

The Influence of Digital Leadership and Digital Competence on Employee Performance with Work Motivation as an Intervening Variable

I Dewa Putu Alit Satryawan^{1*}, I Wayan Terimajaya², I Made Bayu Wisnawa³
Universitas Triatma Mulya

Corresponding Author: I Dewa Putu Alit Satryawan : popobali@gmail.com

ARTICLE INFO

Keywords: Digital Leadership, Digital Competence, Work Motivation, Employee Performance.

Received : 27, July

Revised : 20, August

Accepted: 15, September

©2026 Satrayawan, Terimajaya, Wisnawa: This is an open-access article distributed under the terms of the [Creative Commons Attribution 4.0 International](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

Public sector organizations have been motivated by digital transformation to use information technology to improve the efficiency of human resource management. In addition to technology adoption, digital leadership, digital competency, and employee motivation all play a role in the success of digital transformation. With work motivation acting as an intervening variable, this study attempts to examine the impact of digital leadership and digital competency on employee performance in the Regional Civil Service and Human Resource Development Agency (BKPSDM) of Tabanan Regency. All 65 employees that were chosen as respondents made up the study population. Questionnaires were used to gather data, and SPSS software was used to analyze the results using path analysis. The findings show that employee performance and job motivation are positively and significantly impacted by digital leadership. Employee performance is positively and significantly impacted by work motivation. Additionally, both the association between digital competence and employee performance and the relationship between digital leadership and employee performance are strongly mediated by work motivation. According to the study's findings, leaders' capacity to apply digital leadership and boost workers' motivation at work have an impact on increasing employee performance in addition to digital competency. In order to support organizational performance improvement, BKPSDM Tabanan Regency should bolster digital leadership, enhance employees' digital competency, and cultivate work motivation.

INTRODUCTION

Digital technology has changed many organizational work systems, including HR management. Organizations are required to have leaders who are able to adopt digital leadership styles, employees who have digital competencies, and a management system that is integrated with technology. However, the effectiveness of these changes is also greatly influenced by the ability of employees to adapt to digitalization, which is called digital adaptability.

Human resources are resources with feelings. Desires, abilities, knowledge, motivations, strengths, and efforts. These potentials have an impact on the organization's efforts to achieve their goals. If an organization does not have qualified human resources, it is difficult to achieve its goals (Sutrisno, 2016). This is regardless of technological advances, information advances, and the availability of capital. In addition, the achievement of organizational goals indicates the performance or results of the organization's work. Every organization must maintain a balance between rapid technological advances, increasingly sophisticated organizational design, and the availability of a qualified workforce. The survival of an organization can be determined by the integration of these three components. The number and quality of the human workforce are essential for the success of the organization. Organizational excellence will increase when team members or employees can achieve their best performance (Afianto et al., 2024; Nurkhayati & Khasbulloh, 2023).

To support the implementation of tasks and services related to employees, the Tabanan Regency BKPSDM has implemented a digital-based staffing system. By using this technology, the organization shows its commitment to supporting the digital transformation of the bureaucracy. However, in practice, the implementation of the digital system has not fully resulted in optimal employee performance. This is reflected in the fact that there are still delays in services, inefficient work processes, and reliance on semi-manual procedures in several administrative stages.

Digital leadership is one of the important factors in the success of digital transformation in the government environment. However, based on the results of initial observations at the Tabanan Regency BKPSDM, the implementation of digital leadership has not been fully optimal. There are still coordination processes that are carried out conventionally, decision-making that is not fully based on digital data, and the use of collaboration applications in controlling work has not been optimal. In addition, in some personnel service activities, it is still found that employees are dependent on direct direction from leaders compared to the use of dashboards or digital monitoring systems. This condition shows that digital leadership still needs to be strengthened in order to be able to accelerate digital transformation and improve employee performance.

In addition to leaders, employees must also be able to adapt to technological advancements. Employees' digital competence is also a challenge in the implementation of digital transformation. Based on the results of observations at the Tabanan Regency BKPSDM, employees' ability to operate personnel applications is not completely evenly distributed. Differences in education levels, ages, and work experience cause employees to be able to adapt quickly to new

applications, while some still need assistance in using digital systems. In the implementation of new applications or system updates, continuous socialization and technical guidance are needed to ensure that all staff use the application optimally.

In addition to digital leadership and digital competence, work motivation is also a factor that affects the success of the implementation of digital transformation. Based on the results of initial observations, there are still employees who do not have the same enthusiasm in utilizing digital applications as a means of completing work. Some employees are still more comfortable using old work procedures than utilizing the digital systems that have been provided. This condition shows that the success of digitalization is not only determined by the availability of technology; the motivation of employees to accept change, improve their abilities, and make optimal use of technology also has an effect.

In the context of digital transformation, performance problems are also increasingly complex because not all employees are able to adapt to changes in the technology-based work system. The performance of Tabanan Regency BKPSDM employees still faces various challenges in supporting fast and quality staffing services. Based on the results of initial observations, there are still delays in the completion of several personnel administration services, the existence of a verification process that takes longer due to the combination of digital and manual processes, and the use of information systems in supporting work efficiency is not optimal. This condition shows that the use of digitalization has not been able to fully improve employee performance optimally.

This research will examine the performance of employees of the Tabanan Regency Personnel and Human Resources Development Agency (BKSDPM) Office. At the Tabanan BKPSDM office, there are various employees who have different levels of education and ages. This is certainly a concern where the age range and level of education will affect the performance of the organization. With the development of the times, as well as the number of applications used in Government Agencies, employees are required to be able to use or operate computers and various systems applied to the Agency. The level of education and age of employees at the Tabanan BKPSDM can be seen in the following table:

Table 1. 1 Characteristics of Employees of the Tabanan Regency BKPSDM Office

Yes	Education Level	Quantity (People)	Age	Quantity (People)
1	S2	6	>35	42
2	S1	41	31-35	14
3	D3	3	26-30	9
4	High School	15	20-25	0
Quantity		65		65

Source: Office of the Personnel and Human Resources Development Agency, Tabanan Regency, Year 2025

Based on table 1.1, it can be seen that education and age factors are individual characteristics that can affect work behavior, including in terms of digital competence, work motivation, and employee performance. The level of education reflects the intellectual capacity, knowledge, and ability of individuals to understand and apply information, including digital technology. Individuals with a higher level of education tend to have better analytical skills and are more adaptable to technological developments, so they have the potential to have higher digital competence. This can ultimately have an impact on improving employee performance.

Education not only affects competencies, but also affects employees' attitudes and motivation to work. Employees with higher education usually have a stronger achievement orientation and are more aware of the importance of self-development and performance.

Conversely, the age factor also affects a person's ability to meet the demands of the job, especially in today's technological age. Work experience, emotional maturity, and stability at work are often associated with age. Employees with a more mature age tend to have more experience, which helps them make better choices and work better. Nevertheless, employees with a younger age are generally more familiar with technology and more open to technological innovation in the context of digital transformation.

In line with the empirical conditions in the BKPSDM of Tabanan Regency, previous research showed inconsistent results regarding the influence of digital leadership and digital competence on employee performance. Certain studies found that the influence was positive and significant, but other studies found that it was insignificant. These different results suggest that the relationship between the variables is not always direct and simple.

Research by Mandayanti et al. (2024) found that digital leadership has a positive and significant effect on employee performance; research by Yuniarti et al. (2024) found that digital leadership has no effect or is not significant on employee performance. The difference in results shows that digital leadership does not necessarily automatically improve employee performance.

In addition, digital competency variables. Research by Kinanthi et al. (2024) found that digital competencies have a positive and significant effect on employee performance, but research by Baharrudin et al. (2021) found that digital competencies do not have a positive or significant effect on employee performance. This shows that a person's ability to use technology does not necessarily have a direct impact on performance if it is not accompanied by strong leaders and employee motivation.

The results of the inconsistent study show that there are other variables that can regulate the relationship between digital leadership and digital skills and employee performance. In this situation, work motivation is considered a relevant intervening variable. This is because work motivation serves as a psychological mechanism that bridges the influence of organizational and individual factors on employee performance. Digital leadership and digital competence do not necessarily improve performance without internal encouragement from employees to make optimal use of these abilities and directions. Digitally adaptive leaders can create a supportive and inspiring work environment, and digital competencies can provide confidence in completing tasks. These two factors will increase employee work motivation.

According to the explanation, this research must be conducted because there is still a gap in research results – or research gaps – related to the influence of digital work culture and technology adaptation on employee performance. It is hoped that this research will explain the role of digital transformation as an intervention variable that bridges the relationship between these variables. This research is expected to provide a basis for the Tabanan Regency BKPSDM to develop digital leadership skills, increase employee digital competence, and increase employee motivation to improve the performance and quality of services provided to them.

LITERATURE REVIEW

Conceptual Framework

With work motivation as an intervening variable, this research model concentrates on how digital competence and leadership can affect employee performance improvement. The following image shows the research model:

Figure 3. 1 Conceptual Framework

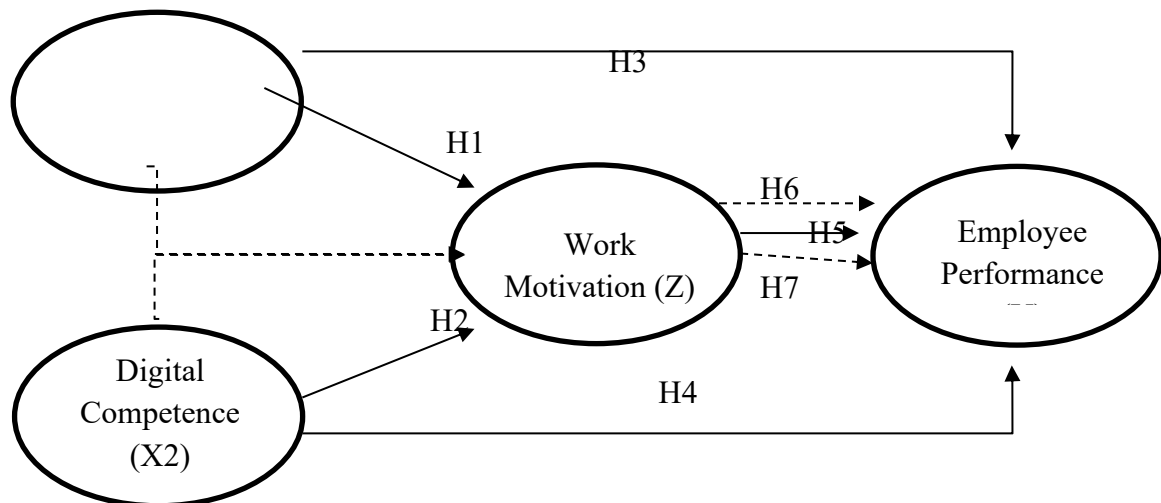


Figure 3.1 above shows that this framework also considers the direct effects of Digital Leadership and Digital Competencies on Employee Performance in addition to the indirect impacts of Work Motivation. It shows the complex relationships between variables, where the effective implementation of Digital Leadership and Digital Competencies can improve performance directly through the provision of appropriate resources and work environments. The aim of this study is to study and measure the differences between these pathways of influence, and to gain a better understanding of how companies can improve their employees' work motivation and performance by implementing digital leadership and good digital competencies.

HYPOTHESIS

Research is basically an attempt to find and or collect data and information to test hypotheses. Therefore, some of the hypotheses put forward in this study refer to the conceptual framework mentioned earlier:

The Influence of Digital Leadership on Work Motivation

In a study conducted by Lukma Hakim et al. (2025), 220 employees were used as respondents to test the relationship between leadership and performance through motivation. Effective leadership is considered to increase employees' intrinsic motivation by providing a clear vision, emotional support, and a sense of security. Furthermore, Yunelda Irawati et al. (2024) examined leadership by utilizing digital competencies as a mediator of work motivation. This study was conducted on fifty employees. The initial hypothesis of this study based on previous research is as follows:

H1 Digital Leadership has a positive effect on the work motivation of employees of the Office of the Personnel and Human Resources Development Agency in Tabanan Regency.

The Influence of Digital Competencies on Work Motivation

According to research conducted by Ahmad and Gilang (2024), there was a relationship between competence and motivation as an intervention variable in 59 initial employees. This suggests that competence affects motivation to work. Individuals who have achievement-based motivation are motivated by successful achievements and a desire to improve their performance to achieve better results. Second, power-based competencies include the ability to communicate and negotiate as well as the ability to influence and encourage others. Feelings of power or influence encourage individuals who have motivation based on power. Finally, engagement-based abilities mean being able to build good relationships, work together, and work together in a team. Based on previous findings, the hypothesis of this study is:

H2 Digital Competence has a positive effect on the work motivation of employees of the Office of the Personnel and Human Resources Development Agency in Tabanan Regency.

The Influence of Digital Leadership on Employee Performance

Research conducted by Hidayat et al. (2023), shows that the application of digital leadership in an organization that is increasingly maximized can result in an increase in employee performance. Research conducted by Yusuf et al. (2023), shows that the application of digital leadership in an organization that is increasingly maximized can result in an increase in employee performance. The results of Mandayanti et al.'s (2020) research strengthen this idea. For this variable, it can be concluded that:

H3 Digital Leadership has a positive effect on the performance of employees of the Office of the Personnel and Human Resources Development Agency in Tabanan Regency.

The Influence of Digital Competence on Employee Performance

Cindy and Imas (2025) conducted a study that measured employees' digital competencies with seven (seven) elements: technical skills, information management, communication, collaboration, creativity, problem-solving, and critical thinking. The results show that there is a relationship between digital capabilities and employee performance. In addition, research conducted by Kinanthi and Priyastiwi (2024) shows that work competencies are an important factor in generating work productivity. Human resources built on work competencies will produce strong human resource characters, and employees who have competencies that are appropriate to their jobs will generate maximum work capacity. For these variables, the hypotheses that can be concluded are:

H4 Digital Competence has a positive effect on the performance of employees of the Office of the Personnel and Human Resources Development Agency in Tabanan Regency.

The Effect of Work Motivation on Employee Performance

Tifani Nur et al. (2023), in their study on the influence of work motivation on performance, found that employee performance is better if they have greater

motivation to work. In contrast, Maria Hildegardis et al. (2023), in their study, found that if higher work motivation is given to employees, their performance will be better. For this variable, the hypothesis can be concluded as follows:

H5 Work motivation has a positive effect on the performance of employees of the Office of the Personnel and Human Resources Development Agency in Tabanan Regency.

Work Motivation Mediates the Influence of Digital Leadership on Employee Performance

An important psychological factor for improving employee performance is work motivation. Digital leadership in modern organizations must not only be able to direct the use of technology, but it must also motivate employees to remain productive. Digital leaders tend to be able to create a flexible, open, and creative work environment, making employees more motivated to work. Additionally, higher performance will have an impact on improving the quality and quantity of employee work. Previous studies have shown that work motivation can help regulate the relationship between leadership and employee performance.

Wulandari et al. (2025) found that work motivation serves as an intervention factor in the relationship between performance and leadership. In addition, Zaidah and Solihin (2023) stated that a better leadership style will increase work motivation, which in turn will result in better performance for employees. Therefore, in the context of digital leadership, it is considered that work motivation plays a strategic role as an intervention variable that compensates for the impact of digital leadership on employee performance. Furthermore, the following hypotheses are made:

H6 Work motivation mediates the influence of digital leadership on employee performance.

Work Motivation Mediates the Influence of Digital Competencies on Employee Performance

Better digital engagement will increase work motivation. This is in line with Victor H.'s motivational theory. When a person believes that their abilities can produce the best performance, they will be more motivated to work better, according to Vroom (1964). In other words, employees who have high digital abilities will be more confident in completing their tasks, which in turn will increase their motivation to work, which in turn will lead to an increase in their performance (Vroom, 1964; van Laar et al., 2020).

This relationship is also supported by the results of previous research. Van Laar et al. (2020) found that digital skills have an important role in improving a person's work readiness and performance in a digital work environment. In addition, research by Seran et al. (2022) found that work motivation mediates the influence of digital skills on employee performance, which shows that digital skills not only have a direct effect on performance, but also indirectly through the improvement of knowledge and skills.

The Pratama and Sinaga (2023) studies also support similar findings, stating that competence affects performance through work motivation as an intervening variable. Thus, it can be concluded that digital competence plays an important role in increasing employee work motivation, which in turn has an impact on

improving performance. Therefore, work motivation is considered an intervening variable in the relationship between digital competence and employee performance. Based on this explanation, the following hypotheses are made:

METHODOLOGY

This research is included in the type of explanatory research, which is research that aims to explain the cause-and-effect relationship between the variables of an event. This research tries to understand the reasons and mechanisms behind the event occurring. Explanatory studies focus more on a deeper understanding of cause-and-effect relationships through testing hypotheses based on existing theories as well as evaluating pre-established hypotheses (Sekaran & Bougie, 2020).

Causal relationships mean cause and effect in this study. There are many variables in this study, including independent and dependent variables. This research was conducted with a positivistic approach – quantitative research that measures the structures that make up the model and analyzes the relationships between these structures (Sugiyono, 2011). This approach was chosen based on the research objectives that have been set.

This research is designed to be included in the type of explanatory research based on the research objectives. In this case, explanatory research is carried out with the aim of explaining or explaining why an event or symptom occurs (Arikunto, 2010). By looking at how the independent variables of digital leadership (X1) and digital competence (X2), as well as the intervening variables of work motivation (Z), and dependent variables about employee performance (Y) at the Tabanan Personnel and Human Resources Development Agency Office, this study tries to find answers.

This study uses quantitative data because this study uses a survey approach with questionnaire instruments compiled using the Likert scale. Quantitative data allows statistical analysis to test the relationship between the variables studied: digital competence, digital leadership, work motivation, and employee performance.

RESEARCH RESULTS

Overview of Research Objects

This research was conducted at the Tabanan Regency Personnel and Human Resources Development Agency (BKPSDM Tabanan Regency). The Tabanan Regency BKPSDM is a regional apparatus that has the main duties and functions in managing and developing the human resources of the apparatus in the Tabanan Regency government. The formulation of technical policies, program implementation, coordination, coaching, and evaluation in the field of personnel and the development of competencies of the State Civil Apparatus (ASN) are the tasks of the BKPSDM. BKPSDM must be able to optimize the implementation of digital leadership and digital competencies to increase the effectiveness of task implementation and the quality of public services. This is

needed to face technological developments and the demands of digital transformation in the government sector.

BKPSDM Tabanan Regency was chosen as the subject of the research because it is in accordance with the focus of the research, which is to examine how digital leadership and digital competencies affect employee performance with work motivation as an intervening variable. BKPSDM is a great place to see how leaders can use digital technology and how strong employees have digital competencies. This is because this organization is responsible for managing the human resources of the apparatus. Ultimately, this will have an impact on improving employee performance.

In order to provide information about the characteristics of the respondents, an overview of the research object is presented. The gender, age, and last level of education of the employees are included in these characteristics. The analysis of the characteristics of the respondents is necessary to obtain an overview of the profile of the employees who are the subject of the research and to support the interpretation of the research results. This study involved 65 employees of the Tabanan Regency BKPSDM who met the criteria as respondents. It is hoped that the information collected from the respondents will provide a broad picture of how digital leadership, digital competence, work motivation, and employee performance in the Tabanan Regency BKPSDM correlate with each other.

Table 5. 1 Characteristics of Research Respondents

Yes	Description	Characteristics	Respondents (Officer)	Percentage (%)
1	Gender	Male	32	49,2
		Women	33	50,8
Quantity			65	100
2	Age	< 30 Years	10	15,2
		30 - 40 Years	24	36,4
		41 - 50 Years	24	36,4
		> 50 Years	7	12,1
Quantity			65	100
3	Final Education	High School/Vocational School	11	16,7
		Diploma	7	10,6
		S-1	42	63,6
		S-2	5	9,1
Quantity			65	100

Source : Appendix 4

Table 5.1 shows that the proportion of female respondents is slightly higher than that of men, namely 33 employees (50.8%) compared to 32 employees (49.2%). Based on age group, the majority of respondents are in the range of 30-40 years and 41-50 years old with a total of 24 people (36.4%) each, while respondents over 50 years old are the least group, namely 7 people (12.1%). Meanwhile, the last education of the respondents is dominated by 42 S-1 graduates (63.6%), and the lowest proportion is at the S-2 level of 5 people (9.1%).

DISCUSSION

The results of the hypothesis test showed that digital leadership had a positive and significant impact on employee work motivation at BKPSDM Tabanan Regency with a statistical t-value of 5.483 and a p value of 0.000. These findings show that the implementation of technology-based leadership by leaders is related to employee enthusiasm and commitment. The profile of respondents dominated by productive age (72.8% aged 30–50 years) and bachelor's level of education (63.6%), who have a digital system and adaptability, supports this high influence. Digital platforms used by leaders have shown that they accelerate cooperation and increase operational transparency. These results are in line with Lukma Hakim et al. (2025) and Yunelda Irawati et al. (2024), who found that communicative and adaptive technology leadership can optimally build employee intrinsic trust and motivation.

In addition, it is proven that digital competence has a positive and significant impact on work motivation, with a statistical t-value of 12.665 and a p value of 0.000. A high statistical t-value indicates that technological mastery is a key motivational driver in the era of digital transformation. People who are proficient in technology feel more confident, productive, and ready for challenges. They also have the drive in them to achieve their best work results. These results support the findings of Ahmad and Gilang (2024) who state that individual abilities, including technical abilities, contribute directly to work motivation through greater confidence and better levels of cooperation.

Digital leadership showed a positive and significant influence on employee performance in direct relation to performance (t-statistic 3.147; p-value 0.003). Using technology effectively can help leaders make workflows more organized, make supervision easier, and speed up decision-making. However, the influence of digital leadership on work motivation is not as great as this direct influence. These results are consistent with previous research by Hidayat et al. (2023), Yusuf et al. (2023), and Mandayanti et al. (2024), which confirmed that digital leadership is an important component in improving organizational productivity and work quality.

On the other hand, it was found that digital competence had a positive but not significant impact on employee performance (t-statistic 1.943; p-value 0.057). This is due to the fact that digital skills are almost the same basic qualification among Tabanan Regency BKPSDM employees, so differences in digital skills do not significantly differentiate performance levels. In addition, more than individual technical skills, employee performance in the public sector is determined by bureaucratic, regulatory, and organizational systems. These results differ from the results of Cindy and Imas (2025) and Kinanthi and Priyastiwi (2024), which show that there are dynamic differences in the flexibility of organizational structures between research sites.

In addition, it is proven that Work Motivation has a positive and significant impact on employee performance (t-statistic 2.661; p-value 0.024). It is proven that psychological drive and high commitment encourage employees to work more disciplined, responsible, and focused on achieving their goals. The results

of this study support the claims of Tifani Nur et al. (2023) and Maria Hildegardis et al. (2023) that motivation is an important factor that consistently determines how well or poorly a person performs in an institution.

Work Motivation was shown to significantly alter the relationship between digital leadership and employee performance in a mediation test using the Sobel Test ($t = 2,828$). This shows that digital leadership not only has a technical impact, but also helps improve employee mental health before actually producing performance improvements. The results are in line with the study by Wulandari et al. (2025) on the role of motivation as an effective intervention factor.

Finally, it has been found that Work Motivation significantly affects the influence of Digital Competencies on Employee Performance (t -count 2,805). Digital competencies do not significantly affect performance, so the work motivation variable serves as a full mediation. When employees have digital skills, they begin to build confidence and job satisfaction, known as motivation. This confidence then serves as the primary drive for employees to achieve true performance. These results support the research of Seran et al. (2022) and van Laar et al. (2020). They also emphasize how important it is to manage employee motivation and technical skill development in a government environment.

CONCLUSIONS AND RECOMMENDATIONS

Based on data analysis and discussion on the Influence of Digital Leadership and Competencies on Employee Performance with Work Motivation as an Intervening Variable in the Personnel and Human Resources Development Agency of Tabanan Regency, several conclusions can be made as follows:

1. The work motivation of Tabanan Regency BKPSDM employees is greatly influenced by digital leadership. This shows that leaders are more motivated to implement digital leadership. In the leadership process, the use of digital technology can help communicate more effectively, provide clearer work directions, and increase employee involvement in achieving organizational goals.
2. The work motivation of Tabanan Regency BKPSDM employees is significantly influenced by digital competence. The results show that if employees have the ability to use digital technology, they can increase their confidence, their readiness to do their jobs, and their enthusiasm to complete their tasks. This shows that employees are more motivated to do their jobs.
3. The performance of Tabanan Regency BKPSDM Employees is significantly influenced by digital leadership. The results show that leadership that is able to utilize digital technology can help achieve better employee performance, accelerate coordination, smoother communication, and improve the quality of work implementation.
4. The influence of digital competence on the performance of Tabanan Regency BKPSDM employees is positive but not significant. This shows that employees' digital capabilities have not been able to have a significant direct influence on performance improvement. Digital skills are not the only factor that affects employee performance; other factors include leadership, work motivation, work systems, and organizational environment, among others.

5. The performance of Tabanan Regency BKPSDM Employees is significantly and positively influenced by work motivation. Employees have a higher level of work motivation with respect to their performance. Work motivation makes employees work better, more responsible, and more focused on achieving company goals.
6. Work Motivation can affect the performance of Tabanan Regency BKPSDM employees in a significant way. These results show that leaders who use digital leadership are more effective in improving their employees' performance because they have the ability to drive their motivation to work early, which results in more optimal performance.
7. Work Motivation can significantly affect the performance of Tabanan Regency BKPSDM employees. These findings show that, combined with increased work motivation, employees' digital competencies will be more effective in improving performance. This will enable employees to work more efficiently, flexibly, and productively in meeting the demands of more sophisticated jobs.

Suggestions

Based on the results of the research that has been conducted, some suggestions that can be given are as follows:

Practical Advice (For BKPSDM Tabanan Regency)

The suggestions that can be given to the BKPSDM of Tabanan Regency are as follows:

1. Research shows that digital leadership increases work motivation and employee performance. Therefore, the Tabanan Regency BKPSDM must continue to improve the ability of leaders to implement digital leadership through various technology-based leadership competency development programs. Leaders are expected to be able to utilize digital technology to improve the effectiveness of communication, coordination, decision-making, and monitoring and evaluation of employee performance. Thus, the work process can run faster, transparently, and responsively to changes in the work environment.
2. The Tabanan Regency BKPSDM must continue to hold training, workshops, and digital competency development programs that are in accordance with the work needs of employees. Therefore, digital competencies have been proven to have a big impact on work motivation, but not significantly on employee performance. The focus of development is not only on the ability to use office applications, but also on the ability to manage data, digital collaboration, use of information technology in public services, and the ability to adapt to changing technological developments.
3. The results of the study show that employees' digital skills have not fully had an impact on better performance. Therefore, the Tabanan Regency BKPSDM must create a work system that maximizes the use of digital capabilities in daily work. Organizations can provide a wider space for employees to implement digital capabilities through the digitization of

administrative processes, electronic document management, digital-based service systems, and work innovations that utilize information technology.

4. BKPSDM Tabanan Regency must improve various programs to increase work motivation because it has been proven that employee performance has a great impact on their motivation. These efforts can be done through awarding work achievements, clear career development, increasing opportunities to participate in education and training, providing constructive feedback, and creating a conducive work environment and supporting the development of employee potential.

Academic Advice (For Further Research)

The academic suggestions that can be given for further research are as follows:

1. Further research is needed to include other factors that can affect employee performance, such as organizational culture, organizational commitment, job satisfaction, organizational support (organization-seen support), or readiness for digital transformation. This suggestion is based on research results that show that digital competencies do not have a significant direct impact on employee performance. Therefore, there are other components that are thought to play a role in improving employee performance.
2. The focus of this research is only the BKPSDM of Tabanan Regency, so the results will only cover the characteristics of the organization. So that the results of the research can be compared better and have a higher level of generalization, further research should be conducted on private sector organizations or other government agencies.

Since this study was conducted quantitatively, it can only explain the relationships between variables based on statistical data. Therefore, it is recommended that further research combine quantitative and qualitative methods. This method can improve understanding of why work motivation affects digital leadership and digital competence.

REFERENCES

- Anakpo, G., Mishi, S., & Mishi, F. (2023). Digital transformation and employee performance: Evidence from developing economies. *Journal of Organizational Effectiveness*, 10(2), 150–165.
- Arikunto, S. (2020). *Prosedur Penelitian Suatu Pendekatan Praktik*. Rineka Cipta.
- Afianto, D.N., Budiati, Y., & Kusnilawati, N. (2024). Peningkatan Kinerja Pegawai Melalui Kecerdasan Emosional Sebagai Variabel Intervening (Studi pada Pegawai KPP Madya Dua Semarang). *Management Studies and Enterpreunership Journal (MSEJ)*, 5(1), 3308-3321. <https://doi.org/10.37385/msej.v5i2.4550>
- Baharrudin, S., Ludfiana, M., Santoso, B., Putra, E. M., & Pratiwi, R. (2021). Pengaruh Kompetensi Digital dan Keterikatan SDM terhadap Kinerja Dispermades Provinsi Jawa Tengah. *Prosiding Seminar Nasional*

- Pertumbuhan Ekonomi 2021 - Ekonomi Kreatif dan UMKM, STIE Semarang.
- Blyznyuk, T. (2019). Digital competence: Theoretical framework and key components in the digital era. *Journal of Education and Practice*, 10(18), 55–60.
- Czeglédi, C., & Juhász, T. (2020). Digitális Kompetencia A Felsőfokú Végzettségűek Körében. *Educatio*, 29(2). <https://doi.org/10.1556/2063.29.2020.2.8>
- Darmawan, D. (2020). Analisis Variabel Komitmen Organisasi, Iklim Kerja, Kepuasan Kerja dan Etos Kerja yang Memengaruhi Kinerja Pegawai. *Jurnal Bisnis dan Kajian Strategi Manajemen*, 4(1)
- Efriliansyah, D. (2023). Pengaruh Kepuasan Kerja dan Motivasi Kerja terhadap Kinerja Pegawai Kantor Pelayanan Pajak Madya. *Syntax Literate: Jurnal Ilmiah Indonesia*, 8(4), 3017-3034. <https://doi.org/10.36418/syntax-literate.v8i4.11624>
- Ghozali, I. (2011). Aplikasi analisis multivariete dengan program IBM SPSS (edisi ke-6). Semarang: Universitas Diponegoro.
- Ghozali, I. (2021). Aplikasi analisis multivariete dengan program IBM SPSS 23 (Edisi 8). Semarang: Badan Penerbit Universitas Diponegoro.
- Herzberg, F., Mausner, B., & Snyderman, B. B. (1959). The motivation to work. Wiley.
- Hidayat, F., Sumantri, Rumengan, A.E., Wibisono, C., & Khaddafi, M. (2023). The Effect of Digital Leadership, Information Technology and Digital Competency on Employee Performance in Digital Era: Mediating Role of Job Satisfaction. *International Journal Advances in Social Sciences and Humanities*, 2(2), 61-68. <https://doi.org/10.56225/ijassh.v2i2.204>
- Jardak, M. K., & Hamad, S. Ben. (2022). The Effect of Digital Transformation on Firm Performance: Evidence From Swedish Listed Companies. *Journal of Risk Finance*, 23(4), 329-348. <https://doi.org/10.1108/JRF-12-2021-0199>
- Kinanthi Larasshati & Priyastiwi. (2024). Pengaruh Kompetensi Digital terhadap Kinerja Karyawan. *Jurnal Riset Akuntansi dan Bisnis Indonesia (JRABI)*, 4(2), 514–527.
- Mandayanti, R. S., Suryani, T., & Yulianti, E. (2024). The Influence of Digital Leadership on Job Performance of The Public Works Office of North Penajam Paser District with Employee Creativity and Job Satisfaction as Mediation Variable. *International Journal of Economics Development Research (IJEDR)*, 5(1), 346–359.
- Mayes, T. (2018). Learning technology and learning relationships Teaching & learning online (pp. 16-26): Routledge.
- Mikalef, P., Boura, M., Lekakos, G., & Krogstie, J. (2019). Big data analytics capabilities and firm performance: The mediating role of dynamic capabilities. *Information & Management*, 56(8), 103207.

- Nagy, O., Jámbo, Z., & Freund, A. (2018). The role of digitalization in employee performance. *International Journal of Advanced Research in Management*, 9(3), 56–65.
- Nurkhyati, & Khasbulloh, M. W. (2023). Pengaruh Work Family Conflict, Rotasi Kerja dan Stres Kerja terhadap Kinerja Pegawai dengan Kepuasan Kerja Sebagai Variabel Intervening (Studi Kasus di Kantor Pelayanan Pajak Pratama Tegal). *Sentri: Jurnal Riset Ilmiah*, 2(4), 1120–1134. <https://doi.org/10.55681/sentri.v2i4.717>
- Pratama, A., & Sinaga, H. (2023). Pengaruh kompetensi terhadap kinerja pegawai melalui motivasi kerja sebagai variabel intervening. *Jurnal Manajemen SDM*, 5(2), 101–112.
- Seran, S., Kase, P., & Fanggidae, R. (2022). Peran motivasi kerja dalam memediasi pengaruh kompetensi digital terhadap kinerja pegawai. *Jurnal Ilmiah Riset Manajemen*, 11(3), 210–222.
- Siregar, S., dkk. (2024). *Metodologi Penelitian Pendidikan: Kualitatif, Kuantitatif, Kepustakaan, dan PTK*. AE Publishing.
- Sugiyono. (2011). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Alfabeta.
- Syofian, S. (2013). *Metode Penelitian Kuantitatif dilengkapi dengan perbandingan perhitungan manual & SPSS*.
- van Laar, E., van Deursen, A. J. A. M., van Dijk, J. A. G. M., & de Haan, J. (2020). Determinants of 21st-century digital skills: A large-scale survey among working professionals. *Computers in Human Behavior*, 100, 93–104.
- Vroom, V. H. (1964). *Work and motivation*. Wiley.
- Westerman, G., Bonnet, D., & McAfee, A. (2019). *Leading Digital: Turning Technology into Business Transformation*. Harvard Bus
- Wirawan. (2015). *Manajemen sumber daya manusia Indonesia*. Rajawali Pers.
- Wulandari, N. L. P., Suryani, N. K., & Putra, I. M. D. (2025). Pengaruh kepemimpinan terhadap kinerja pegawai dengan motivasi kerja sebagai variabel intervening. *Jurnal Baseline*, 3(1), 45–58.
- Yuniarti & Estu Mahanani. (2024). Pengaruh Digital Leadership, Komitmen Organisasi, dan Kompensasi terhadap Kinerja Karyawan Usia Milenial PT. Pegadaian Galeri24. *Jurnal Manajemen dan Perbankan (JUMPA)*, Vol. 11, No. 3, 2024
- Zaidah, S., & Solihin, A. (2023). Pengaruh gaya kepemimpinan terhadap kinerja pegawai melalui motivasi kerja sebagai variabel mediasi. *Jurnal EMBISS*, 2(1), 67–78.
- Zeike, S., Bradbury, K., Lindert, L., & Pfaff, H. (2019). Digital leadership skills and associations with psychological well-being. *International Journal of Environmental Research and Public Health*, 16(14), 2628. <https://doi.org/10.3390/ijerph16142628>