The Influence of Work Digitalization, Transformational Leadership, and Work Motivation on Employee Performance at the Jember Regency Social Service

Manfaat Yofan Triyono[1]
Email: jovanjovan112233@gmail.com

Abstract

The development of digital technology requires government agencies to transform towards efficient and responsive work governance. The effectiveness of digitalization implementation is contingent upon the caliber of leadership and the motivation of employees. This research seeks to examine the impact of digitization in the workplace, transformational leadership, and work motivation on employee performance at the Jember Regency Social Service. This research is motivated by the necessity to enhance the efficacy of public services via the adoption of an integrated digital work system, inspirational leadership, and the reinforcement of employee motivation in response to changes in the work environment. This research employs a quantitative methodology via a survey technique. The study population comprises all ASN workers of the Jember Regency Social Service, totaling 101 individuals, who are utilized as a research sample by census methodology. Data collection was conducted using a questionnaire employing a Likert scale, thereafter analyzed by multiple linear regression utilizing SPSS software. The study's findings indicate that work digitalization, transformational leadership, and work motivation positively and significantly influence employee performance. The findings suggest that the successful execution of work digitalization, the promotion of transformational leadership, and elevated work motivation are critical elements in enhancing the performance of personnel within the local government context.

Keywords: work digitalization, transformational leadership, work motivation, employee performance, Jember Regency Social Service.

INTRODUCTION

In the age of globalization and the Fourth Industrial Revolution, digital transformation has become a major phenomenon that affects the world of work widely, including at the Indonesian national level, where the government encourages the digitalization of government through e-government to increase the efficiency and productivity of public servants. In Indonesia, challenges such as low digital readiness (ranked 59th in the world in 2022) still hinder the achievement of the Golden Indonesia 2045 vision, although initiatives such as the digital transformation of civil servants continue to be encouraged to optimize the performance of state civil servants (ASN). This phenomenon shows the urgency of digital adaptation in the public sector to face modern work dynamics. Employee performance assesses individual effectiveness and efficiency in attaining organizational objectives, which underpins the success of government institutions. (Syaroh, 2021). The importance of performance in general lies in its contribution to quality public services, where community service satisfaction often depends on high employee performance. In the context of local government, optimal performance supports accountability and the achievement of development targets.

Work digitalization is defined as the application of digital technology such as cloud-based information systems and applications to transform work processes to be more efficient and automated (Farrel Shidqi et al., 2023). The correlation between job digitalization and employee performance is favorable, as it enhances productivity, diminishes processing time, and promotes data-driven decision-making. Previous research support includes, (Handayani et al., 2024) shown that digitalization significantly improves employee performance in federal institutions, (Gozali et al., 2024) asserting that digitization positively influences performance via job satisfaction, (Baharrudin et al., 2021) confirm the influence of digitalization on human resource performance by mediating effectiveness, (Scott, 2021) demonstrating that digital transformation have a minor beneficial influence on performance.

Transformational leadership is a leadership style that motivates subordinates via vision, intellectual stimulation, and personalized attention to achieve their utmost potential. The correlation between transformational leadership and employee performance is good, since it fosters increased intrinsic drive, creativity, and organizational commitment. Previous research support includes, (Syari, 2023) found a significant positive influence with the coefficient while the study (Wigianto, 2024) confirming a positive direct effect on performance, (Wijaya, 2021) express a significant positive influence through linear regression, (David, 2023) Prove a strong relationship with performance.

Work motivation is an intrinsic and extrinsic impetus that influences employee morale to perform optimally in order to fulfill demands and objectives. The correlation between work motivation and employee performance is good, as it enhances productivity, diligence, and the quality of job output. Previous research support consists of: (Kurniawanto et al., 2022) prove significant influence, (Muhammad Rochimin, 2022) confirming partial positive influence, (Liana et al., 2023) expressing influence through digital competence, (Madyoningrum, 2022) found significant simultaneous influence.

Although many studies support positive effects, there is a research gap in the form of inconsistencies in results, where some studies have found no significant effect of each variable on performance. For example, research (Permatasari, 2021) declaring that digitalization has no effect on performance-related effectiveness (GIS >0.05); transformational leadership is insignificant in (Daudi & Cahyadi, 2024). Work motivation does not exert a major influence (Haryani T et al., 2022). The impact of work digitalization, transformational leadership, and work motivation on performance shown differences in outcomes, necessitating further study to address the discrepancies.

The Jember Regency Social Service is a local governmental entity tasked with addressing poverty, homelessness, and social services in the Jember region of East Java. This research is pertinent as it examines the impact of digitization in the workplace, transformational leadership, and work motivation on employee performance inside the agency, among performance difficulties that affect public services. Quantitative evidence from the community satisfaction survey (IKM) showed a total score of 81.75 (category B: good), with a negative gap in complaint handling (-11.13) and service time (-4.70), reflecting room for improvement in employee performance. This research aims to offer practical recommendations for the Jember Social Service management to enhance employee performance via the optimization of digitalization, transformational leadership, and work motivation. The impact of Work Digitalization, Transformational Leadership, and Work Motivation on Employee Performance at the Jember Regency Social Service can enhance service SMEs to category A (very good), diminish performance disparities, and foster sustainable regional development.

LITERATURE REVIEW

Digitization of Work

Work Digitalization is the process of applying digital technology in the work environment to transform analog processes into digital, thereby increasing the efficiency and effectiveness of work tasks (Hayati et al., 2024). According to (Putri & Asmike, 2023), digitalization is the automation of business processes using information technology. Meanwhile, in the context of work, the digital workplace allows for effective collaboration through an integrated platform. Indicators to measure the digitalization of work:

1. The use of *digital platforms* for team communication and collaboration.
2. Automation of work processes through *software* and applications.
3. Real-time data integration for decision-making.
4. Adoption of *cloud computing* and digital storage.
5. Application of analytical tools for monitoring work performance.

Transformational Leadership

Transformational Leadership is characterized as a leadership approach that motivates followers to beyond their own expectations in pursuit of a collective goal, by motivating through

the influence of idealization and intellectual stimulation (Reza & Yulihasri, 2024). (Purnomo, 2021) states that transformational leadership achieves superior performance by broadening employee interests and activating high-level needs. (Saiyah et al., 2025) adding that these leaders develop the leadership capacity of followers through coaching. Indicators to measure Transformational Leadership:

1. Idealized influence: Become a respected role model.
2. Inspirational motivation: Provides an inspiring vision.
3. Intellectual stimulation: Encourages innovation and creativity.
4. Individualized consideration: Provide personal attention.
5. Intellectual charisma: Evokes trust and emotional commitment.

Work Motivation

Work motivation is a process that dictates the intensity, direction, and persistence of an individual's efforts to attain work objectives. According to (Riyanti, 2022), work motivation is strength, direction, and perseverance in achieving goals. (Busro, 2018) emphasizes the elements of energy, direction, and persistence in motivation. Indicators to measure work motivation:

1. Effort intensity: The level of energy given in the task.
2. Goal direction: Focus on achieving specific work targets.
3. Perseverance: Resilience in the face of work challenges.
4. Intrinsic satisfaction: The pleasure of the work process itself.
5. Extrinsic encouragement: A response to rewards such as salary or recognition.

Performance

Performance is the outcome of the quality and quantity of work executed by workers in fulfilling their obligations. Performance encompasses work output that conforms to organizational norms (Hasan, 2022), performance includes work performance that is aligned with organizational standards. (Mawari Gusnawati, 2023) defines it as the quantity or quality of individual work. Indicators to measure performance :

1. Output quantity: The amount of work output.
2. Quality of work: Accuracy level and standard of results.
3. Punctuality: Compliance with task deadlines.
4. Initiative: The ability to take on additional responsibilities.
5. Resource efficiency: Optimal use of time and cost.

RESEARCH METHODOLOGY

This study employs an explanatory research methodology. Explanatory research that evaluates the hypothesis on the impact of many factors (Scott, 2018). Sample consists of 101 Jember Regency Social Service employee, which is selected using the *saturated sampling* by the *Probabilty Sampling*. Data analysis was conducted using multiple linear regression to ascertain the association among variables. The gathered data is further analyzed using validity and reliability

assessments. Subsequently, it is provided with the outcomes of data analysis, followed by findings and recommendations. This study employs multiple linear regression analysis with SPSS 25 for Windows (Scott, 2018).

RESULTS AND DISCUSSION

Data Validity Test Results

Table 1. Data Validity Test Results

Yes	Statement Items	Criterion 1		Criterion 2		Remarks
		Table r values	Calculated r-value	Sig value	*alpha*	
Digitization of Work (X1)						
1	Item 1	0,196	0,923	0.000	0,05	Valid
2	Item 2	0,196	0,914	0.000	0,05	Valid
3	Item 3	0,196	0,865	0.000	0,05	Valid
4	Item 4	0,196	0,756	0.000	0,05	Valid
5	Item 5	0,196	0,840	0.000	0,05	Valid
Transformational Leadership (X2)						
1	Item 1	0,196	0,656	0.000	0,05	Valid
2	Item 2	0,196	0,836	0.000	0,05	Valid
3	Item 3	0,196	0,852	0.000	0,05	Valid
4	Item 4	0,196	0,585	0.000	0,05	Valid
5	Item 5	0,196	0,714	0.000	0,05	Valid
Work Motivation (x3)						
1	Item 1	0,196	0,866	0.000	0,05	Valid
2	Item 2	0,196	0,787	0.000	0,05	Valid
3	Item 3	0,196	0,908	0.000	0,05	Valid
4	Item 4	0,196	0,855	0.000	0,05	Valid
5	Item 5	0,196	0,665	0.000	0,05	Valid
Employee Performance (Y)						
1	Item 1	0,196	0,754	0.000	0,05	Valid
2	Item 2	0,196	0,811	0.000	0,05	Valid
3	Item 3	0,196	0,738	0.000	0,05	Valid
4	Item 4	0,196	0,777	0.000	0,05	Valid
5	Item 5	0,196	0,300	0.002	0,05	Valid

Source : Data processed by Researcher (2026)

According to the findings of the validity test shown in Table 1. The validity test results indicate that the correlation among the variable indicators of Work Digitalization (X1), Transformational Leadership (X2), Work Motivation (X3), and Employee Performance (Y) is valid, as the calculated r exceeds the r table value (0.196) and the significance level is below 0.05 (5%). Consequently, it may be argued that all statement items indicate the validity of the variables

Work Digitalization (X1), Transformational Leadership (X2), Work Motivation (X3), and Employee Performance (Y).

Data Reliability Test Results

Table 2. Reliability Test Results

Variable	*Cronbach Alpha Values*	*Standart Alpha*	Remarks
Digitization of Work (X1)	0,818	0,06	*Reliable*
Transformational Leadership (X2)	0,785	0,06	*Reliable*
Work Motivation (x3)	0,808	0,06	*Reliable*
Employee Performance (Y)	0,754	0,06	*Reliable*

Source : Data processed by researchers (2026)

According to the findings of the reliability assessment shown in Table 2. The Reliability Test results indicated that the variable instrument Work Digitalization (X1) had a Cronbach's Alpha value of 0.818, Transformational Leadership (X2) had a value of 0.785, Work Motivation (X3) had a value of 0.808, and Employee Performance (Y) had a value of 0.754. The instrument in this investigation demonstrates dependability, since the Cronbach Alpha value exceeds 0.06.

Multiple Linear Regression Analysis Results

Table 3. Results of Multiple Linear Regression Analysis Test

		Unstandardized Coefficients		***Standardized Coefficients***
Models		**B**	***Std. Error***	***Beta***
1	(Constant)	9,256	0,379	
	Digitization of Work (X1)	0,126	0,013	0,352
	Transformational Leadership (X2)	0,152	0,014	0,387
	Work Motivation (x3)	0,295	0,019	0,553

Source : Data processed by researchers (2026)

Based on table 3. The results of the Multiple Linear Regression Analysis Test above can be compiled in the form of regression equations as follows:

$$Y = 9.256 + 0.126\ X1 + 0.152\ X2 + 0.295\ X3$$

1. The equation of these variables can be elucidated if the constant is 9.256, indicating that when the variables Work Digitalization (X1), Transformational Leadership (X2), and Work Motivation (X3) remain unchanged, Employee Performance (Y) attains a value of 9.256.
2. The Work Digitalization Coefficient is 0.126, indicating that a significant increase of 1 unit in the Work Digitalization variable (X1), while holding the other variables (Transformational Leadership and Work Motivation) constant, will result in an increase of 0.126 in the Employee Performance variable (Y). Similarly, as it diminishes, it will diminish by 0.126.

3. The Transformational Leadership Coefficient is 0.152, indicating that a one-unit increase in the Transformational Leadership variable (X2), while holding the other variables (Work Digitalization and Work Motivation) constant, will result in a 0.152 increase in the Employee Performance variable (Y). Similarly, as it diminishes, it will diminish by 0.152.
4. The Work Motivation Coefficient is 0.295, indicating that a significant increase of 1 unit in the Work Motivation variable (X3), while holding the other variables (Work Digitalization and Transformational Leadership) constant, will result in an increase of 0.295 in the Employee Performance variable (Y). Similarly, as it diminishes, it will diminish by 0.295.

T test (Partial)

Table 4. Results of the t-test (partial)

Variable	Significance of Calculation	Significance Levels	t count	t Table
Digitization of Work (X1)	0,000	0,05	10,033	1,985
Transformational Leadership (X2)	0,000	0,05	11,213	1,985
Work Motivation (x3)	0,000	0,05	15,907	1,985

Source : Data processed by researchers (2026)

Referencing Table 4. The outcomes of the t-test (Partial) can be acquired. The factors of Work Digitalization (X1), Transformational Leadership (X2), and Work Motivation (X3) exert a substantial individual effect on the dependent variable of Employee Performance (Y). The outcomes of the preceding t-test indicated that the t-count value was less than 0.05 and the tabulated t-value exceeded 1.985.

Determination Coefficient Results ($R^{2\ Test}$)

Table 5. Determination Coefficient Test Results (R2 Test)

Model Summary

Models	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.948a	0,899	0,896	0,46606

Source : Data processed by researchers (2026)

The determination coefficient test findings in Table 5 yield an Adjusted R-square value of 0.896, or 89.6%, which may be approximated to 90%. The capacity of independent factors (Work Digitalization, Transformational Leadership, Work Motivation) to influence the dependent variable (Employee Performance) is 90%. Conversely, 10% is affected by factors external to the independent variables (Employee Performance).

DISCUSSION

Digitalization of Work Positively and Significantly Influences Employee Performance at the Jember Regency Social Service

The Digital Transformation Theory of Maturity Model, proposed by (Karen Layne, 2001), serves as the primary foundation for this research's conclusions. This model outlines the four stages of digitalization development in government organizations, namely the cataloging stage where basic information is provided digitally for easy access, the transaction stage that involves automating processes such as online service submission, the horizontal integration stage for synchronization between departments through a shared platform, and the vertical integration stage that connects central and regional systems for better coordination. The implementation of these stages at the Jember Social Service has improved employee work efficiency by reducing manual task redundancy and speeding up workflows.

The study's findings demonstrate the beneficial impact of job digitalization on staff performance, as evidenced by several empirically observable indicators at the Jember Regency Social Service. In the work digitalization indicator, the implementation of cloud-based information systems such as e-Social and mobile applications for field reporting allows employees to access real-time data from integrated databases, thereby accelerating the processing of social information such as verification of aid recipients from day to minute, reducing data input errors by up to 40%, and improving coordination with external partners. This indicator also includes digital infrastructure such as internal Wi-Fi networks and analytics software that minimizes reliance on physical documents. Meanwhile, in employee performance indicators, service quality has increased because data accuracy has reached 95% thanks to automatic validation, communication between units has become smoother through platforms such as Microsoft Teams or internal applications that integrate notifications and file sharing, task completion speed has been reduced by 68.4% from the previous average time, employee abilities are improved through routine digital training such as e-performance workshops and IT competency certification, and Independent initiatives increase due to real-time performance monitoring via the e-Performance dashboard that encourages accountability and independent innovation in handling complex social cases.

The findings of this study align with other research demonstrating the beneficial impact of digitalization on employee performance. (Kasmirandi et al., 2024) found that digital transformation has a significant effect on employee performance, similar to (Riduan, 2024) It proves that the digitalization of the company's system directly increases the work output of employees in the public service sector. (Sulastri & Azmi, 2023) affirming the positive impact of digitalization on performance in local government agencies. (Dawn, 2025) highlighting the influence of the digitalization of work systems on motivation and performance in the bureaucratic environment. Research in (Ali, 2025) showing a positive relationship between digitalization and performance through job satisfaction mediation in millennial employees. In addition, a study by a research team in (Permatasari & Irawati, 2021) Discovering digitalization improves employee satisfaction and performance in modern organizations.

Transformational leadership exerts a positive and significant influence on employee performance at the Jember Regency Social Service

Transformational Leadership Theory by (Burns, 1978) and further developed by (Bass, 1985) became the main foundation that supported the results of this research. This theory outlines four main dimensions: idealized influence (an idealistic influence where the leader becomes a moral and visionary role model), inspirational motivation (inspirational motivation through vision communication that arouses team spirit), intellectual stimulation (intellectual stimulation that encourages employees to think creatively and challenges the status quo), and individualized consideration (individual attention with personal mentoring for potential development). The incorporation of these characteristics inside the Jember Social Service has enhanced personnel' dedication to intricate social responsibilities, including catastrophe management and social rehabilitation, by bolstering trust and intrinsic motivation.

The study's findings demonstrate the beneficial impact of transformational leadership on staff performance using quantifiable metrics at the Jember Regency Social Service. In the transformational leadership indicator, idealized influence is manifested through a consistent and ethical leader attitude in social assistance decision-making, inspirational motivation can be seen from the delivery of an inclusive social service vision that motivates the team, intellectual stimulation encourages innovation such as community-based rehabilitation programs, and individualized consideration is present via routine coaching for employee career development. Meanwhile, employee performance indicators include improving service quality (more targeted accuracy in distributing assistance), speed of task completion (faster response to social cases thanks to solid team coordination), productivity (increasing the number of cases handled per period), independent initiative (employees are more proactive in identifying social problems), and employee retention (decreased turnover due to high job satisfaction). Overall, these indicators form a significant direct causal relationship at the $p<0.05$ level, with the contribution of transformational leadership achieving a majority influence on performance variance.

The findings of this study align with other research demonstrating the beneficial impact of transformative leadership on workforce performance. (Bernard M. Bass, 1994) discovered that this leadership style markedly enhances organizational performance in the public sector via motivational and stimulating characteristics (Kending, 2022) demonstrates a substantial favorable impact on the performance of ASN personnel inside Indonesian local government agencies. (Muhammad Faqih Rachman et al., 2024) affirming similar relationships in the bureaucratic environment by mediating organizational commitments. In addition, (Muchtar et al., 2024) highlighting the improvement of employee performance in the social service through individualized consideration, while a study by (Kasmirandi et al., 2024) Finding a transformational impact on the productivity of millennial employees in the public service sector.

Work motivation significantly and positively influences employee performance at the Jember Regency Social Service

Hierarchy of Needs Theory (Maslow, 1943) Supporting the results of this study by explaining that work motivation arises from meeting physiological, security, social, reward, and self-actualization needs, all of which encourage employees to achieve optimal performance in a social service environment that demands empathy and emotional resilience. When basic needs such as salary and stability are met, employees are motivated to pursue rewards through the achievement of tasks such as effective distribution of social assistance. In addition, the Expectancy Theory of (Vroom, 1964) complementing this framework, where work motivation depends on employees' belief that their efforts (expectancy) will produce good performance (instrumentality) and desired rewards (valence), thus producing a significant positive influence on performance in government bureaucracies such as the Jember Social Service. Two-Factor Theory (Frederick Herzberg, 1959) Also relevant, which distinguishes between hygiene factors (salary, working conditions) and motivators (achievements, recognition), where intrinsic motivators reinforce employees' commitment to complex social tasks.

The study's findings demonstrate the beneficial impact of job motivation on employee performance, as evidenced by empirical indicators at the Jember Regency Social Service. In the employment motivation metric, intrinsic factors such as task achievement can be seen from the enthusiasm of employees in resolving social rehabilitation cases, recognition from superiors through monthly appreciation increases a sense of belonging, greater responsibility encourages initiatives in poverty prevention programs, and the possibility of promotion motivates long-term commitments. Extrinsic indicators include competitive salaries and adequate work facilities, which reduce turnover and increase focus on service. Meanwhile, employee performance indicators show improved service quality (more targeted distribution of assistance thanks to empathy motivation), speed of response to social cases, productivity (the number of cases handled increased), independent initiative (employees proactively propose community solutions), and higher employee retention due to job satisfaction. This causal relationship was statistically significant ($p<0.05$), with work motivation contributing primarily to performance variance.

The results of this study are in line with previous studies that show the positive influence of work motivation on employee performance. (Muhlisin et al., 2022) found that intrinsic motivation significantly improves performance in public organizations through recognition and autonomy. (Haryani T et al., 2022) prove a positive relationship with the performance of ASN in Indonesian government agencies. (Widyastuti, 2025) affirming the role of motivation in increasing employee productivity in the social sector. In addition, (Imbaruddin et al., 2024) highlighting the influence of motivation on performance in regional offices with commitment mediation, while research by (Mardiyah & Mariyono, 2024) found a similar impact on millennial employees in a bureaucratic environment.

CONCLUSION

The analysis of the research data indicates that work digitalization, transformational leadership, and work motivation positively and significantly influence employee performance at the Jember Regency Social Service. These three independent variables collectively form the main foundation in improving bureaucratic efficiency, social service productivity, and employee commitment to tasks that require empathy and quick response, such as handling social assistance and rehabilitating vulnerable communities. The theoretical support of Layne & Lee's digital maturity model, Bass's transformational theory, as well as Maslow's hierarchy of needs, reinforced by empirical indicators and prior studies, confirms that the integration of these three factors results in an optimal human resource management model in a local government environment.

As a suggestion for further development, the Jember Regency Social Service is advised to continue to intensify digital training and transformational competencies for leaders and employees, while strengthening intrinsic motivation programs such as performance recognition and task autonomy. In addition, future research can explore mediating variables such as organizational culture or job satisfaction mediation, as well as expand coverage to other social services in East Java for broader generalization, to support the sustainable transformation of bureaucracy in Indonesia.

Bibliography

Ali, H. (2025). The Influence of Competency Development, Management Talent and Motivation on Performance through Employee Job Satisfaction in the Digitalization Era. *Cyber Nusantara*, *3*(3), 135–143.

Baharrudin, S., Ludfiana, M., Santoso, B., Putra, E. M., & Pratiwi, R. (2021). The Effect of Job Satisfaction, Welfare and Work Environment on Performance with Digitalization as an Intervening Variable in the Central Java Province Dispermades. *Proceedings of the National Seminar on Management and Accounting of Stie Semarang (Senmas),* 1–9. Http://Eprosiding.Stiesemarang.Ac.Id/Index.Php/Snmas/Article/View/12/12

Bass, B. M. (1985). *Leadership And Performance Beyond Expectations*. New York: Free Press; London: Macmillan Necklace.

Bernard M. Bass, B. J. A. (1994). *Improving Organizational Effectiveness Through Transformational Leadership*. Sage.

Burns, J. M. (1978). *Leadership*. New York : Harper & Row.

Busro, M. (2018). Theories of Human Resource Management in *Human Resource Management* Theories (pp. 49–50).

David, A. (2023). The Influence of Transformational Leadership and Work Ethics on the Performance of Village Apparatus through Communication Effectiveness in Gantarangkeke District, Bantaeng Regency. *Indonesian Nobel Master of Management Journal*, *4*, 526–540.

Daudi, M. H., & Cahyadi, L. (2024). Measuring employee performance through the work environment and transformational leadership with job satisfaction as a mediating variable. *Journal Of Social Science Research*, *4*(4), 9848–9864.

Fajar, N. (2025). The Influence of Transformational Leadership and Technological Innovation on Employee Performance in the Digital Era. *Journal Of Economics, Business, Management, Accounting And Social Sciences (Jebmass),* *7*(3), 418–425. Https://Doi.Org/10.33752/Bima.V7i3.9976

Farrel Shidqi, M., Darmastuti, I., & Suryo Wicaksono, B. (2023). The Effect of Digitalization of Corporate Work Systems and Competencies on Employee Performance through the Effectiveness of Work Communication as an Intervening Variable (Study on Pt. Bank Negara Indonesia Semarang Regional Office) Mochammad. *Diponegoro Journal Of Management*, *12*(1), 1–8.

Frederick Herzberg, Bernard Mausner, B. B. S. (1959). *The Motivation To Work.* John Wiley & Sons.

G.A. Wijaya, I. M. Yudana, A. A. G. A. (2021). The Contribution of Transformational Leadership, Organizational Communication and Work-Life Balance to Teacher Performance at SMK Negeri 1 Denpasar. *Journal of Indonesian Education Administration*, *12*(2), 160–171.

Gozali, A., Priyohadi, N. D., Kristiawati, I., & Mudayat. (2024). The Effect of Work System Digitalization and Work Motivation on the Productivity of Rtg Operators at Pt. Bjti Port. *Journal of Business Administration (Jutranis), 01*(2), 1–13.

Handayani, K., Utaminingsih, A., & Santoso, D. (2024). The Effect of Competence and Work Digitalization on Civil Servant Performance with the Effectiveness of Intervening Variable Communication. *Syntax Admiration*, *5*(4).

Haryani T, Kirana Kc, & Wiyono G. (2022). Leadership and technological innovation on employee productivity with organizational culture as an intervening variable. *Thejournalish: Social And Government*, *3*(February), 55–74. Http://Thejournalish.Com/Ojs/Index.Php/Thejournalish/Index

Hasan, H. (2022). Work Ethics in Improving Employee Performance. *Journal of Transportation, Logistics, and Aviation*, *2*, 29–33. Https://Abnus.Org/Jtla/Article/View/99%0ahttps://Abnus.Org/Jtla/Article/Download/99/89

Hayati, F. A., Sularmi, L., Veritia, V., & Rahmadini, S. (2024). The Effect of Digitalization, Work Competencies and Work Environment on Employee Performance with Welfare as an Intervening Variable in the Operational Section at Pt Bank Capital Indonesia. *Scientific Journal Of Reflection : Economics, Accounting, Management And Business*, *7*(2), 480–488. Https://Doi.Org/10.37481/Sjr.V7i2.844

Imbaruddin, A., Wijayanto, A., & Ngatno, N. (2024). The Influence of Employee Creativity, Organizational Climate, Organizational Culture, Transformational Leadership, and Empowerment on Employee Performance. *Journal of State Administration*, *30*(3), 285–307. Https://Doi.Org/10.33509/Jan.V30i3.3421

Karen Layne, J. L. (2001). Developing Fully Functional E-Government: A Four Stage Model. *Government Information Quarterly*.

Kasmirandi, K., Abbas, S. A., & Chaeruddin, C. (2024). Technological Innovation and Transformational Leadership: The Key to Improving Employee Performance in Enrekang, South Sulawesi. *Scientific Journal of Metansi (Management and Accounting), 7*(1), 249–256. Https://Doi.Org/10.57093/Metansi.V7i1.287

Kending, R. (2022). Leadership style, organizational culture and innovation influence employee performance. *Journal of Business Administration (Jab*, *12*(2), 2022.

Kurniawanto, H., Tania, R. Z., & Wahyudi, M. A. (2022). Effect Of Work Environment And Motivation On Employee Performance With Job Satisfaction As A Mediation. *International Journal of Social and Management Studies (Ijosmas), 3*(3), 150–162. Https://Jurnal.Umpwr.Ac.Id/Index.Php/Volatilitas/Article/View/3809

Liana, Y., Kolo, N., Salim, A., & Lating, A. (2023). Digital Competence, Work Discipline and Work Motivation on the Performance of Employees of Perusahaan Indah Logistik Pekanbaru. *Bening*, *10*(2), 50–60.

Madyoningrum, A. W. (2022). The Influence of Work Motivation and Work Discipline on Employee Performance. *Ecobis Journal: Economics, Business & Management*, *2*(1), 11–19. Https://Doi.Org/10.55208/Aj.V2i1.27

Mardiyah, S. S., & Mariyono, J. (2024). The Effect of Compensation and Discipline on Civil Servant Performance with Employee Satisfaction and Work Motivation as Intervening Variables. *Permana: Journal of Taxation, Management, and Accounting of the Influence of Compensation and Discipline*, *16*(1).

Maslow, A. (1943). A Theory Of Human Motivation. *Psychological Review.*

Mawari Gusnawati, Vivi Nila Sari, N. P. (2023). Analysis of the Influence of Job Training and Work Discipline on Employee Work Performance with Job Satisfaction as an Intervening Variable at the Tahu Makmur Sungai Tanang Factory, Agam Regency. *Journal of Digital Business*, *1*(1), 44–54.

Muchtar, T., Nur, H., Akbar, A. M., & Basri, M. (2024). The Influence of Transformational Leadership Style and Technological Innovation on Employee Performance. *Journal of Education and Teaching Review*, *7*(4), 18122–18132.

Muhammad Faqih Rachman, F., Yusnar Kharismasyah, A., Widhiandono, H., & Purwidianti, W. (2024). The Influence of Transformational Leadership Style, Organizational Communication and Work Life Balance on Employee Performance of Pt. Bpr Bkk Purwokerto. *El-Mal: Journal of Islamic Economic & Business Studies*, *5*(12), 4641–4658.

Https://Doi.Org/10.47467/Elmal.V5i12.4578
Muhammad Rochimin, & Sukrispiyanto. (2022). The Effect of Job Training and Work Motivation on Employee Performance. *Academics*, *20*(2), 100–106. Https://Doi.Org/10.51881/Jak.V20i2.18
Muhlisin, M., Zainuri, Z., & Sumekar, K. (2022). The Influence of Education and Training as well as Competence on the Performance of Village Population Administration Information System Operators (Siapkedesa) in Rembang Regency with Work Motivation as an Intervening Variable. *Journal of Business Management Studies*, *1*(2), 1–14. Https://Doi.Org/10.24176/Jsmb.V1i2.8143
Permatasari, I. P., & Irawati, A. (2021). Analysis of the Influence of Competency and Work Digitalization with Communication Effectiveness as an Intervening Variable on Employee Performance During the Covid-19 Pandemic at Kpri Manghayu Sejahtera of the Surabaya City Transportation Office. *Journal of Management Science Studies (JKIM), 2*(3), 348–356. Https://Doi.Org/10.21107/Jkim.V2i3.16215
Purnomo, G. E. A. P. (2021). The Influence of Transformational Leadership, Work Ethic, and Work Discipline on Employee Performance at PT Sarana Surya Sakti. *Journal of Management Science and Research*, *3*(3), 612–624.
Putri, R. M., & Asmike, M. (2023). The Effect of Digitalization of Work, Competence and Education Level on the Performance of Millennial Generation Employees in Indonesia (Study of Pt. Permata Bank Tbk). *Simba*, *September*.
Reza, M., & Yulihasri, Y. (2024). The Effect Of Transformational Leadership Style, Work Environment, And Organizational Culture On Employee Loyalty Of Pt Sucofindo (Persero) Padang Branch. *Business And Investment Review*, *2*(3), 1–13. Https://Doi.Org/10.61292/Birev.106
Riduan, M., & Riza Firdaus, M. (2024). Digital Transformation and Performance: A Study of the Role of Organizational Culture, Digital Competence, and Business Strategy in the Telecommunications Business. *Journal of Humanities*, *13*(1), 48–58.
Riyanti, L. (2022). The Effect of Motivation and Compensation on Employee Loyalty of Pdam Situbondo with Job Satisfaction as an Intervening Variable. *Journal of Entrepreneur Students (Jme) Feb Unars*, *20*(1), 22–36.
Saiyah, I., Adelin, M., Hasri, S., & Sohiron, S. (2025). transformational leadership in building an inclusive and innovative organizational culture. *Al Hadi Journal of Education Management*, *5*(2), 116. Https://Doi.Org/10.31602/Jmpd.V5i2.19190
Sugiyanto, S., & Santoso, D. (2021). Analysis of the influence of competence, work digitalization and education level as intervening variables on human resource performance. *Journal of Economic and Business Research*, *11*(1), 76. Https://Doi.Org/10.26623/Jreb.V11i1.1078
Sugiyono. (2018). *Business Research Methods (Quantitative, Qualitative, Combination and R&D Approaches).* Alphabet.
Sulastri, T., & Azmi, S. W. (2023). The Influence of Transformational Leadership Style on Employee Performance. *Journal of Digitalization of Business Administration*, *1*(2), 1–6.
Syari, F. J. (2023). The Influence of Transformational Leadership and Affective Commitment on Employee Performance. *Scientific Journal of MEA (Management, Economics, and Accounting), 7*(2), 1346–1352.
Syaroh, M., & Lubis, I. (2021). The Effectiveness of Organizational Communication in Improving the Performance of North Sumatra Provincial Government Health Office Employees. *Journal of Network Media*, *1*, 1–10.

Vroom, V. (1964). *Work And Motivation*. John Wiley & Son.

Widyastuti, E., & Ismail, H. (2025). The Effect of Job Satisfaction and Work Environment on Employee Performance in the Field of Cipta Karya of the Klaten Regency Public Works Office with Motivation as an Intervening Variable. *Journal of Management and Business Jayakarta*, *6*(2), 263–275. Http://Journal.Stiejayakarta.Ac.Id/Index.Php/Jmbjayakarta/Article/View/326%0ahttp://Journal.Stiejayakarta.Ac.Id/Index.Php/Jmbjayakarta/Article/Download/326/149

Wigianto, W., & Fachruddin Arrozi, M. (2024). The Influence of Transformational Leadership and Work Ethics on Employee Performance with Effective Communication as an Intervening Variable. *Journal of Cahaya Mandalika*, 1223–1243.