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Analisis of Digital Literacy, Empowering Leadership, Proactive Personality on Work Creativity

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Abstract: In this era of disruption, the development of technology is accelerating, and people's habits in accessing information have changed. Initially, people accessed information through newspapers, magazines, television, radio, and so on. But over time, information can now be accessed through social media and online networks. So this is a big challenge for print media companies that are transforming to online media to survive and compete with other companies work creativity is an important thing to be applied by media companies, one of which is Radar Sukabumi. This study aims to determine the effect of digital literacy, empowering leadership, and proactive personality on work creativity in Radar Sukabumi employees. The sampling technique used is saturated sample technique where the entire population is sampled. Data analysis used multiple linear regression using SPSS Version 26. The results showed that digital literacy has a positive and significant effect on work creativity, then empowering leadership has a positive and significant effect on work creativity. In addition, proactive personality also has a positive and significant effect on work creativity. This shows that all independent variables have a positive and significant effect on the dependent variable.

Keyword: Digital Literacy, Empowering Leadership, Proactive Personality, Work Creativity.

INTRODUCTION

In the era of disruption, rapid technological development causes intense competition in various sectors, including media companies. A company is said to have a competitive advantage when the company implements a value creation strategy which in the process will produce professional personnel (Saori et al., 2020). Media must innovate and adapt to digital technology in order to remain competitive, such as switching from print media to online media (Ananda et al., 2023). People now prefer communication and practical activities through social media, online learning, online shopping, and digital reading, which requires companies to be creative and responsive to these needs (Pramesti & Irwansyah, 2021).

Employee creativity is essential in helping companies compete in the era of disruption. This creativity is influenced by a proactive personality that encourages employees to seize opportunities, express ideas, and think critically (Chae & Park, 2022). An empowering leadership attitude also plays an important role in increasing employee creativity. By giving employees freedom and trust, they feel valued and more confident to express creative ideas (Shalshabill et al., 2021). In addition, good digital literacy supports employees in using technology to find and process information, which can then increase their creativity (Rachim, 2024).

Radar Sukabumi, part of the Jawa Pos Group, is an example of media facing the challenges of disruption. Originally a bureau of Radar Bogor, Radar Sukabumi has now become an independent media under the name Harian Pagi Radar Sukabumi. Although still relying on newspapers as the main source of profit, the changing trend towards digital has forced Radar Sukabumi to innovate by offering online services and digital promotions.

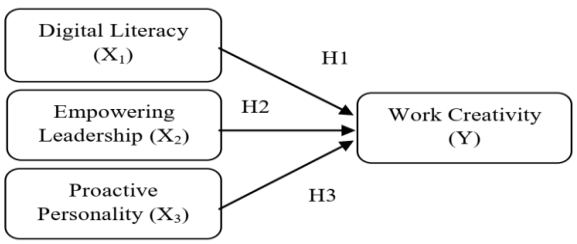
However, the promotional content created is still less than optimal, so it requires more creativity from employees. The lack of empowering leadership and proactive personality of employees is thought to be the cause of declining creativity. because empowering leadership and proactive personality have an effect on the rise and fall of employee creativity (Sukmajati & Suharnomo, 2020).

Based on this background, this study aims to analyze the influence of digital literacy, empowering leadership, and proactive personality on employee creativity at Radar Sukabumi. This study will answer several questions, namely:

1. What is the description of digital literacy, empowering leadership, proactive personality, and work creativity at Radar Sukabumi?
2. Does digital literacy influence work creativity?
3. Does empowering leadership influence work creativity?
4. Does proactive personality influence work creativity?

METHOD

This study uses quantitative research methods with descriptive approaches and associative analysis. According to Priadana & Sunarsi (2021:51) Quantitative research is research that seeks to reveal symptoms in depth and comprehensively through data collection from the real world by utilizing researchers as the main tool. descriptive research method is a method that describes the results of research. In descriptive research the problem formulated must be feasible and not too broad, and contain facts not opinions. Meanwhile, according to Abubakar (2021:6) associative research method is a research method that aims to find the relationship from one variable to another. The population of this research is Radar Sukabumi employees, while the sample studied amounted to 34 people with saturated sampling technique where the entire population was sampled. The research instruments used in this research are observation, interview, questionnaire, and literature study. The data obtained must be processed through the classical assumption test to ensure its feasibility before data analysis. The research model is as follows:



Source: By Author

Figure 1 : research model

RESULTS AND DISCUSSION

Validity Test

The questionnaire results were calculated and tested on SPSS 26 software. The test results are presented in the table below:

Table 1. Validity Test Results for Variables X, X2, X3, and Y

Variable	No. Item	R Calculate	R Critical	Description
Digital Literacy (X1)	X1.1	0.686	0.3	Valid
	X1.2	0.599	0.3	Valid
	X1.3	0.880	0.3	Valid
	X1.4	0.736	0.3	Valid
	X1.5	0.640	0.3	Valid
	X1.6	0.457	0.3	Valid
	X1.7	0.473	0.3	Valid
	X1.8	0.377	0.3	Valid
	X1.9	0.575	0.3	Valid
	X1.10	0.477	0.3	Valid
Empowering Leadership (X2)	X2.1	0.573	0.3	Valid
	X2.2	0.724	0.3	Valid
	X2.3	0.702	0.3	Valid
	X2.4	0.352	0.3	Valid
	X2.5	0.491	0.3	Valid
	X2.6	0.427	0.3	Valid
	X2.7	0.618	0.3	Valid
	X2.8	0.474	0.3	Valid
Kepribadian Proaktif (X3)	X3.1	0.763	0.3	Valid
	X3.2	0.775	0.3	Valid
	X3.3	0.899	0.3	Valid
	X3.4	0.795	0.3	Valid
	X3.5	0.686	0.3	Valid
Kreativitas Kerja (Y)	Y1	0.684	0.3	Valid
	Y2	0.641	0.3	Valid
	Y3	0.527	0.3	Valid
	Y4	0.487	0.3	Valid
	Y5	0.411	0.3	Valid
	Y6	0.598	0.3	Valid
	Y7	0.717	0.3	Valid

Source: Results of Data Processing SPSS Version

Based on the results of validity testing on digital literacy variables (X1), empowering leadership (X2), proactive personality (X3), and work creativity (Y), that all item results from the four variables above the test results each have a value above 0.3 so that they can be said to be valid.

Reliability Test

Ghozali, (2018:45) explains that a questionnaire is declared reliable if the respondent's answer to the statement is consistent over time. According to the instrument is said to be reliable if Cronbach's Alpha> 0.600.

Table 2. Reliability Test

Variabel	Cronbach's Alpha	N of Item
Digital Literacy (X1)	0.797	10
Empowering Leadership (X2)	0.661	8
Proactive Personality (X3)	0.845	5

Work Creativity (Y)	0.683	7

Source: Results of Data Processing SPSS Version 26

Based on table 2 above, the results of reliability testing on the Digital Literacy variable (X_1) obtained a Cronbach's Alpha value of 0.797 with a total of 10 question items. In addition, the empowering leadership variable (X_2) obtained a Cronbach's Alpha value of 0.661 with a total of 8 question items. Meanwhile, the proactive personality variable (X_3) obtained a Cronbach's Alpha value of 0.845 with a total of 5 question items, while the work creativity variable (Y) obtained a Cronbach's Alpha value of 0.683 with a total of 7 question items.All data from the four variables above that have been obtained by the author through questionnaires have been tested and declared reliable because the Cronbach's Alpha value is more than 0.600. So that the data is declared suitable for use in this study.

Normality Test

Normality test is conducted to determine whether the regression model is normally distributed. Performed with residual normality with non-parametric statistics Kolmogov Smirnov (K-S), namely if the significance value> 0.05 then the residual data is normally distributed (Riyanto, S & Hatmawan, A.A. 2020: 305).

Table 3. Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		34
Normal Parametersa,b	Mean	.0000000
	Std. Deviation	2.74903542
Most Extreme Differences	Absolute	.092
	Positive	.092
	Negative	-.090
Test Statistic		.092
Asymp. Sig. (2-tailed)		.200c,d
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: Results of Data Processing SPSS Version 26

Based on Table 3 above, the results of normality testing on Digital Literacy (X_1), Empowering Leadership (X_2), Proactive Personality (X_3), and Work Creativity (Y) variables show a probability value of 0.200. Therefore, the distribution above is considered normal because the value is greater than the 0.05 confidence level.

Multicollinearity Test

A good regression model is when the independent variables are not correlated with each other or also called orthogonal. Orthogonal variables occur when the correlation value between independent variables is equal to zero. If the tolerance value is less than 0.1 or the VIP value is below 10, there is no multicollinearity (Ghozali, 2021:107).

Table 4. Multicollinearity Test

Coefficientsa			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Digital Literacy	.553	1.810
	Empowering Leadership	.485	2.061
	Proactive Personality	.571	1.751

a. Dependent Variable: Work Creativity

Source: Results of Data Processing SPSS Version 26

Based on Table 4, the multicollinearity test results on the Digital Literacy variable have a VIF value of 1,810 with a Tolerance value of 0,553, while the Empowering Leadership variable has a VIF value of 2,061 with a Tolerance value of 0,485, besides that the Proactive Personality variable has a VIF value of 1,751 with a Tolerance value of 0,571. All of these variables have a VIF value of less than 10 and have a Tolerance value of more than 0.1, meaning that there is no linear relationship between the Digital Literacy, Empowering Leadership, and Proactive Personality variables.

Autocorrelation test

Autocorrelation as a measuring tool to determine confounding errors over time (Sari, P,P & Pratiwi, R.D. 2023). One of the tests carried out in autocorrelation is the Durbin Watson (DW) test with the following criteria:

1. If dW < dL or dW > 4- dL, then Ho is rejected, meaning there is autocorrelation.
2. If dU < dW < 4 - dU then Ho is accepted, meaning there is no autocorrelation.
3. If dL < dW < dU or 4 - dU < 4 - dL, then there is no conclusion.

Tabel 5. Autocorrelation test

Model Summary[b]					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.854a	.729	.702	2.88321	1.813

a. Predictors: (Constant), roactive Personality, Digital Literacy, Empowering Leadership

b. Dependent Variable: Work Creativity

Source: Results of Data Processing SPSS Version 26

Based on table 5 above, the autocorrelation test results show a Durbin-Watson value of 1.813. The Du value found in the Durbin-Watson table in the attachment with the number of independent variables (k = 3) and the number of samples (n = 34) is 1.6519. This result shows that the Du value is smaller than the Durbin-Watson value, and the Durbin-Watson value is also smaller than 4 - Du (Du < Dw < 4 - Du). Therefore, it can be concluded that there is no change in the sample from time to time in the study.

Heteroscedasticity Test

This test aims to determine whether there are differences between observations made on each sample in this study. There are criteria used to determine whether heteroscedasticity occurs, namely if the significance value is less than 0.05, it can be concluded that heteroscedasticity occurs. Conversely, if the significance value exceeds 0.05, it can be concluded that heteroscedasticity does not occur. The following are the results of heteroscedasticity testing using SPSS 26 software

Table 6. Heteroscedasticity Test

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.110	3.296		3.067	.005
	Digital Literacy	-.094	.047	-.442	-2.004	.054
	Empowering Leadership	-.031	.064	-.113	-.480	.635
	Proactive Personality	.051	.064	.173	.799	.431

a. Dependent Variable: Abs_RESS

Source: Results of Data Processing SPSS Version 26

Based on Table 6, it can be seen that the significance value of the Digital Literacy variable (X_1) is 0.054, while the significance value of the Empowering Leadership variable (X_2) is 0.635. In addition, the significance value of the Proactive Personality variable (X_3) is 0.431. So it can be concluded that in this study there are no differences in observations of each variable because the significance value exceeds 0.05.

Linearity Test

This test is conducted to determine whether or not there is a linear relationship between the independent variables (Digital Literacy, Empowering Leadership, and Proactive Personality) in this study and the dependent variable (Work Creativity). If the significance value of deviation from linearity > 0.05, it can be concluded that there is a linear relationship between the independent variable and the dependent variable. Conversely, if the significance value of deviation from linearity < 0.05, then there is no linear relationship between the independent variable and the dependent variable. The following are the results of linearity testing using the SPSS 26 application:

Table 7. Linearity Test

ANOVA Table	
Variable	Deviation From Linearity
Digital Literacy (X1) * Work Creativity (Y)	0.184
Empowering Leadership (X2)* Work Creativity (Y)	0.133
Proactive Personality (X3) * Work Creativity (Y)	0.110

Source: Results of Data Processing SPSS Version 26

Based on table 7 above, it shows that the results of linearity testing on Digital Literacy on Work Creativity show a Deviation from linearity value of 0.184. Therefore, it can be concluded that the relationship between variables X_1 to Y has a linear relationship because the significance value is greater than 0.05. Meanwhile, the results of linearity testing on Empowering Leadership on Work Creativity show a Deviation from linearity value of 0.133. Therefore, it can be concluded that the relationship between variable X_2 and Y has a linear relationship because the significance value is greater than 0.05. The results of linearity testing on Proactive Personality on Work Creativity show a Deviation from linearity value of 0.110. Therefore, it can be concluded that the relationship between variable X_3 to Y has a linear relationship because the significance value is greater than 0.05.

Multiple Correlation Test

According to Duli (2019:157) Correlation analysis is a form of correlation to see three or more variables including two or more independent variables with one dependent variable. The following are the results of multiple correlation tests using the SPSS Version 26 application:

Table 8. Multiple Correlation Test

Model Summary										
Model	R	R Square	Adjusted RSquare	Std. Error of the Estimate	Change Statistics					
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.854a	.729	.702	2.88321	.729	26.953	3	30	.000	
a. Predictors: (Constant), Proactive Personality, Digital Literacy, Empowering Leadership										

Source: Results of Data Processing SPSS Version 26

Based on the table 8 above, the correlation calculation result of 0.854 with an error rate of 5% or α = 0.05 shows that the value is in the very strong category. This means that the

variables of Digital Literacy, Empowering Leadership, and Proactive Personality have a very strong linear relationship with Work Creativity empirically. (Ferdinand, 2014).

Determination Coefficient

The coefficient of determination is the value used to measure how much the independent variable (X) contributes to changes in the dependent variable (Y). The coefficient of determination is expressed as a percentage, which shows the percentage variation in the value of the dependent variable that can be explained by the regression model (Riyanto & Hatmawan, 2020:141). In the coefficient of determination analysis, there are criteria for determining the strength of the influence of the independent variable on the dependent variable. These criteria are as follows:

1. If the coefficient of determination (kd) is close to 0, then the influence of variable X on variable Y is weak.
2. If the coefficient of determination (kd) value is close to 1, then the influence of variable X on variable Y is strong.

The following is a table of the results of the coefficient of determination test using the SPSS 26 application:

Table 9. Determination Coefficient

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.854a	.729	.702	2.88321
a. Predictors: (Constant), Proactive Personality, Digital Literacy, Empowering Leadership				

Source: Results of Data Processing SPSS Version 26

Based on Table 9 above, the coefficient of determination (R Square) is 0.729. This R Square value is obtained from squaring the R value, which is 0.854 x 0.854 = 0.7293, which is rounded to 0.729 or equivalent to 72.9%. Thus, it can be concluded that the contribution of Digital Literacy, Empowering Leadership, and Proactive Personality to Work Creativity is 72.9%. While the rest, which is 21.7% (100% - 72.9%), is influenced by other variables not examined in this study. Therefore, it can be concluded that the coefficient of determination (kd) = 0.729 is close to 1, which means that the influence of digital literacy, empowering leadership and proactive personality on work creativity is strong.

Simultaneous Significance Test (F Test)

F test is used to determine the effect of independent variables simultaneously on the dependent variable. This study aims to measure how much influence Digital Literacy has on work creativity (Riyanto & Hatmawan, 2020:309). The criteria used in this simultaneous test are as follows:

1. If Fcount> Ftable at α = 5%, then Ho is rejected and Ha is accepted (significant).
2. If Fcount < Ftable at α = 5%, then Ho is accepted and Ha is rejected (not significant).

Table 10. Simultaneous Significance Test (F Test)

ANOVA[a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	672.171	3	224.057	26.953	.000b
	Residual	249.387	30	8.313		
	Total	921.559	33			
a. Dependent Variable: Work Creativity						
b. Predictors: (Constant), Proactive Personality, Digital Literacy, Empowering Leadership						

Source: Results of Data Processing SPSS Version 26

Based on the table 10 above, it is found that the F count for Digital Literacy, Empowering Leadership, and Proactive Personality together is 26,953 with a significance value of 0.000 < 0.05. This calculated F value is then compared with the F table obtained from the table in the attachment on the basis of dk numerator = k and dk denominator = (n-k-1) with an error rate of 5%. With dk numerator = 3 and dk denominator = 30, the value of F table = 2.922 is obtained. Therefore, it can be concluded that there is a significant influence between variables X_1, X_2, and X_3 on Y, namely Digital Literacy, Empowering Leadership, and Proactive Personality on Work Creativity.

Multiple Linear Regression Test

Multiple linear regression is used to measure the accuracy of the relationship between several independent variables and the dependent variable under study. (Riyanto & Hatmawan, 2020:309) The following are the results of multiple linear regression calculations using the SPSS 26 application:

Multiple linear regression analysis aims to determine whether multiple independent variables have the right relationship with the dependent variable. (Riyanto & Hatmawan, 2020:309). The Multiple Linear Regression analysis formula with the SPSS program is as follows:

$$\mathbf{Y = \alpha + \beta 1\ X_1 + \beta 2\ X_2 + \beta 3 + X_3}$$

Keterangan

- Y = Work Creativity Variable
- X_1 = Digital Literacy Variable
- X_2 = Empowering Leadership Variable
- X_3 = Proactive Personality Variable
- α = Constant
- β_1 = Regression Coefficient Of Digital Literacy Variable
- β_2 = Regression Coefficient Of Empowering Leadershipi Variable
- β_3 = Proactive Personality Variable Regression Coefficient
- e = Proactive Personality Variable Regression Coefficient

Table 11. Multiple Linear Regression Test

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.537	6.517		.850	.402
	Digital Literacy	.199	.093	.274	2.146	.040
	Empowering Leadership	.331	.126	.357	2.620	.014
	Proactive Personality	.366	.127	.362	2.877	.007
a. Dependent Variable: Work Creativity						

Source: Results of Data Processing SPSS Version 26

From the multiple linear regression equation above, it can be described:

$$\mathbf{Y = 5.537 + 0.19\ 9X_1 + 0.331\ X_2 + 0.366\ X_3}$$

1. The constant value of 5.537 has a positive value, which indicates a unidirectional influence between the independent variable and the dependent variable. This means that when there is a change in Digital Literacy, Empowering Leadership, and Proactive Personality, the value of Work Creativity is 5.537, so there is a unidirectional influence between the dependent variable and the independent variable.
2. The Digital Literacy coefficient of 0.199 has a positive value, which indicates that if the Digital Literacy variable increases, then Work Creativity will increase by 0.199 This

assumes that the other independent variables are held constant. This positive sign indicates a unidirectional influence between the Digital Literacy variable on Work Creativity.

3. The Empowering Leadership coefficient of 0.331 has a positive value, which indicates that if the Empowering Leadership variable increases, then Work Creativity will increase by 0.331. This assumes that the other independent variables are considered constant. This positive sign indicates a unidirectional influence between the Empowering Leadership variable on Work Creativity.
4. The Proactive Personality coefficient of 0.366 has a positive value, which indicates that if the Proactive Personality variable increases, then Work Creativity will increase by 0.366. This assumes that the other independent variables are considered constant. This positive sign indicates a unidirectional influence between the Proactive Personality variable on Work Creativity.

Hypothesis Test (T Test)

This study tests whether there is a significant effect of the relationship between the independent variables of digital literacy, empowering leadership, and proactive personality with the dependent variable, namely work creativity. There is a partial test formula as follows:

Table 12. Hypothesis Test (T Test)

Coefficientsa					
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.537	6.517		.850	.402
	Digital Literacy	.199	.093	.274	2.146	.040
	Empowering Leadership	.331	.126	.357	2.620	.014
	Proactive Personality	.366	.127	.362	2.877	.007
a. Dependent Variable: Work Creativity						

Source: Results of Data Processing SPSS Version

H1 : Digital Literacy Has a Positive and Significant Effect on Work Creativity

Based on Table 12, it can be seen that T count is 2.146. The calculated T value that has been obtained, then compared with the T table, the T table is sought in the table listed in the attachment based on the numerator dk = k and denominator dk = (n-1) or dk = (34-1) = 33, with an error rate of 5% or 0.05, then the T table value is obtained as 1.692. Based on this description, it can be seen that T count is greater than T table which is 2.146 > 1.692, therefore, H0 is rejected and H1 is accepted. the explanation is that the application of Digital Literacy has a positive and significant effect on the work creativity of Radar Sukabumi employees.

This is in line with the research of Akib et al., (2022) in his research entitled "Digital Literacy and Teaching Creativity of Educators in Learning Activities: a Survey Method Review", the results of his research show that Digital Literacy skills have a positive and significant effect on teaching creativity of educators.

H2 : Empowering Leadership Has a Positive and Significant Effect on Work Creativity

Based on Table 12, it can be seen that T count is 2.620. The calculated T value that has been obtained is then compared with the T table, the T table is found in the table listed in the attachment based on dk numerator = k and dk denominator = (n-1) or dk = (34-1) = 33, with an error rate of 5% or 0.05, then the T table value is 1.692. Based on this description, it can be seen that T count is greater than T table which is 2.620 > 1.692, therefore, H0 is rejected

and H1 is accepted. The explanation is that the application of empowering leadership has a positive and significant effect on the work creativity of Radar Sukabumi employees.

This is in line with the research of Sari et al., (2022) in their research entitled "Empowering leadership in facilitating increased employee creativity in the 4.0 era: The role of creative self-efficacy and religiosity", the results of his research show that the application of empowering leadership will increase employee creativity.

H3 : Proactive Personality Positively and Significantly Affects work Creativity

Based on Table 12, it can be seen that T count is 2.620. The calculated T value that has been obtained is then compared with the T table, the T table is found in the table listed in the attachment based on dk numerator = k and dk denominator = (n-1) or dk = (34-1) = 33, with an error rate of 5% or 0.05, then the T table value is 1.692. Based on this description, it can be seen that T count is greater than T table which is 2.877 > 1.692, therefore, H0 is rejected and H1 is accepted. The explanation is that the application of empowering leadership has a positive and significant effect on the work creativity of Radar Sukabumi employees.

This is in line with the research of Sukmajati & Suharnomo (2020) in their research entitled "The Effect of Proactive Personality on Career Satisfaction and Employee Performance with Employee Creativity as an Intervening Variable", the results showed that proactive personality variables have a positive and significant influence on employee work creativity.

Respondents' Responses To Digital Literacy Variables (X_1)

Table 13. Respondents' Responses To Digital Literacy Variables (X_1)

No	Indicator	Mean	Category
1	Search for relevant information	7,94	High
2	Able to store, manage and evaluate data or information	8,47	Very High
3	Identify and verify sources of information	7,73	High
4	Interact through digital technology	8,41	Very High
5	Participate in work through digital services	8,5	Very High
6	Able to collaborate through digital technology	8,58	Very High
7	Use digital content creation tools	8,58	Very High
8	Integrate and rework digital content	8,35	Very High
9	Create engaging and relevant content	8,58	Very High
10	Understand copyright in content	8,26	Very High
Mean		8,34	Very High

Source: Results of Questionnaire Data Processing

Based on table 13 above, respondents' responses to the Digital Literacy variable (X1) are in the very high category with a total average score of 8.34 out of an ideal score of 10. This means that Radar Sukabumi employees have implemented Digital Literacy well. This is supported by several indicators that have the highest mean value with a score of 8.58, meaning that employees are considered capable of using digital technology to collaborate and create relevant and interesting content for the audience.

Respondents' Responses To The Empowering Leadership Variable (X_2)

Table 14. Respondents' Responses To The Empowering Leadership Variable (X_2)

No.	Indicator	Mean	Categori
1.	Delegate and coordinate tasks	8,20	High
2.	Sharing information	8,08	High
3.	Encouraging subordinates to focus on goals	7,70	High
4.	Convincing subordinates of own abilities	8,76	Very High
5.	Inspiring subordinates	8,70	Very High

6.	Provide opportunities for employees to learn and develop	8,58	Very High
7.	Encourage employees to take risks and learn from mistakes	8,73	Very High
8.	Create a work environment that supports learning	9	Very High
	Mean	8,46	Very High

Source: Results of Questionnaire Data Processing

Based on table 14 above, respondents' responses to the Empowering Leadership (X2) variable are in the very high category with a total mean value of 8.46 out of an ideal value of 10. This means that the leadership of Radar Sukabumi has implemented empowering leadership well. This is supported by indicator number 9 which has a mean value of 9, meaning that leaders are considered capable of creating an environment that supports employee learning by conducting skills training, and creating an open environment for discussion.

Respondents' Responses to the Proactive Personality Variable (X_3)

Table 15. Respondents' Responses to the Proactive Personality Variable (X_3)

No.	Indicator	Mean	Category
1.	Identify opportunities	8,17	High
2.	Showing initiative	8,02	High
3.	Taking action	7,73	High
4.	Persistent	8,02	High
5.	Responsible	7,94	High
	Mean	7,97	High

Source: Results of Questionnaire Data Processing

Based on table 15 above, respondents' responses to the Proactive Personality variable (X3) are in the high category with a total average score of 7.87 out of an ideal score of 10. This means that Radar Sukabumi employees have implemented proactive personality well. This is supported by indicator number 1 which has the highest score of 8.02, meaning that employees are considered able to identify opportunities well by actively taking action, contributing to increasing effectiveness and innovation in the company, namely by quickly identifying new trends in social media and immediately producing relevant and interesting content for the audience.

Respondents' Responses to Work Creativity Variables (Y)

Table 16. Respondents' Responses to Work Creativity Variables (Y)

No.	Indicator	Mean	Category
1.	Knowledge and Understanding of the field of work	7,88	High
2.	Technical and non-technical skills	8,41	Very High
3.	Generating new ideas	8,91	Very High
4.	Solve problems	8,67	Very High
5.	Looking at problems from multiple perspectives	9,02	Very High
6.	Learning new things	8,55	Very High
7.	Desire to contribute and make a difference	7,73	High
	Mean	8,45	Very High

Source: Results of Questionnaire Data Processing

Based on table 16 above, respondents' responses to the Work Creativity variable (Y) are in the very high category with an average value of 8.45 out of an ideal value of 10. This means that Radar Sukabumi employees have implemented creativity well. This is supported by indicator number 5 with a value of 9.02. This shows that employees see problems from various points of view, thus enabling employees to find innovative and effective solutions that may not be seen from only one point of view.

CONCLUSION

Respondents' responses to Digital Literacy, Empowering Leadership, Proactive Personality and Work Creativity are on a very high category scale. This is shown by the excellent implementation of Digital Literacy, where employees are able to collaborate digitally and are skilled in creating digital content. In addition, Empowering Leadership can create a work environment that supports employee learning through skills training and creating an open environment for discussion. Then through Proactive Personality, employees can identify opportunities well. In addition, through Work Creativity employees can see problems from various perspectives, thus enabling employees to find innovative and effective solutions that may not be seen if only from one point of view. Digital Literacy has a positive and significant effect on Work Creativity of Radar Sukabumi employees, it can be seen with the value of T count greater than the T table. Therefore, if Digital Literacy is increased, the Work Creativity of Radar Sukabumi employees will increase. Empowering Leadership has positive and significant effect on Work Creativity of Radar Sukabumi employees, it can be seen with T value greater than T table. So that if Empowering Leadership is increased, the Work Creativity of Radar Sukabumi employees will increase. Proactive Personality has positive and significant effect on Work Creativity of Radar Sukabumi employees, it can be seen with T value greater than T table. So that if Proactive Personality is improved, Employee Work Creativity will increase.

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