

HUMAN RESOURCE MANAGEMENT | RESEARCH ARTICLE

Digital Leadership, Organizational Support, and Non-ASN Employee Performance: The Mediating Role of Job Satisfaction

Anwari Firdaus Ramadhan¹, Maman Suratman²

^{1,2}Master of Management, Faculty of Graduate School, Universitas Widyatama, Bandung, Indonesia.
Email: anwari.ramadhan@widyatama.ac.id¹, maman.suratman@widyatama.ac.id²

ARTICLE HISTORY

Received: February 26, 2026

Revised: May 5, 2026

Accepted: May 05, 2026

DOI

<https://doi.org/10.52970/grhrm.v6i2.2126>

ABSTRACT

Digital transformation in the public sector is crucial, but the 2023 National SPBE Index ranked it "sufficient" and West Java Province ranked it "good." This creates a gap in human resource competency and technology utilization, exacerbated by low digital literacy among regional employees. Empirically, there was a decline in digital leadership scores, organizational support, job satisfaction, and performance of non-civil servant employees in Department X, West Java Province, during the 2024–2025 period, indicating suboptimal implementation of digital transformation. The main problem lies in the lack of synergy between leadership's digital orientation and organizational support, such as limited budgets, training, facilities, and reward systems, which impacts employee job satisfaction and performance. This study used quantitative methods by distributing questionnaires to 62 employees and then analyzing them using structural equation modeling to examine the relationships between variables. Digital leadership and job satisfaction were rated good, organizational support very good, and employee performance fair. Digital leadership and job satisfaction significantly improved performance, while organizational support had no direct effect. However, both digital leadership and organizational support positively influenced job satisfaction, which mediated their impact on performance. In conclusion, performance improvement is more effectively achieved by strengthening digital leadership and increasing job satisfaction, rather than relying solely on organizational support.

Keywords: Organizational Support, Digital Leadership, Non-Civil Servant Employee Performance.

I. Introduction

Developments in the digital era have driven transformation across various sectors, including public organizations that must adapt to technological changes. Digital transformation requires leadership capable of guiding organizations in utilizing technology effectively, commonly referred to as digital leadership. Through digital leadership, organizations are expected to enhance competitiveness, respond to technological developments, and create value for employees. Based on the National Electronic-Based Government System (SPBE) Index report in 2023 released by the Ministry of PANRB, the national average SPBE index reached 2.41 out of 5 (adequate category), while West Java Province achieved a score of 3.42 (good category). Although this indicates progress, challenges remain, particularly in strengthening human resource competencies and optimizing the use of technology in non-structural work units. In the digital era, public organizations are



expected to build a bureaucracy that is efficient, transparent, and adaptive to technological change. Digitalization is no longer a temporary trend but an essential step to improve public service quality, accelerate work processes, and create an integrated and accountable management system. Therefore, organizations are required to adopt digital transformation not only in infrastructure but also in work processes, leadership patterns, and human resource development.

However, a gap still exists between these expectations and actual conditions. Many regional government institutions experience limitations in implementing digital technology due to resource constraints, low digital literacy, limited training, and insufficient organizational commitment to innovation. Data from the Central Statistics Agency shows that only 56.3% of local government employees possess moderate to advanced digital literacy levels (BPS RI, 2022). This situation presents challenges in implementing digital leadership, particularly among Non-ASN employees, who often have limited access to technology-based training and work facilities. As a result, digital transformation may progress slowly and unevenly, potentially affecting job satisfaction and employee performance. In addition to leadership, organizational support plays an important role in supporting digital transformation. Digital transformation in the public sector is not merely a technological change, but also a transformation of organizational culture and managerial practices. Government institutions are increasingly required to provide public services that are efficient, transparent, and responsive to societal needs. In this context, leadership plays a crucial role in directing organizational change and ensuring that employees are able to adapt to new digital work systems. Leaders who possess digital competencies can encourage innovation, facilitate collaboration, and promote a learning culture within the organization. Conversely, the absence of strong digital leadership may lead to resistance to change, ineffective technology adoption, and limited employee engagement in organizational initiatives. Therefore, strengthening digital leadership capabilities has become a strategic priority for public organizations seeking to achieve sustainable digital transformation.

In recent years, digital leadership has become an increasingly important topic in public sector management. Government institutions are required not only to adopt digital technologies but also to transform their organizational culture and leadership approaches to support digital innovation. Leaders in public organizations must be able to encourage collaboration, promote technological adaptation, and ensure that employees possess the necessary digital competencies to perform their tasks effectively. Without strong digital leadership, the implementation of digital transformation initiatives may face resistance, lack of coordination, and limited employee engagement. Organizations are expected to provide adequate support in the form of technology, training, facilities, and internal policies that enable employees to adapt to technological change. Without sufficient support, digital initiatives implemented by leaders may not produce optimal results. Previous studies have shown that digital leadership and organizational support positively influence job satisfaction and employee performance (Saputra et al., 2022; Anita et al., 2023). Furthermore, digital leadership has been found to influence employee performance both directly and indirectly through job satisfaction as a mediating variable (Bethabara et al., 2024). However, many existing studies examine these variables separately and rarely analyze the mediating role of job satisfaction in an integrated model.

Therefore, this study examines the influence of digital leadership and organizational support on the performance of Non-ASN employees, with job satisfaction acting as a mediating variable. This research is expected to contribute both theoretically, by enriching the literature on public sector human resource management in the digital era, and practically, by providing insights for policy development aimed at improving the performance of Non-ASN employees in government institutions. This study focuses on four interrelated variables: digital leadership, organizational support, job satisfaction, and employee performance. Digital leadership refers to the ability of leaders to utilize digital technology to guide and empower employees in achieving organizational goals. Organizational support reflects employees' perceptions of the organization's concern for their well-being through the provision of facilities, training, and fair treatment. Job satisfaction represents employees' positive attitudes toward their work, while employee performance reflects the extent to which employees accomplish tasks effectively and meet organizational standards. Understanding the relationships among these variables is important for improving employee performance and supporting successful digital transformation in public sector organizations.

The problem is even more real when looking at the empirical conditions in the X Office of West Java Province. Based on the results of the processing of performance assessment data and a survey of the

perception of Non-ASN employees in 2024-2025, there is a downward trend in the main variables that are the focus of the research, namely digital leadership, organizational support, job satisfaction and employee performance. This data is a reflection that digital transformation in the public sector still faces serious challenges, especially in ensuring the consistency of organizational support and the involvement of Non-ASN employees. The details of the data are given in the following table and graph:

Table 1. Recapitulation of the Perception of Non-ASN Employees of Service X of West Java Province in 2024-2025

Variable	Key Indicators	Year 2024	Remarks	Year 2025	Remarks
Digital Leadership	Digital Communication, Technological Innovation and Data Adaptation	82%	Good	74%	Good
Organizational Support	Work Facilities, Training and Organizational Justice	81%	Good	75%	Good
Job Satisfaction	Work Environment, Compensation and Employment Relations	83%	Good	68%	Enough
Employee Performance	Productivity, Quality, Punctuality and Initiative	84%	Good	65%	Enough
Overall Average		82,5%	Good	70,5	Good

Based on the data in Table 1. all research variables show a decline. Digital leadership decreased from 82% in 2024 to 74% in 2025, while organizational support dropped from 81% to 75%. Job satisfaction also declined from 83% to 68%, and employee performance decreased from 84% to 65%. The overall average fell from 82.5% to 70.5%, indicating a decline in the implementation of digital transformation that directly affects the condition of Non-ASN employees. This condition highlights the urgency of the research, considering that Non-ASN employees play an important role in supporting public service delivery within the X Office of West Java Province. However, challenges related to digital leadership implementation and organizational support remain significant issues that require further investigation. Therefore, this study aims to examine the influence of digital leadership and organizational support on job satisfaction and employee performance as a basis for developing human resource management policies in local government institutions (Mulyadi, 2015; Obschonka et al., 2017).

Descriptively, this study seeks to identify the perceptions of Non-ASN employees regarding digital leadership, organizational support, job satisfaction, and employee performance. Meanwhile, analytically, this research examines the causal relationships between these variables, both directly and indirectly, with job satisfaction acting as a mediating variable. Using a quantitative explanatory approach and analysis through the Partial Least Square (PLS) method, this study aims to provide empirical evidence regarding the relationships among these variables in the context of local government institutions in Indonesia. The findings of this study are expected to contribute theoretically to strengthening the model of relationships among variables in public sector human resource management in the digital era. Practically, the results may serve as a basis for developing strategies to improve leadership quality, strengthen organizational support, and enhance employee performance in public organizations.

II. Literature Review and Hypothesis Development

2.1. Human Resource Management and Management

Human resource management (HRM) plays a crucial role in improving employee performance and achieving organizational goals. In public sector organizations, HRM focuses not only on administrative management but also on developing employee competencies, improving productivity, and creating an adaptive work environment that supports technological changes and digital transformation.

2.2. Digital Leadership

The development of information technology has given birth to the concept of digital leadership or *E-Leadership*. Avolio et al. (2000) define e-leadership as a process of social influence mediated by information technology to produce changes in attitudes, behaviors, and performance of individuals and groups. Digital leadership is increasingly recognized as a critical competency for leaders in modern organizations. Leaders are expected to guide their teams in utilizing digital tools, managing technological change, and fostering innovation in the workplace. In public sector organizations, digital leadership is particularly important because government institutions must respond to rapidly changing technological environments while maintaining service quality and accountability. Therefore, the ability of leaders to integrate technology into organizational processes is essential for improving both employee performance and organizational effectiveness.

Digital leadership is not just the ability to use technology, but includes the capacity of leaders to integrate technology with organizational strategy. Van Wart et al. (2019) identified six core competencies in digital leadership, namely communication skills, social skills, team-building skills, change management skills, technology skills, and integrity or trustworthiness. Recent studies emphasize that digital leadership is essential in supporting organizational innovation and improving employee adaptability in the digital era (Cascio & Montealegre, 2023).

In public organizations, digital leadership has a strategic role in encouraging the transformation of the work system towards digitalization. Leaders who are able to use technology effectively can improve work coordination, speed up decision-making, and create an adaptive work culture. However, if the digital orientation of leaders is not balanced with adequate organizational support, then the implementation of digital transformation will not run optimally. Therefore, digital leadership is a key factor in creating job satisfaction and improving employee performance, especially in the context of public services that are increasingly technology-based. In addition to leadership, organizational support also plays an important role in shaping employee attitudes and work performance.

2.3. Organizational Support

Organizational support or *Perceived Organizational Support (POS)* refers to employees' perceptions of the extent to which the organization values their contributions and cares about their well-being. Kurtessis et al. (2017) explained that the higher the perception of support that employees receive, the greater their commitment and responsibility to the organization. The form of organizational support can be in the form of work facilities, training, awards, fair treatment from leaders, access to information, and opportunities to express opinions. Previous research shows that organizational support has a positive influence on job satisfaction and employee performance in public organizations. Like Dinas X, organizational support is very important because Non-ASN employees often face limitations in facilities and reward systems. Organizational support has also been widely recognized as an important factor that strengthens employee engagement and work performance in modern organizations (Kurtessis et al., 2017; Bondarouk & Brewster, 2021). When employees feel the organization's attention and care, they will show higher loyalty and better work performance. Organizational support also acts as a psychological foundation that strengthens the relationship between employees and institutions. Thus, organizational support is not only an administrative factor, but a strategic factor in increasing employee motivation and productivity (Boe & Torgersen, 2018; Bondarouk & Brewster, 2021). Another important factor that influences employee behavior and performance is job satisfaction.

2.4. Job Satisfaction

Job satisfaction is a positive psychological condition that employees feel about their work. In organizational research, job satisfaction is often considered one of the most important psychological factors

influencing employee behavior and performance. Employees who feel satisfied with their work environment tend to demonstrate higher levels of motivation, commitment, and organizational loyalty. In contrast, low levels of job satisfaction may lead to decreased productivity, higher turnover intentions, and reduced organizational effectiveness. Within the context of public sector organizations, job satisfaction is particularly important because employees are expected to maintain high levels of service quality despite bureaucratic challenges and resource limitations. Therefore, improving job satisfaction through supportive leadership and organizational policies can contribute significantly to the overall effectiveness of public sector performance. Afandi (2021) stated that job satisfaction is influenced by four main dimensions, namely the job itself, wages, supervision, and co-workers. Job satisfaction is not only influenced by financial factors, but also non-financial factors such as harmonious working relationships, recognition of contributions, opportunities for development, and a supportive work environment. In the context of this study, job satisfaction plays a role as a mediating variable that bridges the influence of digital leadership and Organizational support for employee performance. This shows that organizational leadership and support will be more effective in improving performance if they are able to increase job satisfaction first. Satisfied employees tend to show a positive attitude, high loyalty, and commitment to achieving organizational goals (Denning, 2021; Dewi & Harjoyo, 2019; Ehnert, 2020).

2.5. Performance of Non-ASN Employees

Employee performance in the public sector must be measured based on outcomes that provide value to society, not just administrative output. Performance is influenced by individual abilities, motivation, organizational support, and work environment conditions. Based on the theoretical explanations and previous studies discussed above, digital leadership and organizational support are considered important factors influencing employee job satisfaction and employee performance. Job satisfaction is expected to act as a mediating variable that strengthens the relationship between digital leadership, organizational support, and employee performance. Therefore, this study proposes several hypotheses to examine the relationships between these variables within the context of public sector organizations. This study contributes to the literature by examining the mediating role of job satisfaction in the relationship between digital leadership, organizational support, and employee performance within the context of local government institutions. In the era of digital transformation, the performance of Non-ASN employees is also determined by the ability to adapt to technology and consistent managerial support. Research in the document shows that job satisfaction mediates the influence of organizational support on employee performance. This is in line with the Dynamic Capabilities Theory which emphasizes the importance of the organization's ability to integrate resources to respond to environmental changes adaptively. Thus, improving the performance of Non-ASN employees does not only depend on the formal work system, but also on the quality of digital leadership, organizational support, and the level of job satisfaction felt by employees.

III. Research Method

This study uses a quantitative approach with an explanatory research design. The explanatory design was chosen because this study aims to examine the causal relationships between digital leadership, organizational support, job satisfaction, and employee performance. The quantitative approach was chosen because this study aims to examine the causal relationship between digital leadership and organizational support on the performance of Non-ASN employees, either directly or through the mediation variable of job satisfaction. This method allows researchers to measure variables in the form of numerical data, conduct statistical hypothesis testing, and obtain objective and measurable research results. The research objects include digital leadership, organizational support, job satisfaction, and performance of Non-ASN employees. In this study, Non-ASN employees refer to non-civil servant personnel who work in government institutions but are not formally appointed as civil servants. The research was carried out within the West Java Province X

Office with the research subjects being Non-ASN employees involved in administrative and public service activities. The population in this study is 62 Non-ASN employees. Because the population is relatively small, all members of the population are made into research respondents through the total sampling technique, so that the number of samples is equal to the number of population, namely 62 respondents. Total sampling was selected because the population size was relatively small, allowing all members of the population to be included as research respondents.

Data collection was carried out through field research and literature studies. Field research was carried out by distributing questionnaires to all respondents. The questionnaire consisted of several indicators for each variable, including digital leadership, organizational support, job satisfaction, and employee performance. Each indicator was measured using a five-point Likert scale ranging from strongly disagree to strongly agree. This scale is used to measure respondents' perception of digital leadership variables, organizational support, job satisfaction, and employee performance. Before distributing the questionnaire, the research instrument was reviewed to ensure that the questions were clear and relevant to the research variables. The questionnaire items were developed based on previous studies related to digital leadership, organizational support, job satisfaction, and employee performance. This process helps ensure that the instrument used in this study accurately reflects the constructs being measured. In addition to the questionnaire, interviews were conducted with parties who had relevant information, such as the head of the work unit, to deepen the research findings. Direct observation was also carried out to examine the work environment and the implementation of digital technology in daily activities. Data obtained from interviews and observations were used to support and strengthen the interpretation of quantitative findings obtained from the questionnaire. Literature studies are carried out by reviewing various literature such as books, scientific journals, and relevant official documents to strengthen the theoretical foundation and framework of research thinking.

The operationalization of variables in this study consists of independent variables, mediating variables, and dependent variables. Independent variables include digital leadership and organizational support. Digital leadership is measured based on digital communication skills, social skills, team-building skills, change management skills, technology skills, and integrity or trust of leaders (Anita et al., 2023; Argawal, 2014; Ariarni & Afrianty, 2017). Organizational support is measured based on employees' perception of fair treatment from leaders, provision of work facilities, training opportunities, awards, access to information, and attention to employee welfare. The mediating variable in this study is job satisfaction which is measured through the dimensions of the work itself, wages, supervision, and co-workers. The dependent variable is the performance of Non-ASN employees which is measured based on the quality of work, quantity of work, punctuality, and contribution to the achievement of organizational goals (Ala-Mutka, 2011). After the data were collected, the next step involved analyzing the data using the Partial Least Square Structural Equation Modeling (PLS-SEM) approach. Data analysis was carried out using the Partial Least Square-Structural Equation Modeling (PLS-SEM) method with the help of SmartPLS software. This method was chosen because it is able to analyze the direct and indirect relationships between variables simultaneously and is suitable for a relatively small sample size. The analysis stages include the evaluation of the measurement model and the evaluation of the structural model. Evaluation of the measurement model was carried out to ensure the validity and reliability of the construct through testing of convergent validity, discriminant validity, and composite reliability. After the measurement model meets the criteria, a structural model evaluation is carried out to test the strength of the relationship between variables through R-Square, Q-Square, and path coefficient significance testing.

Hypothesis testing is carried out through a bootstrapping procedure by looking at t-statistic and p-value. The relationship between variables is declared significant if the t-statistic value is greater than 1.96 at a significance level of 5 percent or the p-value is less than 0.05. This analysis aims to determine the direct influence of digital leadership and organizational support on employee performance, as well as the indirect influence through job satisfaction as a mediating variable. This methodological approach enables a comprehensive analysis of the relationships between digital leadership, organizational support, job

satisfaction, and employee performance within the context of public sector organizations. Through this research method, it is hoped that an empirical picture can be obtained regarding the role of digital leadership and organizational support in improving job satisfaction and performance of Non-ASN employees within the West Java Province X Office.

IV. Results and Discussion

4.1. Respondent Profiles by Age

The background description of the respondents in this study, which consisted of 62 employees within the X Office of West Java Province, was grouped by age, as follows:

Table 2. Respondent Profiles by Age

Age	Quantity	Percentage
20 - 25 years old	10	16,1 %
26 - 30 years old	16	25,8%
31 - 35 years old	22	35,5%
36 - 40 years old	7	11,3%
41 - 45 years old	7	11,3%
Total	62	100%

Based on Table 2. the majority of respondents are in the productive age group, namely 31-35 years old with a total of 35.5%. The 26-30 year old age group occupies the second position with 25.8%, followed by 20-25 years old with 16.1%. Meanwhile, the older age group, namely 36-40 years and 41-45 years old, were 11.3% each. This composition shows that most of the employees of Service X are in a relatively established and professional age range, where adaptability, work experience, and productivity are generally at optimal levels. The dominance of the age of 31-35 years also indicates that the workforce structure tends to be stable with a large proportion of experienced employees. The dominance of employees aged 31-35 years also indicates that most respondents are in a productive stage of their careers, which may support their adaptability to digital transformation within the organization.

4.2. Respondent Profiles by Gender

The profile of the respondents, namely 62 employees in the X Service according to gender, is as follows:

Table 3. Respondent Profiles by Gender

Gender	Quantity	Percentage
Male	39	62,9 %
Women	23	37,1%
Total	62	100%

Based on Table 3, the respondents in this study are dominated by male employees, which is 62.9%, while female employees are 37.1%. This composition shows that there is a gender proportion inequality that is not too large in the X Service which does require more male employees than women. This gender distribution may also influence organizational dynamics, particularly in communication patterns and collaboration within the workplace.

4.3. Respondent Profiles by Marital Status

The profile of the respondents, namely as many as 62 employees in the X Service according to marital status, is as follows:

Table 4. Respondent Profiles by Marital Status

Marital Status	Quantity	Percentage
Married	50	80,6 %
Single	12	19,4%
Total	62	100%

Based on Table 4. above, the largest proportion of respondents have married status, which reaches 80.6% of the total research population. The dominance of married employees shows that the demographic structure in the X Service tends to be dominated by individuals who are in the phase of family life. This condition can have implications for the pattern of needs, preferences, and job and non-work responsibilities they have. Meanwhile, the group of respondents who are single only accounts for 19.4%, which indicates that unmarried employees are a minority in the organization.

4.4. Respondent Profiles by Education

The profile of the respondents, namely 62 employees in the X Service according to education, is as follows:

Table 5. Respondent Profiles by Education

Education	Quantity	Percentage
High School	8	12,9%
Diploma	11	17,7 %
Bachelor	43	69,4%
Total	62	100%

Based on Table 5, above, it can be seen that the largest proportion of respondents' education level is in the Bachelor category, which reaches 69.4%, which shows that the majority of employees in Service X have higher education qualifications. The percentage of respondents with a diploma education was recorded at 17.7%, indicating the existence of a group of employees with more vocational applied skills. Meanwhile, respondents with only 12.9% of high school education were the group with the smallest proportion. The composition of this percentage reflects that the human resource structure in Service X is dominated by highly educated employees, which can potentially affect the quality of performance and the effectiveness of the implementation of organizational tasks. The dominance of employees with bachelor's degrees indicates that the organization possesses a relatively well-educated workforce, which may support the implementation of digital transformation and technological adaptation.

4.5. Respondent Profiles Based on Length of Employment

The profile of the respondents, namely 62 employees in the X Service according to the length of service, is as follows:

Table 6. Respondent Profiles Based on Length of Employment

Long Time Working	Quantity	Percentage
1-5 years	19	30,6%
6-10 years	29	46,8 %
Over 10 years	14	22,6%
Total	62	100%

Based on Table 6, above, it can be seen that most of the respondents have a working period of 6-10 years, which is 46.8%, which shows that almost half of the employees in Dinas X are at the intermediate stage of work experience and have a good understanding of the organization's work processes. Furthermore, respondents with a working period of 1-5 years amounted to 30.6%, indicating the existence of a relatively

new but significant group of employees in the personnel structure. The respondents, with a service period of more than 10 years were only 22.6%, which indicates that the number of employees with very long experience is less than the other groups. Overall, this distribution reflects the composition of the working period dominated by medium-experienced employees, which has the potential to affect operational stability, organizational adaptation levels, and work dynamics in Service X. These findings highlight the importance of leadership adaptability in public sector organizations facing digital transformation. Leaders who are able to integrate technology into daily work processes can create a more efficient and responsive organizational environment. In addition, the presence of supportive leadership encourages employees to adopt digital tools and improve their productivity. The results also indicate that psychological factors, such as job satisfaction, play an important role in mediating the relationship between leadership and performance. This suggests that organizational policies should not only focus on providing technological infrastructure but also on creating a supportive work environment that promotes employee well-being and engagement. Employees with moderate work experience may have a balanced combination of organizational knowledge and adaptability to change, which can support organizational performance.

4.6. Discussion

This study was conducted on 62 Non-ASN employees within the X Service of West Java Province using a quantitative approach and PLS-SEM analysis. The results of the descriptive analysis show that digital leadership is in the good category. This indicates that leaders have demonstrated adequate digital communication skills, are able to build teamwork, manage technology-based changes, and have a good level of technological mastery. This ability is an important foundation in supporting digital transformation in the public organization environment (Afandi, 2021; Aguinis, 2020). The organization's support is in the very good category. Employees feel that there is fair treatment, support from superiors, adequate work facilities, and opportunities to develop themselves. This condition shows that structurally and policywise, the organization has tried to pay attention to the welfare and needs of Non-ASN employees. However, even though the organization's support is considered very good, employee performance is still in the category of quite good (Kurniawan et al., 2022). This indicates that the perception of high support has not been fully able to drive performance improvement directly. Employee job satisfaction is in the good category. Employees are quite satisfied with the content of the work, the compensation received, the supervision system, and the relationship with colleagues. This level of satisfaction shows that psychologically employees have a positive attitude towards their work, although there is still room for improvement to increase satisfaction more optimally (Kurtessis et al., 2017).

The results of the measurement model test showed that all indicators on the variables of digital leadership, organizational support, job satisfaction, and employee performance met the criteria of validity and reliability. The loading factor values, Average Variance Extracted (AVE), Cronbach's Alpha, and Composite Reliability are above the required minimum. Thus, the constructs used in this study are worthy of further analysis in structural models. Structural model testing shows that digital leadership has a positive and significant effect on job satisfaction. These findings are consistent with previous studies which indicate that digital leadership positively influences employee job satisfaction by improving communication, collaboration, and technological adaptation within organizations (Saputra et al., 2022). This means that the better the leader's ability to utilize digital technology, convey information clearly, and manage changes, the higher the level of employee job satisfaction. These findings show that digital leadership not only impacts the technical aspects of work, but also affects the psychological state of employees.

Organizational support has also been shown to have a positive and significant effect on job satisfaction. This finding is in line with previous research suggesting that employees who perceive strong organizational support tend to experience higher job satisfaction and organizational commitment (Kurtessis et al., 2017). Employees who feel valued, treated fairly, and supported in the performance of tasks show higher levels of satisfaction. This strengthens the theory of Perceived Organizational Support (POS) which states that

the perception of organizational support increases employee commitment and positive attitudes towards work. Furthermore, digital leadership has a positive and significant effect on the performance of Non-ASN employees. This result supports previous studies indicating that effective digital leadership can enhance employee productivity and performance in organizations undergoing digital transformation.

Leaders who are able to integrate technology in the work process help employees complete tasks more efficiently, on time, and with quality. Digital leadership is an important factor in improving task performance, contextual performance, and adaptive performance amid the demands of public sector digital transformation. In contrast to these results, organizational support does not have a significant effect directly on employee performance. The finding that organizational support does not directly influence employee performance may indicate that organizational support primarily affects psychological factors such as job satisfaction rather than performance directly. Employees who perceive strong organizational support may first experience higher satisfaction, which subsequently contributes to improved performance. Although employees feel excellent support, it has not automatically increased work output. This shows that organizational support plays a role as a factor that affects the psychological condition of employees first before impacting performance.

Job satisfaction has been proven to have a positive and significant effect on employee performance. This finding supports previous research showing that employees with higher job satisfaction tend to demonstrate better performance and stronger commitment to organizational goals (Kurtessis et al., 2017). Satisfied employees tend to show higher motivation, commitment to tasks, and a stronger result orientation. In other words, job satisfaction is an internal factor that encourages employees to provide the best performance. The results of the indirect effects test showed that job satisfaction mediated the influence of digital leadership on employee performance. This means that good digital leadership will improve performance more effectively if it is able to increase job satisfaction first. Similarly, job satisfaction mediates the influence of organizational support on employee performance. This explains that the support of the new organization will have an impact on performance if employees feel satisfaction with their work.

Overall, the results of this study show that in the context of public organizations that are undergoing digital transformation, digital leadership has a strategic role in improving employee performance. These findings also highlight the importance of aligning leadership strategies with organizational support systems in order to maximize employee performance in the digital era. Digital transformation requires not only technological infrastructure but also managerial capabilities that can foster employee engagement and adaptability. Leaders who actively encourage digital learning and provide clear communication regarding technological changes can help employees feel more confident in adapting to new work systems. In this context, organizations should consider integrating digital leadership development programs, continuous training, and supportive organizational policies to strengthen employee competencies. Such initiatives may enhance job satisfaction and ultimately contribute to sustainable organizational performance in public sector institutions. Organizational support is also important, but its effect on performance is indirect through job satisfaction. Thus, improving the performance of Non-ASN employees will be more effective if the organization not only strengthens structural aspects and facilities, but also pays attention to employee psychological factors through increasing job satisfaction.

V. Conclusion

Based on the results of the analysis and discussion of research on the influence of digital leadership and organizational support on the performance of Non-ASN employees through job satisfaction within the X Office of West Java Province, it can be concluded that digital leadership, organizational support, and job satisfaction are in the good to very good category, while employee performance is in the category of quite good. This shows that in general the organization already has a good managerial foundation, but improving performance still requires strengthening in certain aspects. Digital leadership has been proven to have a positive and significant effect on job satisfaction and performance of Non-ASN employees. These findings confirm that leaders' ability to utilize digital technology, manage change, build effective communication, and

create a technology-based work culture has a strategic role in improving the quality of employee work. Digital leadership not only has an impact on the technical aspects of work, but also affects the psychological condition of employees through increased job satisfaction.

Organizational support has been proven to have a positive and significant effect on job satisfaction, but it does not have a significant effect directly on employee performance. This shows that organizational support such as fairness, rewards, facilities, and attention from superiors has not automatically improved performance without internal factors that encourage employees to work more optimally. Job satisfaction has been proven to have a positive and significant effect on the performance of Non-ASN employees. Employees who are satisfied with their work, compensation, supervision, and employment relationships tend to show better performance, both in terms of task completion, contextual work behavior, and adaptability to change. In addition, job satisfaction has been shown to play a role as a mediating variable in the relationship between digital leadership and performance, as well as between organizational support and performance. This means that improving employee performance will be more effective if digital leadership and organizational support are able to first increase employee job satisfaction.

Overall, this study concludes that improving the performance of Non-ASN employees within Dinas X of West Java Province is more effectively achieved through optimizing digital leadership and organizational support that is oriented towards increasing job satisfaction. The success of digital transformation in public organizations is not only determined by technological and policy aspects, but also by the quality of leadership and the psychological condition of employees that support the creation of sustainable performance. These findings provide important implications for human resource management in public sector organizations. First, digital leadership should not only focus on technological competence but also on the ability of leaders to motivate employees and foster a supportive work climate. Leaders who actively promote digital innovation and encourage employees to adopt new technologies can create a more adaptive and responsive organizational environment. Second, organizational support remains an essential factor in ensuring that employees feel valued and supported in their work. Although the results of this study indicate that organizational support does not directly influence performance, it still plays a crucial role in shaping employee job satisfaction, which subsequently affects performance outcomes. Third, organizations need to pay attention to the psychological aspects of employees, particularly job satisfaction, as it acts as a bridge between leadership practices and employee performance. Therefore, improving employee performance in public sector organizations requires an integrated approach that combines effective leadership, supportive organizational policies, and attention to employee well-being.

The findings of this study provide important implications for public sector organizations that are undergoing digital transformation. Leaders need to strengthen digital competencies and create supportive organizational environments to enhance employee job satisfaction and performance. Organizational policies should focus not only on technological adoption but also on developing human resources capable of adapting to technological change. This study has several limitations. First, the research was conducted only within one government institution in West Java Province, which may limit the generalizability of the findings. Second, the sample size was relatively small since it only included Non-ASN employees within the organization. Future research is recommended to include broader samples and different organizational contexts. Future studies are recommended to examine additional variables such as digital competence, organizational culture, or leadership style to provide a more comprehensive understanding of factors influencing employee performance in public sector organizations. In addition, future research may also explore comparative studies between different government institutions to better understand how digital leadership and organizational support operate in various organizational contexts. Such comparative analysis could provide broader insights into the effectiveness of digital transformation strategies in the public sector. These findings may also serve as a reference for policy development in improving human resource management in public sector organizations.

References

- Afandi, P. (2021). *Human Resource Management (Theory, Concepts and Indicators)*. Nusa Media.
- Aguinis, H. (2020). *Performance Management (6th ed.)*. Routledge.
- Ala-Mutka, K. (2011). Mapping Digital Competence. In JRC European Commission (Vol. 1, Issue 1). <https://doi.org/10.13140/RG.2.2.18046.00322>
- Anita, D., Balafif, M., & Rosyafah, S. (2023). The Influence of Leadership Style, Organizational Support and Job Satisfaction on Work Motivation and Employee Performance at the Bureau of Government and Regional Autonomy of the Regional Secretariat of East Java Province. *Indonesian Journal of Management Science*, 2(2), 91–102. <https://doi.org/10.46821/ijms.v2i2.395>
- Argawal, U. (2014). Examining The Impact Of Social Exchange Relationships On Innovative Work Behaviour. *Team Performance Management: An International Journal*, 20(3), 102–120.
- Ariani, N., & Afrianty, T. W. (2017). The Effect of Perceived Organizational Support on Employee Performance with Employee Engagement as a Variable Intervening (Study on Employees of PT. Pos Indonesia Madiun City). *Journal of Business Administration*, 50(4), 169–177.
- Bethabara, M., Fatimah, A., & Emilisa, N. (2024). The Influence of Digital Leadership and Digital Capabilities on Employee Performance Mediated by Job Satisfaction at PT Bank Central Asia Tbk Regional Office VIII. *Scientific Journal of Educational Vehicles*, 10(16), 515–531.
- Boe, O., & Torgersen, G. E. (2018). Norwegian "Digital Border Defense" and Competence For The Unforeseen: A Grounded Theory Approach. *Frontiers in Psychology*, 9(1), 1–15. <https://doi.org/10.3389/fpsyg.2018.00555>
- Bondarouk, T., & Brewster, C. (2021). Reimagining e-HRM in The Digital Era. *International Journal of Human Resource Management*, 32(11), 2503–2525.
- BPS RI. (2022). *The Status of Digital Literacy in Indonesia 2022*.
- Bygstad, B., Aanby, H., & Iden, J. (2017). Leading Digital Transformation: the Scandinavian Way. *Lecture Notes in Business Information Processing. The 8th Scandinavian Conference on Information Systems (SCIS)*, Halden, 1–14.
- Cascio, W. F., & Montealegre, R. (2023). How Technology is Changing Work and Organizations. *Annual Review of Organizational Psychology and Organizational Behavior*, 8(2), 349–375.
- Denning, S. (2021). *The Age of Agile: How Smart Companies are Transforming the Way Work Gets Done*. Amacom.
- Dewi, D. P., & Harjoyo. (2019). *Human Resource Management (First Printing)*. UNPAM Press.
- Ehnert, I. A. (2020). Common Good HRM: A Paradigm Shift in Sustainable HRM? *Human Resource Management Review*, 30(3), 1–11. <https://doi.org/10.1016/j.hrmr.2019.100705>
- Sawy, O. A. (2016). How LEGO Built the Foundations and Enterprise Capabilities for Digital Leadership. *MIS Quarterly Executive*, 15(2), 141–166.
- Fajri, M. A., Sanusi, F., & Imron, A. (2024). The Effect of Perception of Organizational Support and Teamwork on Employee Performance with Job Satisfaction as an Intervening Variable. *COSTING: Journal of Economics, Business and Accounting*, 7(5), 3084–3104.
- Kurniawan, S., Praningrum, & Dharmayana, I. W. (2022). The influence of perception of organizational support and organizational commitment on employee performance is mediated by job satisfaction in the Central Bengkulu Regency Regional Government. *The Manager Review*, 4(1), 354–386.
- Kurtessis, J. N., Eisenberger, R., Ford, M. T., Buffardi, L. C., Stewart, K. A., & Adis, C. S. (2017). Perceived Organizational Support: A Meta-Analytic Evaluation of Organizational Support Theory. *Journal of Management*, 20(10), 1–31. <https://doi.org/10.1177/0149206315575554>
- Mulyadi. (2015). *Human Resource Management (HRD)*. In Media – Member of IKAPI.
- Obschonka, M., Fisch, C., & Boyd, R. (2017). Using Digital Footprints in Entrepreneurship Research: A Twitter-Based Personality Analysis of Superstar Entrepreneurs and Managers. *Business Venturing Insights*, 1(1), 12–23. <https://doi.org/10.1016/j.jbvi.2017.05.005>
- OECD. (2023). *Public Sector Performance: Results and Value for Money*. OECD Publishing. <https://doi.org/10.1787/9789264300000-en>

- Ogbeibu, S. (2021). Leveraging STARA Competencies and Green Creativity to Boost Green Organisational Innovative Evidence: A Praxis for Sustainable Development. *Business Strategy and The Environment*, 1(1), 2421–2440. <https://doi.org/10.1002/bse.2754>
- Patton, M. Q. (2015). *Qualitative Research & Evaluation Methods*. SAGE Publications.
- Pratama, & Almansur, F. (2024). The Impact of Agile Leadership on Employee Performance with Job Satisfaction as a Mediating Variable. *At-Tadbir: Scientific Journal of Management*, 8(2), 150–163. <https://doi.org/10.31602/atd.v8i2.14087>
- Saputra, N., Putri, A., Danaswati, S., & Putri, S. (2022). Examining the Effect of Digital Leadership and Perceived Organizational Support on Job Satisfaction and Work Engagement. *Journal of Business & Applied Management*, XV(2), 113–124. <https://doi.org/10.30813/jbam.v15i2.3658>