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Strengthening Digital Competence, Digital Leadership, and Employee Resilience in Improving Human Resource Performance in the Digital Era of Public Services

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ABSTRACT
This study is about the influence of digital leadership on employee performance at the Mamuju Regency Ministry of Religious Affairs Office, which faces unique challenges in digital transformation. This study is a new perspective on digital transformation in the regional public sector. Most previous studies have focused on implementing digital transformation in the private sector or central government agencies. The problems that arise in the performance of human resources faced with digital expertise are how uniform performance and performance improvement are. While using digital technology requires every employee to have good knowledge of information and communication technology, and have skills in operating information and communication technology technically, because in this digital era, the competencies needed by companies are no longer just about knowledge, but rather digital-based. The type of research used in this study is quantitative research. The population was taken from all the permanent employees of the Mamuju Regency Ministry of Religious Affairs Office, namely 491 employees. The sampling method was to sample as many as 220 people. The data analysis technique in this study uses descriptive analysis with multiple regression analysis. The results of this study are Digital Leadership has a positive and significant effect on employee resilience, Digital Competence has a positive and significant impact on employee resilience, Digital Leadership has a positive and significant effect on employee performance, Digital Competence has a positive and significant impact on employee performance, Employee Resilience has a positive and significant effect on employee performance, Digital Leadership has a positive and significant effect on employee performance, Digital Competence has a positive and significant impact on employee performance through employee resilience.

Keywords: Digital Competence, Digital Leadership, Employee Resilience, Human Resource Performance.
JEL Code: M15, M12, O33.

I. Introduction

Digital competence is currently a mandatory skill that must be possessed to survive in this digital era. Digital skills are important in strengthening performance. In this era of technology, we are not only able to operate technology. However, we can optimize its use for personal interests, competencies, and entity

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implementation. As users of digital technology, we are also required to be able to use digital media wisely and responsibly. This digital competence is strengthened by abilities, knowledge, and attitudes essential in integrating life by responding to, utilizing, and communicating technological changes. The importance of digital leadership is to have a strong understanding of the ever-evolving digital ecosystem. They must integrate technology, such as artificial intelligence, big data, and cloud computing, into strategic and operational decisions to achieve sustainability and positively impact the organization and society (Ekington & Hartigan, 2023). So, digital leadership is a technical skill; it involves the ability to think strategically, manage change, and lead with a vision based on using digital technology to create long-term value. Digital leaders must continue to update their knowledge of the latest technology trends while creating a culture of innovation that encourages collaboration, adaptation, and learning in the organization.

The existence of digital leadership in an agency is to direct the organization in utilizing digital technology to achieve goals. Digital leadership can also help organizations deal with rapid change and increase operational efficiency in addition to leading digital transformation; Utilizing technological advantages, building an organizational culture that supports innovation, increasing operational efficiency, improving customer experience, encouraging innovation, facilitating collaboration and communication, and developing digital skills and competencies. So the urgency of digital leadership is to utilize digital technology to create greater value, drive innovation, increase efficiency, and ensure that organizations can adapt to rapid changes in the digital era. Digital leaders must have a clear vision of how technology can achieve long-term goals and support the organization's and society's development.

In the era of Industry 4.0, technological skills are one of the important qualifications in the world of work. Therefore, digital competence aims to prepare individuals to have the skills needed to operate digital tools, software, and other technological systems in various industries and job sectors. Digital competence also aims to increase the competitiveness of individuals and organizations in the global market. Adopting and using technology well provides a competitive advantage in operational efficiency, product quality, or more innovative services. Technology enables faster and more efficient communication. Digital competence helps individuals to communicate, collaborate, and share information more easily, both in professional contexts (such as online meetings and file sharing) and social (such as social media and instant messaging applications). Digital competence aims to empower individuals by providing skills to improve their quality of life. For example, through access to information technology, people can more easily access health services, education, employment, and information that can improve social welfare. Then it can facilitate digital transformation in organizations and the government. Utilizing digital technology in business operations or public services helps improve transparency, efficiency, and quality of service.

The problems that arise in the performance of human resources faced with digital expertise are how to achieve uniformity and improve performance. During the use of digital technology, with the capabilities or digital skills needed, many problems occur in each organizational unit. The agency or organization itself has an impact on competitiveness in human resources. The ability to use existing technology will be very beneficial for individuals. Maximizing digital skills will make individuals efficient, especially in reporting and accountability for work. This is because digital applications are related to technological developments that make working easier for employees. So, the era of digitalization Based on the opinions of Elisnawati (2022), and Andi Milu Marguna (2020) requires every employee to have good knowledge of information and communication technology, have skills in operating information and communication technology technically because in this digital era, the competencies needed by companies are no longer just about knowledge, but rather digital-based.

The policy of using digital applications requires human resources to maximize the use of digital skills that can facilitate work and interaction between human resources. This will facilitate the work process and have long-term organizational benefits. To facilitate the use and development of digital skills and improve human resources performance, it is necessary to strengthen the digital competence of the employing agency or organization. However, most previous studies have focused on private or central government agencies. The study of Juma et al. (2022) examined the influence of digital leadership on employee performance. In the

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private sector, it does not consider the unique conditions in the regions, such as Mamuju Regency, which has different challenges, such as limited infrastructure, low digital literacy, and resistance to it, that have rarely been the focus of previous research.

Digital leadership is needed to support the digital performance of human resources. Digital leadership plays an important role in supporting the success of digital transformation. Leaders who utilize technology and empower employees can create an innovative and adaptive work environment. Research by Juma et al. (2022) shows that digital leadership significantly influences employee performance, especially in supporting the adoption of new technologies to create effective performance in the digital era. The importance of digital leadership is to increase operational efficiency, speed up customer response times, collect and analyze data to make better business decisions, drive transformation, increase efficiency, and advance service quality. Digital leadership ownership utilizes digital technology to manage and lead an organization.

Digital leadership is also called e-leadership or electronic leadership. Digital leadership is important because it can help organizations adapt quickly to technological changes. Digital leadership can also help organizations increase efficiency and productivity. Indicators of digital leadership are Team-oriented, Cooperative, and focused on innovation. Research by Afriyandi (2017) and Mewengkang et al. (2021) shows an influence between employee engagement and performance. However, Herlina's research (2021) showed no influence between employee engagement and performance. Meanwhile, research by Marguna & Sangiasseri (2020) and Andipa (2016) showed that digital competence influences employee performance. So, digital leadership needs to be data-oriented, visionary, adaptive, an effective communicator, and collaborative. Meanwhile, to become a digital leader requires the preparation of abilities. The abilities needed to become a digital leader are understanding business data and information, collecting, analyzing, and interpreting data accurately, making decisions based on careful analysis, embracing change, and inspiring teams to follow in their footsteps.

Digital transformation changes the way organizations work and changes human resource management. So, the digital revolution has brought significant changes in human resource management. For this reason, the government is encouraging the implementation of the Electronic-Based Government System as stipulated in Presidential Regulation 82 of 2023 to create more efficient, transparent, and responsive governance. Every government institution has started various digitalization initiatives, including modernizing public services. This transformation has succeeded in increasing the quality of public services by 17.6% in 2021 (Ministry of Religion Performance Report, 2021). However, implementing digital transformation at the regional level, such as Mamuju Regency, still faces various challenges. Based on data from the Central Bureau of Statistics, Information and Communication Technology (BPS) of Mamuju Regency in 2023, only 46% of public sector employees feel confident using digital technology. This shows the low digital literacy among employees, which can hinder the success of digital transformation. In addition, limited technological infrastructure, resistance to change, and lack of human resource development programs are significant obstacles to improving employee performance.

The level of digital competency achievement in line with the effectiveness of digital leadership and employee resilience depends on the development of human resource performance. Digital competency that includes understanding, using, and managing digital devices is the key to creating effective performance in the digital era—research on Digital Competence of Local Government Employees. Previous studies have found many links with human resource performance. In addition to digital competency, employee resilience conditions are important in dealing with work pressure due to digital transformation. Employees with high resilience are better able to face challenges, adapt to change, and remain productive in dynamic working conditions (Hartono & Suryanto, 2023). However, the level of employee resilience at the Mamuju Regency Ministry of Religion Office has not been explored in depth, although this factor has excellent potential to improve organizational performance.

This study explores the influence of digital leadership on employee performance in the local context, specifically at the Mamuju Regency Ministry of Religious Affairs Office, which faces unique challenges in digital

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transformation. Then, employee resilience is included as an intervening variable to provide new insights into how digital leadership and digital competence affect employee performance. The pragmatism of this study opens up opportunities for new research that contributes to the development of human resource science, while the pragmatism of Juma et al. (2022) states that digital leadership influences employee performance. The findings of Hartono and Suryanto (2023) show the importance of employee resilience in supporting employee performance. However, this role has not been widely studied as an intervening variable in the relationship between digital leadership, digital competence, and employee performance.

This study is a new perspective on digital transformation in the local public sector. Most previous studies have focused on implementing digital transformation in the private sector or central government agencies. Employee resilience is a variable that is increasingly receiving attention in modern human resource management literature. Research on the role of employee resilience as an intervening variable in the relationship between digital leadership, digital competence, and employee performance is still minimal, especially in the context of digital transformation in government agencies. This study takes a case study of the Office of the Ministry of Religion of Mamuju Regency, which faces real challenges in implementing digital transformation. This contextual research provides practical contributions to the development of local policies and becomes an important reference for further research in other areas with similar information and communication technology characteristics.

This study is important based on these phenomena and the research gap in this study. So, the formulation of the title in this study is The Influence of Digital Leadership and Digital Competence on Employee Performance Through Employee Resilience at the Office of the Ministry of Religion of Mamuju Regency. Based on the description above, the author identifies the problem: Does digital leadership and digital competence affect employee resilience at the Office of the Ministry of Religion of Mamuju Regency?. Does digital leadership and digital competence affect employee performance at the Office of the Ministry of Religion of Mamuju Regency?. Does employee resilience affect the performance of employees at the Office of the Ministry of Religion of Mamuju Regency?. Does digital leadership through employee resilience affect the performance of employees at the Office of the Ministry of Religion of Mamuju Regency?. Does digital competence through employee resilience affect the performance of employees at the Office of the Ministry of Religion of Mamuju Regency?

II. Literature Review and Hypothesis Development

Human resource management involves various aspects, including employee recruitment and selection, training and development, performance management, compensation management, employee relations management, change management, and workforce-related policies and procedures (Harahap et al., 2023). Based on Law of the Republic of Indonesia Number 5 of 2014 concerning State Civil Apparatus in order to implement the nation's ideals and realize the goals of the State as stated in the opening of the 1945 Constitution of the Republic of Indonesia, it is necessary to build a State civil apparatus that has professional integrity, is neutral, and is free from the intervention of information and communication technology, is clean from the practice of information and communication corruption, collusion, and nepotism, and can provide public services for the community and can carry out its role as an element of national unity based on Pancasila and the 1945 Constitution of the Republic of Indonesia. The implementation of state civil apparatus management has not been based on comparing the competencies and qualifications required by the position and the competencies and qualifications possessed by candidates in recruitment, appointment, placement, and promotion to positions in line with good governance.

According to Ichsan et al. (2021), human resource management's general objective is to optimize the usefulness (productivity) of all workers in an organization. Information and communication technology productivity is the ratio of a company's output (goods and services) to input (humans, capital, materials, and energy). Ichsan et al. (2021) explain that the ultimate goal that human resource management wants to achieve is to be able to recognize the existence of human resource management in contributing to achieving

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organizational effectiveness, maintaining department contributions at a level that is by organizational needs, ethically and socially responding to the needs and challenges of society through actions to minimize their negative impact on the organization. Moreover, help employees achieve their goals.

Digital leadership by Alawiah & Tukiran (2024). A leader can utilize digital technology to create, manage, and develop strategies that focus on organizational digital transformation. Digital leaders not only master technology but also understand how technology can influence and change the way of working, interacting, and business models. This is by the concept of transformational leadership, which emphasizes the importance of inspiring and motivating followers to achieve extraordinary results. Digital leadership must have transformative leadership skills and a long-term vision. They must be able to manage organizational change, align technology strategy with business goals, and create an environment that supports the development of an open and innovative digital culture, according to Avolio et al. (2022). Training and developing digital leadership skills also require leaders to ensure that employees have the skills to adapt to new technologies. Continuous training in digital skills is essential to maintaining organizational competitiveness. Digital leaders often have to act as change agents. They must be able to inspire and motivate teams to make changes and adapt to new technologies. Bass & Riggio (2023) suggest that transformational leadership empowers employees and encourages them to exceed expectations through a strong vision. Flexible leadership: The ability to change quickly due to technological and market dynamics is essential. Digital leaders must be flexible in adjusting their leadership style according to the situation's needs and changes.

According to Zhu et al. (2022), the indicators of Digital Leadership are Attitude towards the digitalization process, namely the feeling of superiors who enjoy using digital tools.

a. Digital competence is the ability of a superior to act as a digital expert.
b. Digital behavior is a superior's action following the latest digital knowledge developments.
c. Digital transformation skills are the superior's ability to implement digital transformation.

Other indicators of Digital Leadership in Erhan et al. (2022) are:

a. Innovation ability is the ability of a superior to innovate within the company.
b. Digital skills are a superior's ability to use existing technology.
c. Strong networks are the ability of a superior to have strong and extensive networks.
d. Cooperation is the ability of a superior to work well with employees.
e. Participation and visionary is the attitude of superiors' participation in employees and having a clear vision for the company.

Digital competence refers to a person's ability to understand, use, and manage technology effectively in various contexts. This includes practical skills in operating hardware and software, an understanding of the basic principles of technology, and the ability to solve problems and adapt to ever-changing technological developments. In general, digital competence consists of several aspects, such as Technology Understanding: Basic knowledge of various types of technology, including how they work and how they affect everyday life and work; Technology Skills: Practical ability to use technology devices and applications, such as computers, smartphones, software, and other digital tools; Technology Application: The ability to utilize technology in a professional, academic, or personal context. This can include using technology for communication, research, design, and productivity; and Technology Innovation and Development: The ability to innovate, adapt, or even develop new technology to improve efficiency or create new solutions to existing problems.

Digital competence aims to increase effectiveness and efficiency in working and doing activities. Technology allows individuals to complete tasks faster, reduce errors, and maximize work results. For example, productivity software (such as Microsoft Office or Google Workspace) helps compile reports, presentations, and calculations more efficiently and facilitates access to information and knowledge. With information and

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communication technology, individuals can access information quickly and easily via the internet, digital databases, or other electronic devices for learning, research, or professional work. Improving the Quality of Education and Learning in the Context of Education to improve the quality of education. Technology in education opens access to more interactive and flexible learning methods, such as online learning, digital learning tools, and more diverse educational resources. Fostering Innovation and Creativity by developing new solutions to existing problems. For example, technology can speed up the product design process, develop new services, or create more efficient business models. Competency indicators according to Elisnawati et al.(2022) include:

a. Access, employees can search for specific or similar information on various devices.
b. Employees can record and store data in various formats using digital devices and tools.
c. Application creators, namely employees who can create an application as an implementation of their knowledge of information and communication technology, can use it to support company activities.
d. Creation, employees can create report summaries from various formats using various devices and digital tools.
e. Communication, namely the ability to use technology to communicate and develop oneself.

Digital competency indicators according to Andi Milu Marguna (2020) are:

a. Have sufficient knowledge of information and communication technology and information literacy.
b. Have information and communication technology skills that greatly support his work.
c. Routine work always uses information and communication technology that is easy to operate.
d. Able to quickly complete work because he has information and communication technology skills.

According to Kuntz et al. (2016), employee resilience is an individual's capacity to adapt to the work environment to collect, integrate, and utilize organizational resources. Individuals with employee resilience can overcome difficulties, face life's challenges better, and thrive in their lives. Information and communication technology individuals experience difficulties in life, they will go through several stages of resilience, starting when difficulties come into the individual's life, at this time the individual will experience difficulties due to the effects of the problems faced, this is the beginning of resilience (Diponegoro et al., 2021). Factors that influence employee resilience according to Hendriani (2018) are emotional regulation, namely, employees can remain calm even when facing pressure, impulse control, namely employees can control desires, impulses, and pressures that arise from within themselves, an optimistic attitude, namely the ability and confidence in employees to overcome existing difficulties, cause-effect analysis, namely employees can clearly understand the causes of the difficulties that occur, an empathetic attitude, namely the ability of employees to read the emotional and psychological characteristics of a person's information and communication technology, and self-efficacy, employee confidence to overcome the problems being faced and be able to achieve success. The indicator of Employee Resilience according to Wahabi et al (2011) is:

a. External support, namely employee resilience, increases thanks to help from outside themselves.
b. Inner strength is the employee's ability for interpersonal and problem-solving skills (I can), namely the employee can express feelings and thoughts well, solve problems faced, understand their emotions, and find the right person to ask for help.
c. Interpersonal and problem-solving skills, namely, employees can express feelings and thoughts well and solve problems.

Employee resilience indicators according to Kuntz et al. (2016) are as follows:

a. Perseverance, namely, the survival ability of an individual when facing various problems or difficulties.

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b. Equanimity, an individual can respond well to every problem or difficulty based on experience.
c. Meaningfulness is the effort to achieve goals.
d. Self-reliance, namely, an individual can recognize himself, such as how much ability he has and the limits he can achieve based on what he has gone through previously.

According to Mangkunegara (2015), employee performance is the result of performance in terms of quality and quantity achieved by an employee in carrying out their duties according to the responsibilities given to them. Meanwhile, according to Hasibuan (2016), the sacrifice of services, body, and mind to produce goods and services is rewarded with specific achievements. According to Sedarmayanti (2014), performance is the result or output of a process. Sulistiyani and Rosida (2009) state that it is produced from certain employee functions or activities during a specific period. Performance or productivity can be said to be a structured activity process that explores the potential that exists in a commodity or object. The philosophy of productivity can mean the desire and effort of every human being to improve the quality of life and livelihood. To clarify the explanation of performance, here are some definitions of performance according to experts. Employee performance indicators according to Mangkunegara (2013) are:

a. Quality of Work can be seen from a person's work's accuracy, precision, skill, and cleanliness.
b. The quantity of work, also known as output, needs to be considered in information and communication technology, not only in routine output, but also in how quickly the work can be completed.
c. Timeliness is the level of activity completed at the stated start time, seen from the perspective of coordination in output results and maximizing the time available for other activities.

III. Research Methods

The type of research used in this study is quantitative research. According to Sugiyono (2022), quantitative methods are based on the philosophy of positivism, used to research specific populations or samples, data collection using research instruments, and data analysis, which involves quantitative or statistical information and communication technology, to describe and test the established hypotheses. The data collection location in this study is the Office of the Ministry of Religion of Mamuju Regency. Jl. KS Tubun No.5 Rimuku, Kec. Mamuju, West Sulawesi, this research will start from December 2024 to February 2025. The population was taken from all permanent employees of the Office of the Ministry of Religion of Mamuju Regency, namely 491 employees. The sampling method is Solvin using the Slovin formula (Umar, 2007), involving as many as 220 people.

The data analysis technique in this study uses descriptive analysis with multiple regression analysis to determine how much influence the independent variables (X), consisting of Digital Leadership (X1) and Digital Competence (X2), have on the dependent variable (Y), namely Employee Resilience (Y1). And Employee Performance (Y2). The multiple regression equation used is:

$$Y = a + b1\ X1 + X2 + Y1 + Y2 + e$$

Information:
Y2 = Employee Performance
Y1 = Employee Resilience
X1 = Digital Leadership
X2 = Technology Competence
a = Constant b1,=Value of Regression Coefficient of Variable X1 z2,=Value of Regression Coefficient of Variable X2 b3 = Value of Regression Coefficient of Variable X3 e = Standard Error.

IV. Results and Discussion

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4.1. Research Result

Based on the questionnaire distributed to respondents to obtain data on the variables studied, the author includes several general questions that cover the types of sex, age over 45 years, length of service in years, and education. The results of this question reflect the characteristics of the respondents' information and communication technology. The gender of respondents in this study is grouped into two parts, namely the male and female groups. For more details, the characteristics of the respondents' information and communication technology based on gender will be presented, which can be seen in Table 1 below.

Table 1. Gender of Respondents

No	Gender	Frequency	Percentage (%)
1	Man	118	53.6%
2	Woman	102	46.3%
Total		**220**	**100%**

Respondents were grouped into four categories based on length of service. The characteristics of the respondents' information and communication technology based on the length of service category are as stated in Table 2.

Table 2. Length of Service Period

No	Years of service	Frequency	Percentage (%)
1	<5	40	18.1%
2	5 to 10	60	27.2%
3	>10	120	54.5%
Total		**220**	**100%**

The research respondents were grouped into four age categories. The characteristics of information and communication technology of respondents based on age categories are as stated in Table 4.2 as follows.

Table 3. Respondents by Age

No	Age	Frequency	Percentage (%)
1	25 -35 Years	35	15.9%
2	36 -45 years	90	40.9%
3	> 45 Years	95	43.1%
Total		**220**	**100%**

Outer model analysis in PLS-SEM focuses on evaluating the reliability and validity of latent constructs, which includes measuring reliability. Convergent, Cronbach's alpha, validity construct with Average Variance Extracted (AVE), confirmation of factor loads (loadings) between indicators and constructs, and discriminant validity using Heterotrait-Monotrait Ratio (HTMT). The aim is to ensure that the indicators in the variables Digital Leadership (X1), Digital Competence (X2), Employee Resilience (Y1), and Employee Performance (Y2) are reliable, valid, and able to measure latent constructs well.

4.1.1. Convergent Validity

Table 4. Outer Loadings Values of Variable Items

	Digital Leadership	Employee Resilience	Employee Performance	Competence Digital
x1.1	0.855			
x1.2	0.861			
x1.3	0.806			
x1.4	0.950			
x1.5	0.951			

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	Digital Leadership	Employee Resilience	Employee Performance	Competence Digital
x2.1				0.971
x2.2				0.970
x2.3				0.975
x2.4				0.940
x2.5				0.931
y1			0.953	
y2			0.930	
y3			0.968	
y4			0.952	
y5			0.926	
z1		0.983		
z2		0.957		
z3		0.978		
z4		0.960		
z5		0.940		

Based on table 4, it can be seen that all items for variable Digital Leadership (X1) And Digital Competence (X2) on Employee Performance (Y2) as well as Employee Resilience (Y1) have an outer loading value greater than 0.70 (outer loadings > 0.70) which illustrates that all variable items effectively capture the intended latent construct or in other words all variable items are valid and can be used for research. In addition, the mark outer loading can be seen in the picture in Figure 1.

Validity can be reviewed according to the AVE value, which measures the level of variance accounted for by the indicator regarding the construct's latent, with an AVE optimal mark exceeding 0.5. B based on Table 5, shows that mark AVE for each research variable, namely Digital Leadership Intelligence (X1), Digital Competence (X2), Employee Resilience (Y1) and Employee Performance (Y2), the AVE value is > 0.50, which means that all indicator variables used to measure the latent construct collectively have a significant contribution in explaining the variation of the latent construct or in other words, the construct has quite good construct validity.

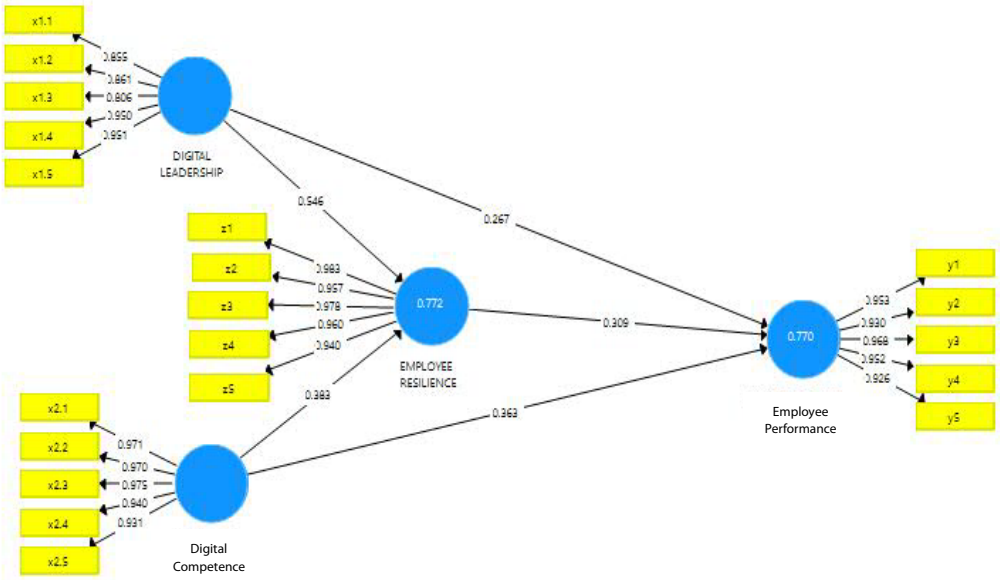

Figure 1. PLS Algorithm

The following are the results of the Average Variance Extracted (AVE) values for this study:

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Table 5. Average Variance Extracted (AVE)

Variables	Average variance extracted (AVE)	Information
Digital Leadership	0.786	Fulfil
Digital Competence	0.917	Fulfil
Employee Resilience	0.929	Fulfil
Performance Employee	0.895	Fulfil

Discriminant validity in the study shows that different constructs in the model have lower correlations than those between indicators in the same construct. Table 6 shows that the HTMT value produced in all research constructs is less than 0.9 (HTMT <0.9), so it can be concluded that all constructs have discriminant validity. This is good because they can differentiate one from the other in the research model. Discriminant validity was evaluated using the Heterotrait-Monotrait Ratio (HTMT), where the HTMT value is smaller than 0.9. The following are the results of the discriminant validity test in this study:

Table 6. Results Test Discriminant Validity

	Digital Leadership	Employee Resilience	Employee Performance	Digital Competence
Digital Leadership				
Employee Resilience	0.872			
Employee Performance	0.836	0.847		
Digital Competence	0.812	0.826	0.843	

Partial Least Squares Structural Equation Modeling (PLS-SEM) is related to the reliability and trustworthiness measurement variable or indicator, which evaluates the latent construct. Based on Table 7, all research variables, namely Employee Resilience (Y1), Digital Competence (X2), Digital Leadership (X1), and Employee Performance (Y2), show a significant relationship. Strong and reliable indicators in the construct, which is proven by information and communication technology, with the acquisition of Cronbach's alpha and composite reliability values greater than 0.70, so that it can be confirmed that the research variables have consistency in measuring latent constructs. The measures used to evaluate construct reliability include Composite Reliability (CR) and Cronbach's Alpha. Improved scores on metrics. This usually exceeds 0.7. The following are the results of the construct reliability test in this study:

Table 7. Results Test Reliability Construct

Variables	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
Digital Leadership	0.931	0.946	0.948
Digital Competence	0.981	0.982	0.985
Employee Resilience	0.971	0.971	0.977
Employee Performance	0.977	0.978	0.982

Inner model analysis in Partial Least Squares Structural Equation Modeling (PLS-SEM) concerns testing and validating the relationships between latent constructs in your model. Based on Table 8, the structural equations formed in this study are as follows:

a. Equation I: Employee Resilience = 0.383X1 + 0.546X2 + e
b. Equation II: Employee Performance = 0.363X1 + 0.309X2 + 0.267Y1 + e

Structural Equation I shows how Digital Leadership and Digital Competence influence Employee Resilience (latent construct). The coefficients of 0.383 for Digital Competence and 0.546 for Digital Leadership

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indicate the strength and direction of the positive relationship between the two types on Employee Resilience. Suppose the company improves digital leadership and competency among employees at the Ministry of Religious Affairs Office, Mamuju Regency. In that case, the mastery of digital leadership will also increase and improve. Equation II shows that Digital Competence, Employee Resilience, and Digital Leadership influence Employee Performance (latent construct). The coefficients of 0.363 and 0.267 indicate the positive influence of Digital Competence and Digital Leadership on Employee Performance. In addition, the coefficients 0.309 for Y1 show that variable mediation or addition also positively influences Employee Performance.

Table 8. Path Coefficient

Relationship Between Variables	**Path coefficients**
Digital Leadership -> Employee Resilience	0.546
Digital Leadership -> Employee Performance	0.267
Employee Resilience -> Employee Performance	0.309
Digital Competence -> Employee Resilience	0.383
Digital Competence -> Employee Performance	0.363

R-squared test in Partial Least Squares Structural Equation Modeling (PLS-SEM). Coefficient value determination show model strong if R2 approaching 1 (> 0.67), model weak with mark between 0.33 And model weak less than 0.3. Based on the results of the R-squared test on employee resilience, Table 9 shows an R-squared of 0.772, which means that the model is in the moderate category, indicating that Digital Leadership and Digital Competence contribute 77.2% to Employee Resilience. The remaining contribution of 22.8% is related to other factors that influence emotional intelligence. Meanwhile, Employee Performance with an R-squared acquisition of 0.770 is in the strong model category, indicating that it contributes 77.0% to Employee Performance. The remaining contribution of 23.0% is related to other factors that influence emotional intelligence.

Table 9. Results of the Determination Coefficient Test

	R-square	**R-square adjusted**
Employee Resilience	0.772	0.770
Employee Performance	0.770	0.767

The results of the direct influence test in this study are described in Table 10:

Table 10. Results Test Influence Direct

Variable Relationship	**Original sample**	**Sample mean**	**Standard deviation**	**T statistics**	**P values**
X1->Y1	0.546	0.552	0.075	7.251	0.000
X1->Y2	0.267	0.263	0.092	2.903	0.004
Y1 -> Y2	0.309	0.314	0.107	2,896	0.004
X2 -> Y1	0.383	0.375	0.082	2.695	0.000
X2 -> Y2	0.363	0.364	0.079	2,576	0.000

Based on Table 10, the overall statistical value of the information and communication technology t-test exceeds 1.96, namely:

a. The direct influence test of Digital Leadership (X1) on Employee Resilience (Y1) shows that the Original Sample value of 0.546 is positive with a statistical value of 7.251 (statistics of information and communication technology t > 1.96) and mark p-values as significant as 0,000 more small from on 5% (0,000 < 0.05) which can be interpreted by information and communication technology that Digital Leadership (X1) has a positive and significant effect on Employee Resilience (Y1) so that hypothesis 1 in this study is accepted.

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b. Test influence direct Digital Competence (X2) to Employee Resilience (Y1) shows an Original Sample value of 0.383 which is positive with a statistical value of information and communication technology t of 2.695 (statistics of information and communication technology t > 1.96) and mark p-values as significant as 0.0080 more minor from on 5% (0,000 < 0.05) which can be interpreted by information and communication technology that Digital Competence (X2) has a positive and significant effect on Employee Resilience (Y1) so that hypothesis 2 in this study is accepted.
c. The direct influence test of Digital Leadership (X1) on Employee Performance (Y2) shows that the Original Sample value of 0.267 is positive with a statistical value of 2.903 (statistics of t> 1.96) and mark p-values as significant as 0.004 more smaller from on 5% (0.004 < 0.05) which can be interpreted by information and communication technology that Digital Leadership (X1) has a positive influence And significant to Employee Performance (Y2) so that Hypothesis 3 in this study is accepted.
d. The direct influence test of Digital Competence (X2) on Employee Performance (Y2) shows that the Original Sample value of 0.363 is positive with a statistical value of information and communication technology t of 2.576 (statistics of information and communication technology t > 1.96) and p- values as significant as 0,000 smaller from on 5% (0,000 < 0.05) which can be interpreted by information and communication technology that Digital Leadership (X1) has a positive influence And significant to Employee Performance (Y2) so that Hypothesis 4 in this study is accepted.
e. The direct influence test of Employee Resilience (Y1) on Employee Performance (Y2) shows that the Original Sample value of 0.309 is positive with a statistical value of 2.896 (statistics of information and communication technology t> 1.96) and a p-value of 0.004 which is smaller than 5% (0.004 <0.05) which can be interpreted that Employee Resilience (Y1) has a positive and significant influence on Employee Performance (Y2) so that hypothesis 5 in this study is accepted.

Results of the indirect influence test

Based on Table 11, the results of the indirect influence test in this study are described as follows:

a. Influence test of Digital Leadership (X1) on Employee Performance (Y2) through Employee Resilience (Y1) shows that the Original Sample gain of 0.169 has a positive value with mark information and communication technology statistics t as big as 2,663 (information and communication technology statistics) t > 1.96) And mark p-value of 0.008 is smaller than 5% (0.000 < 0.05) which can be interpreted that information and communication technology (ICT) can mediate the relationship between Employee Resilience (Y1) and Employee Resilience (Y2). Digital Leadership (X1) positively and significantly impacts Employee Performance (Y2), so hypothesis 7 in this study is accepted.
b. The indirect influence test of Digital Competence (X2) on Employee Performance (Y2) through Employee Resilience (Y1) shows that the Original Sample gain of 0.119 has a positive value with mark information and communication technology statistics t as big as 2,379 (information and communication technology statistics) t > 1.96) And mark p-values of 0.018 are smaller than 5% (0.000 < 0.05) which can be interpreted that Employee Resilience (Y1) can mediate the relationship between Digital Competence (X2) positively and significantly with Employee Performance (Y2) so that hypothesis 7 in this study is accepted.

Table 11. Results Test Influence Moderating Effect

Indirect Influence	Original sample	Sample mean	Standard deviation	T statistics	P values
X1 -> Y1 -> Y2	0.169	0.173	0.063	2,663	0.008
X2 -> Y1 -> Y2	0.119	0.118	0.050	2,379	0.018

4.2. Discussion

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The results of the direct influence test of Digital Leadership on Employee Resilience show a positive value. Adaptive and flexible leadership development is the key to increasing organizational resilience and competitiveness in the digital transformation era. Through continuous training and development of emotional skills and encouraging collaboration and innovation, organizations led by adaptive leaders are better able to survive and thrive in a dynamic and changing environment, according to Ready and Conger (2021). Digital Leadership is important in strengthening employee resilience by creating an adaptive work environment, supporting skills development, and paying attention to information and communication technology, welfare, and effective communication. Leaders who can utilize technology and leadership based on digital values can help employees survive and thrive in continuous change.

The test results on the influence of digital competence on employee resilience showed a positive value. This study is supported by Chiesa Octavianus Maopo et al. (2023), who found that digital leadership positively impacts employee resilience. According to Hendricks (2022), digital competence is essential in increasing employee adaptability. Employees skilled in using digital tools and understanding how technology works can better navigate changes in the work environment, such as the shift towards a new technology work system. Overall, digital competence plays an important role in increasing employee resilience. Employees who have sufficient digital skills and knowledge can adapt to change, overcome problems that arise, and remain productive even in challenging conditions. Digital competence equips them with the tools needed to survive and thrive in a world of work increasingly dependent on technology.

The results of the direct influence test of Digital Leadership on Employee Performance show a positive Original Sample value. They must be able to manage organizational change, align technology strategy with business goals, and create an environment that supports the development of an open and innovative digital culture, according to Avolio et al. (2022). This study states that digital leadership affects employee performance simultaneously and partially. These results also align with the principles of digital leadership theory, where leaders proficient in digital technology can inspire, support, and implement technology effectively to improve employee performance (Alif & Sary, 2022). Leaders competent in digital leadership can help employees adapt to technological changes, provide a clear vision of using technology to achieve company goals, and provide the necessary support and resources. This increases productivity, creativity, and collaboration among employees.

The results of the direct influence test of Digital Competence on Employee Performance show a positive Original Sample value. This study is consistent with the findings of Surtina et al (2022), which state that digital competence affects employee performance at Sespim Lemdiklat Polri. These results also align with the Human Resources theory, which emphasizes the importance of managing human resources in an organization by developing employee skills, knowledge, and competencies to improve performance and achieve organizational goals. Adequate digital competence enables employees to face work challenges better and significantly contribute to company goals. Employees with appropriate knowledge and skills complete tasks with higher quality and faster. Good competence also increases self-confidence, motivation, and work productivity.

The results of the direct influence test of Employee Resilience on Employee Performance show an Original Sample value of 0.309 which has a positive value, meaning that Employee resilience is a person's ability to bounce back from setbacks by remaining effective in facing various heavy demands and challenging circumstances and growing stronger in the process, Cooper et al. (2022).

V. Conclusion

Based on the data analysis and discussion results, it can be concluded that Digital Leadership has a positive and significant effect on employee resilience in employees at the Ministry of Religious Affairs Office of Mamuju Regency. This shows that the better the implementation of digital leadership by superiors, the better the ability of employees to survive and adapt to dynamic situations, which ultimately positively impacts their performance and well-being in the workplace. Digital Competence has a positive and significant effect

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on employee resilience in employees at the Ministry of Religious Affairs Office, Mamuju Regency. These results indicate that the better the information and communication practices of digital competence possessed by employees, the easier it is for them to adapt to challenges in the workplace. This significantly increases their work resilience, especially amid changes or challenges.

Digital Leadership positively and significantly affects employee performance at the Ministry of Religious Affairs Office of Mamuju Regency. This shows that the better the implementation of superior digital leadership, the better the employee performance. The implementation of digital leadership can be a strategy for developing employee performance. Digital Competence positively and significantly affects employee performance at the Ministry of Religious Affairs Office of Mamuju Regency. This shows that the better the application of digital competence, the better employee performance will be. The results of research and attention to information technology and the communication of facts in the field are considered important for implementing digital competence to support employee performance. Employee Resilience positively and significantly affects employee performance at the Ministry of Religious Affairs Office of Mamuju Regency. This result reflects that the better the employee resilience, the better their performance will be. Digital Leadership positively and significantly affects employee performance through employee resilience as an intervening variable at the Ministry of Religious Affairs Office of Mamuju Regency. Optimal digital leadership development will increase employee resilience, ultimately improving employee performance. Digital Competence positively and significantly affects employee performance through employee resilience as an intervening variable at the Ministry of Religious Affairs Office of Mamuju Regency. Digital competence directly and indirectly affects employee performance through employee resilience as an intervening variable.

Integration of Technology Systems in Public Services. To improve the quality of public services, it is important to integrate digital systems in every aspect of service. Digital leadership must also encourage a culture of innovation among employees. This can be done by providing opportunities for employees to participate in developing and implementing new technologies that can improve the quality of public services. Therefore, by strengthening the role of digital leadership, the Mamuju Regency Ministry of Religion Office can improve efficiency and transparency, strengthen the quality of public services, and accelerate digital transformation in the government sector. To improve this aspect, it is recommended that a service portal be developed that allows the public to access information related to the Ministry of Religion in real time. Ensure that information and communication technology applications or online systems are easily accessible and used by people from various circles. With the right technology implementation, the Office of the Ministry of Religious Affairs of Mamuju Regency can significantly improve service quality, speed, efficiency, and public satisfaction. It is better to integrate technology systems in public services to improve the quality of public services. It is important to integrate digital systems in every aspect of service. For example, implementing an application-based system for service submissions, data management, and more effective communication with the public. Good digital leadership will help encourage the adoption of technology across the board. Digital leadership must also encourage a culture of innovation among employees. This can be done by providing opportunities for employees to participate in developing and implementing new technologies that can improve the quality of public services. Leadership that supports change and innovation will produce a more dynamic and responsive work environment to technological developments.

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