not fully achieve predetermined targets and objectives. In addition, the implementation of technology-based management systems still requires optimization to support more effective and efficient work processes.

Based on these conditions, innovation, human capital, and the implementation of the E-SAKIP Management Information System are considered important factors in improving work effectiveness within the Mojokerto City Regional Secretariat. Innovation can encourage organizational adaptability and process improvement, while human capital strengthens employee competencies and productivity. Meanwhile, the E-SAKIP system supports organizational accountability and performance management through technology integration. Therefore, this study aims to analyze the influence of innovation and human capital on work effectiveness through the E-SAKIP Management Information System at the Regional Secretariat of Mojokerto City.

2. Literature Review

2.1 *Innovation and Work Effectiveness*

Innovation in public sector organizations involves the introduction of new processes, methods, or technologies to improve efficiency and service quality ([Sumaryadi & Kusnadi, 2021](#); [Wijayanto & Purnomo, 2023](#)). [Parmenas \(2021\)](#) states that innovative strategies enable employees to work more effectively by streamlining procedures and reducing redundancies. Innovation also encourages problem-solving and creative thinking among employees, enhancing decision-making quality and overall organizational effectiveness.

Previous studies indicate that innovation positively affects management information systems. [Parmenas \(2022\)](#) found that innovative practices improve system adoption and utilization, resulting in higher employee productivity. In public organizations, fostering a culture of innovation ensures that employees can adapt to technological changes, optimize processes, and achieve targets more efficiently ([Rizkita et al., 2023](#); [Supardi, 2023](#)).

2.2 *Human Capital and Work Effectiveness*

Human capital represents the knowledge, skills, and competencies of employees ([Nugraha & Purnomo, 2022](#)). Studies show that skilled and well-trained employees contribute directly to organizational performance and work effectiveness ([Asiaei et al., 2023](#); [Lokbere et al., 2026](#)). Employees with high human capital are better equipped to handle complex tasks, make informed decisions, and apply organizational systems like E-Sakip effectively.

Investments in human capital, such as training, career development, and performance support, enhance

both individual and organizational outcomes (Anochiwa, 2021; Novela et al., 2026). Aboramadan (2022) and Purnamasari and Riyadi (2023) emphasizes that even with advanced technology, the effectiveness of any system depends on the human resources operating it. Strong human capital ensures that digital management systems are utilized optimally, resulting in better work outcomes.

2.3 E-Sakip Management Information System as an Intervening Variable

The E-Sakip Management Information System serves as an intermediary that facilitates the translation of innovation and human capital into improved work effectiveness (Rozaq et al., 2025). According to Danar (2024), management information systems collect, process, store, and distribute data to support decision-making and supervision. By integrating employee competencies and innovative practices into the system, E-Sakip enhances performance tracking, accountability, and efficiency.

Empirical findings suggest that systems like E-Sakip not only improve procedural efficiency but also strengthen employees' ability to meet performance targets (Kelibay et al., 2025). Acting as an intervening variable, the system ensures that both human capital and innovation translate into measurable improvements in work effectiveness across organizational units (Fadhly & Maulana, 2025).

3. Methodology

3.1 Population and Sample

The population in this study was all Mojokerto City Regional Secretariat Employees, totaling 60 employees. The sampling technique used was either saturated or census sampling. Saturated or census sampling is a sampling technique in which all members of the population are used as samples. Therefore, the number of samples in this study was 60 Mojokerto City Regional Secretariat Employees.

3.2 Analysis Methods

The Partial Least Squares (PLS) method was used for data analysis. PLS is a new analysis technique pioneered by Herman World and is commonly referred to as soft modeling. With PLS, structural equations with relatively small sample sizes can be modeled, and multivariate normal assumptions are not required. Measurement models are used to test the validity and reliability of measuring instruments, and structural models are used to test causal relationships. PSL path modeling was developed as an alternative to Structural Equation Modeling (SEM) with a weak theoretical basis (Perwitasari et al., 2025).

4. Results and Discussion

4.1 Results

4.1.1 Evaluation Inner Model

Table 1. R-Square Calculation Value

Variables	R-Square	Information
SIM E-Sakip (Z)	0.886	Reliable
Work Effectiveness (Y)	0.958	Reliable

Source: Partial Least Square (PLS) Data Processing Results

Based on Table 1, the variables of Motivation (X1), Competence (X2) and Career Development (X3) that influences the variable of Job Satisfaction (Z) have an R-Square value of 0.740 which indicates that the model is "moderate". The variables of Motivation (X1), Competence (X2), Career Development (X3), and Job Satisfaction (Z) that influence the variable of Employee Performance (Y) have an R2 value of

0.936, which indicates that the model is "strong."

4.1.2 Hypothesis Testing

Table 2. Direct Hypothesis Testing Results

Hypothesis	Direct Influence	t-table	t-statistics	P-value	Information
H1	Innovation (X1) → E-Sakip SIM (Z)	2.030	5.070	0.000	Significant
H2	Human Capital (X2) → E-Sakip SIM (Z)	2.030	2.335	0.020	Significant
H3	Innovation (X1) → Work Effectiveness (Y)	2.030	2.721	0.007	Significant
H4	Human Capital (X2) → Work Effectiveness (Y)	2.030	2.427	0.015	Significant
H5	E-Sakip SIM (Z) → Work Effectiveness (Y)	2.030	3.774	0.000	Significant

Source: Partial Least Squares (PLS) Data Processing Results

Table 2 show that all hypotheses are accepted because the t-statistics values are greater than the t-table value (2.030) and the p-values are below 0.05. Innovation and human capital significantly affect the E-SAKIP Management Information System and work effectiveness. In addition, the E-SAKIP Management Information System also has a significant effect on work effectiveness.

4.1.3 Indirect Hypothesis Testing Results

Table 3. Indirect Hypothesis Testing Results

Hypothesis	Indirect Influence	t-table	t-statistics	P-value	Information
H6	Innovation (X1) → SIM E-Sakip (Z) → Work Effectiveness (Y)	2.030	2.847	0.004	Significant
H7	Human Capital (X2) → SIM E-Sakip (Z) → Work Effectiveness (Y)	2.030	2.039	0.042	Significant

Source: Partial Least Square (PLS) Data Processing Results

Table 3 shows that all indirect relationships are significant because the t-statistics values are greater than the t-table value (2.030) and the p-values are below 0.05. Innovation and human capital significantly affect work effectiveness through the E-SAKIP Management Information System as an intervening variable.

4.2 Discussion

4.3 The Influence of Innovation on SIM E-SAKIP

Based on the hypothesis testing results, the calculated t-statistics value is greater than the t-table value ($5.070 > 2.030$) with a p-value of 0.000 ($p < 0.05$). These findings indicate that the hypothesis stating that innovation has a significant effect on SIM E-SAKIP is accepted. This result is consistent with the findings of [Rozaq et al. \(2025\)](#), who found that innovation significantly influences management information systems.

4.4 The Influence of Human Capital on SIM E-SAKIP

Based on the hypothesis testing results, the calculated t-statistics value is greater than the t-table value ($2.335 > 2.030$) with a p-value of 0.020 ($p < 0.05$). These findings indicate that the hypothesis stating that human capital significantly affects SIM E-SAKIP is accepted. This result supports the studies conducted by [Kelibay et al. \(2025\)](#) and [Rozaq et al. \(2025\)](#), which found that human capital has a significant influence on management information systems.

4.5 The Influence of Innovation on Work Effectiveness

Based on the hypothesis testing results, the calculated t-statistics value is greater than the t-table value ($2.721 > 2.030$) with a p-value of 0.007 ($p < 0.05$). These findings indicate that innovation has a significant

effect on work effectiveness. This result is in line with previous studies conducted by 18 [Kelibay et al. \(2025\)](#), which showed that innovation significantly affects work effectiveness.

4.6 The Influence of Human Capital on Work Effectiveness

Based on the hypothesis testing results, the calculated t-statistics value is greater than the t-table value ($2.427 > 2.030$) with a p-value of 0.015 ($p < 0.05$). These findings indicate that human capital significantly affects work effectiveness. This result is supported by the studies of [Kelibay et al. \(2025\)](#) and [Rozaq et al. \(2025\)](#), which demonstrated that human capital has a significant effect on work effectiveness.

4.7 The Influence of SIM E-SAKIP on Work Effectiveness

Based on the hypothesis testing results, the calculated t-statistics value is greater than the t-table value ($3.774 > 2.030$) with a p-value of 0.000 ($p < 0.05$). These findings indicate that SIM E-SAKIP significantly affects work effectiveness. This result is consistent with the studies conducted by [Rozaq et al. \(2025\)](#), which found that management information systems significantly influence employee work effectiveness.

4.8 The Influence of Innovation on Work Effectiveness through SIM E-SAKIP

Based on the hypothesis testing results, the calculated t-statistics value is greater than the t-table value ($2.847 > 2.030$) with a p-value of 0.004 ($p < 0.05$). These findings indicate that innovation significantly affects work effectiveness through SIM E-SAKIP as an intervening variable. This result is in line with the findings of [Rozaq et al. \(2025\)](#), who found that innovation significantly affects employee work effectiveness through management information systems.

4.9 The Influence of Human Capital on Work Effectiveness through SIM E-SAKIP

Based on the hypothesis testing results, the calculated t-statistics value is greater than the t-table value ($2.039 > 2.030$) with a p-value of 0.042 ($p < 0.05$). These findings indicate that human capital significantly affects work effectiveness through SIM E-SAKIP as an intervening variable. This result supports the studies conducted by [Kelibay et al. \(2025\)](#) and [Rozaq et al. \(2025\)](#), which found that human capital significantly influences work effectiveness through management information systems.

5. Conclusions

The conclusions of this study indicate that innovation and human capital have a significant effect on the E-SAKIP Management Information System at the Regional Secretariat of Mojokerto City. In addition, innovation and human capital also significantly influence work effectiveness. The E-SAKIP Management Information System itself has a significant effect on work effectiveness, indicating that the implementation of an effective management information system can improve employee performance and organizational effectiveness. Furthermore, the E-SAKIP Management Information System acts as an intervening variable in the relationship between innovation and work effectiveness, as well as between human capital and work effectiveness. These findings demonstrate that innovation, human capital, and the implementation of the E-SAKIP Management Information System play important roles in improving employee work effectiveness at the Mojokerto City Regional Secretariat.

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Author Contributions

ZDN contributed to conceptualization, methodology, and writing of the original draft. S was responsible for data collection, formal analysis, supervision, and review. EW handled the literature review, validation, and project administration.

Conflicts of Interest

The authors declare that there is no conflict of interest regarding the publication of this study. This research was conducted independently, and no financial or personal relationships influenced the results or interpretation of the findings.

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