

MAPPING IDEA & LITERATURE FORMAT | RESEARCH ARTICLE

The Effects of Digital Transformation, Work Competencies, and Intrinsic Motivation on Employee Job Performance: A Study at the Madiun Regency Civil Registration and Population Administration Office

Revi Mariska¹, Wahna Widhianingrum², Diana Pramudya Wardhani³

^{1,2,3} Management Program, Faculty of Economics, Universitas Muhammadiyah Ponorogo, Ponorogo, Indonesia. Email: mariskarevi501@gmail.com¹, wahnawidhia@gmail.com², diana_pramudyawardhani@umpo.ac.id³

ARTICLE HISTORY

Received: June 25, 2026

Revised: July 15, 2026

Accepted: July 31, 2026

DOI

<https://doi.org/10.52970/grmilf.v6i3.2501>

ABSTRACT

Optimizing bureaucratic performance is crucial for improving the quality of public services. This study aims to analyze how digital transformation, job competencies, and intrinsic motivation among employees influence job performance. The study employed a quantitative method using a saturation sampling technique, involving 42 employees at the Madiun Regency Population and Civil Registration Office. The data were collected through a questionnaire and then analyzed using the PLS-SEM method with the assistance of SmartPLS 4 software. The empirical results indicate that digital transformation has a non-significant negative effect on employee performance ($\beta = -0.074, p = 0.505$). Conversely, work competence ($\beta = 0.412, p = 0.001$) and intrinsic motivation ($\beta = 0.514, p = 0.000$) exert positive and statistically significant effects on performance. The coefficient of determination ($R^2 = 0.690$) reveals that these three variables collectively account for 69.0% of the variance in employee performance, while the remaining 31.0% is explained by factors outside this research model. The findings of this study indicate that improvements in job competence and intrinsic motivation are important factors in enhancing employee performance, whereas the implementation of digital transformation at the study site has not yet had a significant impact on employee performance.

Keywords: Digital Transformation, Work Competence, Intrinsic Motivation, Job Performance.

I. Introduction

Population administration services are a form of public service directly related to the fulfillment of citizens' basic rights. Therefore, the quality of services provided by government agencies is a key indicator in achieving effective, efficient, and citizen-satisfaction-oriented governance. In line with advances in information technology, digital transformation has become one of the strategies implemented by the government to improve the quality of public services by streamlining administrative procedures, increasing service accessibility, and enhancing the efficiency of government operations (Hamdan et al., 2025). The Madiun Regency Population and Civil Registration Office is one of the government agencies that has implemented digital transformation through a variety of electronic population administration services. However, the implementation of digital transformation has not been fully supported by a uniformly prepared



workforce. Based on observations made during the internship and preliminary research, there are still disparities in employees' ability to operate digital service systems, delays in completing tasks during peak service periods, and variations in service quality among employees. These conditions demonstrate that the success of digital transformation depends not only on the implementation of technology but is also influenced by employees' job competencies and intrinsic motivation in performing their duties, which can consequently improve work performance (Sulaiman et al., 2025; Nawawi et al., 2025).

Job competencies are one of the key factors that determine an employee's ability to perform their duties in accordance with established standards. From another perspective, intrinsic motivation drives employees to perform at their best because of internal drives, such as the desire to excel, grow, and provide the best possible service to the public. Various studies have shown that digital transformation, job competencies, and intrinsic motivation have the potential to improve employee performance (Lintangsari et al. 2025; Purindra et al., 2024; Suryadi & Efendi 2022). Conversely, alternative literature highlights that digital implementation fails to yield significant performance improvements if unbacked by adequate technical competencies and internal drives (Setiawan & Rahmawati 2022; Wibowo 2022; Turachma & Hendarsjah 2021). This empirical inconsistency highlights a crucial research gap regarding how these drivers interact within local public administration settings.

To address this empirical gap, this study formulates four specific research objectives: (1) to analyze the effect of digital transformation on employee performance, (2) to evaluate the impact of work competence on employee performance, (3) to examine the influence of intrinsic motivation on employee performance, and (4) to investigate the simultaneous effect of digital transformation, work competence, and intrinsic motivation on employee performance at the Madiun Regency Population and Civil Registration Office. This study offers a novel empirical perspective by integrating digital transformation, work competence, and intrinsic motivation into a unified structural model specifically tailored for public sector frontline agencies. Theoretically, this study extends the public administration literature by clarifying the boundaries of technology adoption when mediated by human resource factors. Practically, the findings provide actionable insights for local policymakers to optimize digital infrastructure investments through targeted competency development and non-financial motivation strategies.

II. Literatur Review and Hypothesis Development

2.1. Digital Transformation

Digital transformation is a process of organizational change through the use of digital technology to improve operational efficiency, create new value, and support the achievement of organizational goals (Vial, 2019). Digital transformation is not limited to the digitization of work processes; it also encompasses changes in strategy, organizational culture, and the ways in which organizations create and deliver services to the public. Recent research shows that the implementation of digital transformation can improve organizational efficiency and support increased employee performance when backed by adequate human resources and technological infrastructure (Hammad et al., 2025). Therefore, in this study, digital transformation is viewed as an aspect that has the potential to improve employee performance through the use of work systems that are more efficient, faster, and integrated.

2.2. Work Competencies

The concept of work competencies in this study is based on Boyatzis's (1982) theory, which states that competencies are fundamental characteristics of individuals including knowledge, skills, and attitudes that influence the effectiveness of job performance. In public-sector organizations, competencies reflect not only employees' technical abilities but also their ability to adapt to changes in the work environment, including digital transformation. Recent research shows that job competencies influence improvements in job performance because employees with high competencies are able to complete their work more effectively and efficiently (Rahmat & Ubaidillah, 2024; Purindra et al., 2024). Therefore, job competencies are viewed as one of the key factors that can enhance employee performance.

2.3. Intrinsic Motivation

Intrinsic motivation in this study is based on Self-Determination Theory, developed by Deci and Ryan (1985). This theory explains that intrinsic motivation arises from an individual's internal drive to perform work due to a sense of responsibility, a need for competence, and a desire for growth. In the context of public-sector organizations, intrinsic motivation drives employees to provide the best possible service without relying solely on external rewards. Recent research shows that intrinsic motivation plays a role in improving the quality of employees' work, although some other studies have found that its impact on job performance has not been consistent; therefore, further testing is still needed (Rachman & Ali, 2025; Turachma & Hendarsjah, 2021). Therefore, intrinsic motivation is thought to play a role in influencing employee job performance.

2.4. Job Performance

Job performance refers to the work outcomes achieved by employees based on standards established by the organization. In this study, the concept of work performance is explained using Expectancy Theory proposed by Vroom (1964). This theory posits that individuals will strive to achieve high work performance if they believe that their efforts will lead to good performance and produce valuable results. In this study, this theory is used to explain that employee job performance is influenced not only by individual abilities but also by organizational support and motivation in performing work. Therefore, digital transformation, job competencies, and intrinsic motivation are viewed as factors that have the potential to influence employee job performance. Recent research findings also show that improvements in work performance in the public sector are influenced by a combination of employee competencies, technology adoption, and work motivation (Sulaiman et al., 2025).

2.5. Hypothesis Development

a. The Impact of Digital Transformation on Job Performance

Digital transformation is a process of organizational change through the use of digital technology to increase effectiveness, efficiency, and the creation of organizational value (Vial, 2019). In public sector organizations, digital transformation plays a role in streamlining work processes, increasing the speed of service delivery, improving data accuracy, and supporting more effective decision-making. The implementation of digital transformation supported by a well-prepared workforce and adequate technological infrastructure can boost employee productivity and improve the quality of services provided to the public. The findings of the study by Hammad et al. (2025) show that digital transformation has a positive effect on the job performance of public sector employees because it improves work efficiency and employee motivation. Similar findings were also reported by Lintang Sari et al. (2025), who revealed that the implementation of digital transformation has a positive impact on the improvement of employee job performance. Based on the theoretical framework and the results of previous research, digital transformation is expected to improve employee performance; therefore, the following hypothesis is proposed:

H1: Digital transformation has a positive effect on employee performance.

b. The Influence of Job Competence on Job Performance

Job competence refers to the fundamental characteristics of an individual, including the knowledge, skills, and attitudes required to perform job duties effectively (Boyatzis, 1982). In the public sector organizational environment, job competence is a critical aspect because employees are expected to understand regulations, provide high-quality services, and adapt to advancements in digital technology. Employees with high competencies tend to be better able to complete tasks in accordance with organizational standards, resolve work-related problems, and achieve better job performance. Research by Rahmat and Ubaidillah (2024) shows that job competence has a positive effect on employee performance. These findings are supported by a study conducted by Baharuddin & Musa (2022), which found that job competence has a positive and significant impact on performance. These results indicate that the quality of

employees' job performance depends heavily on their level of competence. The hypothesis proposed based on theory and previous research is:

H2: Job competence has a positive effect on employees' job performance.

c. The Effect of Intrinsic Motivation on Job Performance

Self-Determination Theory, proposed by Deci and Ryan (1985), explains that intrinsic motivation is an internal drive that prompts an individual to perform work due to a sense of responsibility, a need for growth, and the satisfaction derived from completing the task. Amiruddin (2021) found that employees' intrinsic motivation has a positive and significant effect on job performance. However, Turachma and Hendarsjah (2021) found that intrinsic motivation does not have a significant effect on employees' job performance. These differing research findings indicate that the relationship between intrinsic motivation and job performance remains inconsistent, necessitating further testing within the context of public service organizations. Based on the theoretical framework and the results of previous research, this study proposes the following hypothesis:

H3: Intrinsic motivation has a positive effect on employee job performance

d. The Influence of Digital Transformation, Job Competencies, and Intrinsic Motivation on Job Performance

Employee job performance is influenced by a variety of factors, including both organizational environment and individual characteristics. Digital transformation provides a more effective and efficient work system, thereby supporting the rapid and accurate completion of tasks. From another perspective, job competencies enable employees to make the best use of digital technology in accordance with the demands of their jobs, while intrinsic motivation drives employees to work with a sense of responsibility, commitment, and enthusiasm in achieving organizational goals. Therefore, the synergy between digital transformation, job competencies, and intrinsic motivation is expected to improve employee performance. Research by Sulaiman et al. (2025) shows that digital competence, work motivation, and technology adoption contribute to improved performance among public sector employees. In addition, research by Hammad et al. (2025) also indicates that digital transformation supported by human resource factors has a positive impact on improving the performance of public sector organizations. Based on these theories and previous research findings, this study proposes the following hypothesis.

H4: Digital Transformation, Job Competence, and Intrinsic Motivation have a positive effect on employee job performance

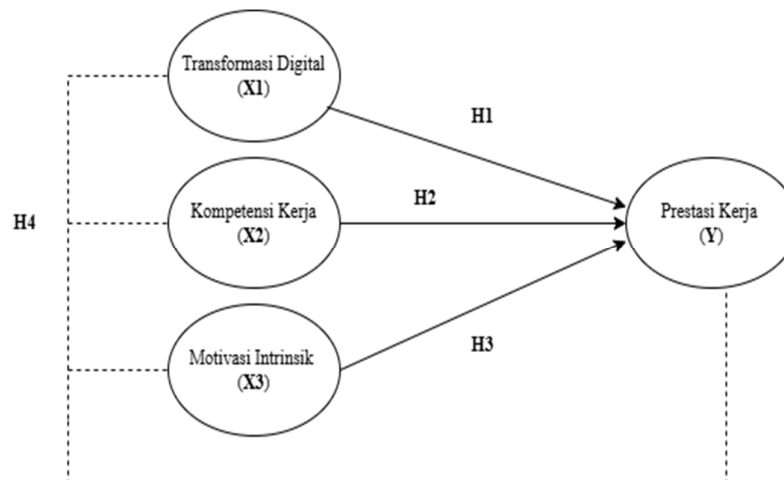


Figure 1. Conceptual Framework

III. Research Method

3.1. Scope of the Study

This study uses a quantitative approach to examine the effects of digital transformation, job competencies, and intrinsic motivation on employee job performance. The study was conducted at the Madiun Regency Population and Civil Registration Office. Data collection was conducted by distributing questionnaires directly to all respondents starting on April 8, 2026, over the course of one week. All distributed questionnaires were successfully returned, resulting in a 100% response rate for the study.

3.2. Population and Sample

The population in this study consists of all 42 employees of the Madiun Regency Population and Civil Registration Office. The study employed saturated sampling, a sampling technique in which the entire population is included in the sample. This technique was chosen because the population size is relatively small, allowing all members of the population to serve as respondents. The use of saturation sampling is expected to provide more comprehensive information, minimize the potential for sampling errors, and yield more representative data. Therefore, the sample size used in this study was 42 respondents.

3.3. Data Collection Methods

This study utilized two categories of data: primary and secondary data. These data were used to gather information on digital transformation, job competencies, and employee motivation.

a. Primary Data

Primary data were collected by distributing paper-based (hardcopy) questionnaires directly to all employees of the Madiun Regency Population and Civil Registration Office. The researchers distributed the questionnaires starting on April 8, 2026, for one week, and all distributed questionnaires were successfully returned, allowing all data to be used in the analysis phase. The research instrument was designed using a five-point Likert scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree.

b. Secondary Data

Secondary data was obtained from books, scientific articles, national and international journals, and other supporting documents related to the variables of digital transformation, job competencies, intrinsic motivation, and job performance. This data served as a theoretical foundation and as supporting material during the research analysis and discussion of the findings.

3.4. Respondent Characteristics

Respondent characteristics were analyzed to provide an overview of the profile of the employees included in the study sample. These characteristics include gender, age, highest level of education, and length of service. The respondents were grouped by age into the following categories: 21–30 years, 31–40 years, 41–50 years, and 51–60 years. The highest level of education attained includes high school/vocational high school, Diploma III (D3), Diploma IV (D4), Bachelor's degree (S1), and Master's degree (S2), while years of work experience are categorized as 1–9 years and more than 9 years. The analysis of respondent characteristics was used to provide information on the respondents' profiles, which supports the interpretation of the research findings.

3.5. Research Variables and Instruments

The research measurement tools were developed based on indicators adapted from relevant theories and previous studies. The research variables consist of digital transformation, job competence, intrinsic

motivation, and job performance. All indicators were measured using a five-point Likert scale. Details of the indicators, the number of items, and the sources used to develop the instruments are presented in Table 1.

Table 1. Research Variables and Indicators

Variable	Indicator	Number of Items	Source
Digital Transformation	Digital mindset, digital practices, empowered talent, collaboration tools	4	Konstantin and Vidicki (2022)
Work Competence	Knowledge, Understanding, Attitudes, Interests, Skills	5	Aisyah et al. (2021)
Intrinsic Motivation	Achievement, Responsibility, The Work Itself, Opportunities for Growth	4	Ozdil et al. (2023)
Job Performance	Work Performance, Job Knowledge, Initiative, Attitude, Punctuality	5	Nasution and Rahayu (2023)

3.6. Data Analysis Techniques

Data analysis was conducted using SmartPLS 4 because this method is suitable for testing relationships among latent variables using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach. The analysis steps included descriptive analysis, evaluation of the measurement model (outer model), evaluation of the structural model (inner model), and hypothesis testing.

a. Descriptive Analysis

Descriptive analysis was used to describe the characteristics of the respondents and the trends in their responses to each research variable. Each indicator was assessed using a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The findings of the descriptive analysis are presented as mean scores, which are then interpreted based on predetermined interval categories.

b. Measurement Model (Outer Model)

The evaluation of the measurement model (outer model) aims to test the validity and reliability of the research instrument. Convergent validity is tested by evaluating the outer loadings and the Average Variance Extracted (AVE). According to Hair et al. (2022), an indicator is considered valid if it has an outer loading value of ≥ 0.70 , as this indicates that it adequately represents the construct being measured. In addition, an AVE value of ≥ 0.50 indicates that the construct has met the criteria for convergent validity. Next, the discriminant validity test was conducted using cross-loading values; specifically, each indicator must have a higher correlation with the construct it measures than with any other construct. The reliability test was conducted using composite reliability and Cronbach's alpha. A construct is considered reliable if it has a Composite Reliability value of ≥ 0.70 and a Cronbach's Alpha of ≥ 0.70 , indicating that the research instrument has a good level of internal consistency.

c. Structural Model (Inner Model)

The structural model (inner model) is evaluated to determine the research model's ability to explain the relationships among latent variables. This evaluation is conducted using the coefficient of determination (R^2), which indicates the extent to which the independent variables explain the variation in the dependent variable. In addition, the relationships among the variables were analyzed using path coefficients to determine the direction and magnitude of the effects between variables in the research model.

d. Hypothesis Testing

Hypothesis testing was conducted using the bootstrapping procedure in SmartPLS 4 software. The bootstrapping process is a resampling technique used to estimate the significance level of the relationships between variables in the research model by calculating the t-statistic and p-value. The hypothesis decision

was based on a significance level of 5% ($\alpha = 0.05$) using a two-tailed test, so a t-statistic value of 1.96 was used as the decision criterion. The research hypothesis is accepted if the t-statistic is greater than 1.96 or the p-value is less than 0.05, while the hypothesis is rejected if the t-statistic is less than or equal to 1.96 or the p-value is greater than or equal to 0.05.

IV. Result and Discussion

4.1. Analysis Results

a. Respondent Characteristics

This study involved 42 employees of the Madiun Regency Population and Civil Registration Office as respondents. Respondent characteristics were grouped based on age, gender, highest level of education, and length of service. This grouping was intended to provide an overview of the profiles of the respondents who were the subjects of the study.

Table 1. Characteristics of Respondents by Age Group

Age	Number	Percentage
21-30	13	30,95%
31-40	9	21,43%
41-50	8	19,05%
51-60	12	28,57%
Total	42	100%

According to Table 1, the respondents were predominantly in the 21–30 age group, with 13 individuals (30.95%). This indicates that the majority of employees are of working age; consequently, they are expected to be able to carry out their duties and adapt to changes in the work environment.

Table 2. Characteristics of Respondents by Gender

Gender	Number	Percentage
Male	27	64,29%
Female	15	35,71%
Total	42	100%

According to Table 2, male employees made up the majority of respondents, with 27 individuals (64.29%), while female employees numbered 15 (35.71%). These data indicate that the workforce at the Madiun Regency Population and Civil Registration Office is predominantly male.

Table 3. Respondent characteristics by education level

Highest Level of Education	Number	Percentage
SMA/SMK	12	28,57%
D3	4	9,52%
D4	3	7,14%
S1	22	52,38%
S2	1	2,38%

Based on Table 3, the majority of respondents held a Bachelor's degree (S1) as their highest level of education, totaling 22 people (52.38%), followed by high school/vocational high school graduates at 12 people (28.57%), Associate's degree (D3) holders at 4 people (9.52%), Bachelor's degree (D4) holders at 3 people (7.14%), and a Master's degree (S2) for 1 person (2.38%). These findings indicate that the majority of

employees possess an adequate level of education to support the performance of their duties and the provision of services to the public.

Table 4. Characteristics of respondents by length of service

Length of Service	Number	Percentage
1-9 Tahun	22	52,38%
>9 Tahun	20	47,62%
Total	42	100%

According to Table 4, 22 respondents (52.38%) had 1–9 years of service, while 20 respondents (47.62%) had more than 9 years of service. These findings indicate that the majority of employees have sufficient work experience, enabling them to understand work procedures and perform public service duties in accordance with their roles and responsibilities.

b. Analysis of Respondent Responses

1) Digital Transformation Variable (X1)

All of the respondents' answers regarding the Digital Transformation variable for each indicator obtained through the distribution of questionnaires to all respondents can be seen in the breakdown of respondent responses below:

Table 5. Respondents' Responses to the Digital Transformation Variable (X1)

Statement	SS	S	N	TS	STS	Total	Score	Average
Digital Mindset								
I consider digital technology important in my work	30	11	1	0	0	42	197	4,69
Digital Practices								
I feel that digital systems make my work easier	29	12	1	0	0	42	196	4,67
Empowered Skills								
I am able to use digital systems	20	20	2	0	0	42	186	4,43
Collaboration Tools								
I use digital technology to support	30	12	0	0	0	42	198	4,71
Average Responses on Digital Transformation								4,63

Based on Table 5, all indicators under the digital transformation variable received an average score above 4.00, placing them in the "very high" category. The indicator "I use digital technology to support my work" received the highest average score of 4.71, while the indicator "I am able to use digital systems" received the lowest average score of 4.43. The findings show that the implementation of digital transformation at the Madiun Regency Population and Civil Registration Office has been successful and has effectively supported employees in carrying out their duties efficiently.

2) Work Competency Variable (X2)

The results of the questionnaire distributed to all respondents show all of the respondents' responses regarding the work competency variable for each indicator. The respondents' responses can be seen in Table 6 below:

Table 6. Respondents' Responses to the Work Competency Variable (X2)

Statement	SS	S	N	TS	STS	Total	Score	Average
Knowledge								
I have sufficient knowledge related to this job	16	24	2	0	0	42	182	4,33
Understanding								

I understand the work procedures in place at the workplace	21	20	1	0	0	42	188	4,48
Skills								
I have adequate work skills	20	21	1	0	0	42	187	4,45
Attitude								
I demonstrate a positive work attitude	24	17	1	0	0	42	191	4,55
Interest								
I am Interested in my work	22	18	2	0	0	42	188	4,48
Average responses on work competence								4,46

Based on Table 6, all indicators under the work competence variable received average scores ranging from 4.33 to 4.55, placing them in the “very high” category. The indicator “I demonstrate a positive work attitude” received the highest average score of 4.55, while the indicator “I have sufficient knowledge related to this job” received the lowest average score of 4.33. These findings indicate that employees possess strong job competencies, particularly in terms of work attitude, enabling them to perform their duties to the best of their ability.

3) Intrinsic Motivation Variable (X3)

All of the respondents’ responses regarding the Intrinsic Motivation variable for each indicator obtained through the distribution of questionnaires to all respondents—are presented in Table 7 below, which details the respondents’ responses:

Table 7. Respondents’ Responses to the Intrinsic Motivation Variable

Statement	SS	S	N	TS	STS	Total	Score	Average
Achievement								
I feel satisfied when I successfully complete a task well	30	11	1	0	0	42	197	4,69
Responsibility								
I carry out my work with a strong sense of responsibility	27	13	1	1	0	42	192	4,57
The Work Itself								
I believe this job is meaningful	20	20	2	0	0	42	186	4,43
Growth								
I am motivated to continue developing my skills at work	20	21	1	0	0	42	187	4,45
Average responses on Intrinsic motivation								4,54

Based on Table 7, all indicators for the intrinsic motivation variable received an average score above 4.00, placing them in the “very high” category. The indicator “I feel satisfied when I successfully complete my work well” received the highest average score of 4.69, while the indicator “I find this work meaningful” received the lowest average score of 4.43. The findings show that employees’ intrinsic motivation is relatively high, as reflected in their sense of satisfaction, sense of responsibility, and desire to continue growing in their work.

4) Job Performance Variable (Y)

All respondents’ responses to the Job Performance variable for each indicator, obtained through the distribution of questionnaires to each respondent, are presented in Table 8 below:

Table 4.8 Respondents’ Responses to the Job Performance Variable

Statement	SS	S	N	TS	STS	Total	Score	Average
Work Performance								
I complete my work according to the targets set	15	25	2	0	0	42	181	4,31

Job Knowledge								
I use my job knowledge to complete tasks effectively	18	22	2	0	0	42	184	4,38
Initiative								
I take the initiative to help coworkers or the team when needed	14	17	10	0	1	42	169	4,02
Attitude								
I demonstrate a professional attitude in performing my work	25	15	2	0	0	42	191	4,55
Time Management								
I arrive at and leave work in accordance with the agency's rules	26	14	2	0	0	42	192	4,57
Average responses on Job Performance								4,37

Based on Table 8, all indicators under the work performance variable received an average score above 4.00, placing them in the “very high” category. The indicator “I arrive at and leave work in accordance with agency regulations” received the highest average score of 4.57, while the indicator “I take the initiative to help coworkers or my team when needed” received the lowest average score of 4.02. The findings show that employees have a high level of job performance, particularly in terms of work discipline, although there is still room for improvement in the area of initiative.

c. Data Analysis

1) Partial Least Squares (PLS) Model Design

In this study, Partial Least Squares (PLS) analysis was performed using the SmartPLS 4 software, and the following is the PLS model design used for the analysis:

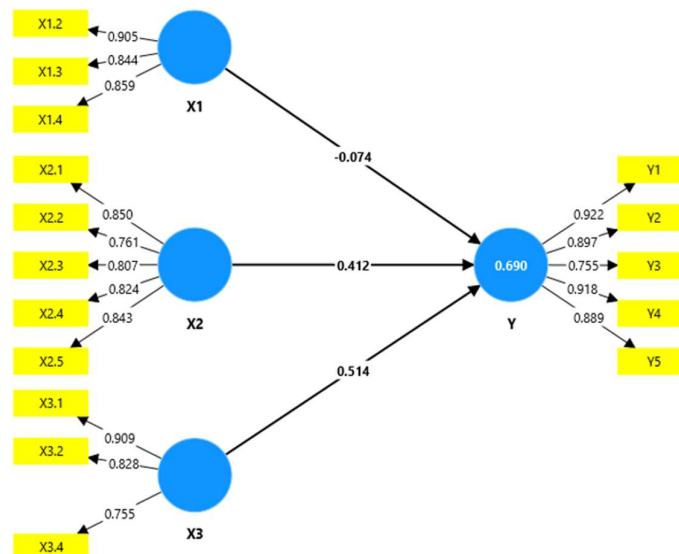


Figure 2. Least Squares (PLS) Model Design

2) Convergent Validity Test

Convergent validity is used to determine the ability of each item to reflect the construct being measured. An indicator is considered to meet convergent validity if it has an outer loading value of ≥ 0.70 (Hair et al., 2022). The outer loading values were calculated using the SmartPLS 4 software, and the results are presented in Table 9 below:

Table 9. Outer Loading Values

	Digital Transformation (X1)	Work Competence (X2)	Intrinsic Motivation (X3)	Job Performance (Y)
X1.2	0,905			
X1.3	0,844			
X1.4	0,859			
X2.1		0,850		
X2.2		0,761		
X2.3		0,807		
X2.4		0,824		
X2.5		0,843		
X3.1			0,909	
X3.2			0,828	
X3.4			0,755	
Y1				0,922
Y2				0,897
Y3				0,755
Y4				0,918

Based on Table 4.9, all indicators for the variables Digital Transformation, Job Competence, Intrinsic Motivation, and Job Performance have outer loadings above 0.70. The outer loading values for the Digital Transformation variable range from 0.844 to 0.905, for Job Competence from 0.761 to 0.850, for Intrinsic Motivation from 0.755 to 0.909, and for Job Performance from 0.755 to 0.922. These results indicate that all indicators are able to represent the construct being measured effectively; therefore, all indicators are deemed valid and suitable for use in the next phase of the study.

3) Discriminant Validity Test

A discriminant validity test was conducted to ensure that each indicator is capable of representing the construct it measures and is clearly distinguishable from other constructs. The test was performed using cross-loading values, whereby each indicator must have a higher loading value on its own construct compared to other constructs. The results of the cross-loading test are presented in Table 10.

Table 10. Cross-Loading Values

	Digital Transformation (X1)	Work Competence (X2)	Intrinsic Motivation (X3)	Job Performance (Y)
X1.2	0,905	0,067	-0,030	-0,055
X1.3	0,844	0,103	-0,054	-0,068
X1.4	0,859	-0,001	-0,021	-0,036
X2.1	-0,039	0,850	0,455	0,610
X2.2	0,091	0,761	0,509	0,450
X2.3	0,044	0,807	0,422	0,490
X2.4	0,119	0,824	0,576	0,579
X2.5	0,103	0,843	0,472	0,715
X3.1	-0,016	0,476	0,909	0,702
X3.2	-0,021	0,492	0,828	0,547
X3.4	-0,073	0,515	0,755	0,636
Y1	-0,075	0,620	0,723	0,922
Y2	-0,043	0,609	0,620	0,897
Y3	0,010	0,609	0,628	0,755
Y4	-0,038	0,682	0,706	0,918

Y5	-0,136	0,597	0,659	0,889
----	--------	-------	-------	-------

Based on Table 10, each indicator has the highest cross-loading value for its original construct compared to other constructs. For example, indicator X1.2 has a loading value of 0.905 on the Digital Transformation variable, which is higher than its loadings on Work Competence (0.067), Intrinsic Motivation (-0.030), and Work Performance (-0.055). The same pattern is also observed for all indicators of the other variables. Therefore, all constructs met the criteria for discriminant validity and were thus able to effectively distinguish between each research variable.

4) Reliability Test

Construct reliability was evaluated using Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE). A construct is considered reliable if it has a Cronbach's Alpha and Composite Reliability of ≥ 0.70 and an AVE of ≥ 0.50 (Hair et al., 2022).

Table 4.11 Cronbach's Alpha, Composite Reliability, and AVE Values

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
X1	0,846	0,889	0,903	0,756
X2	0,878	0,893	0,910	0,668
X3	0,776	0,788	0,871	0,694
Y	0,925	0,928	0,944	0,772

Based on Table 4.11, all variables have Cronbach's Alpha values ranging from 0.776 to 0.925, Composite Reliability ranging from 0.871 to 0.944, and AVE values ranging from 0.668 to 0.772. All of these values meet the required minimum thresholds. Therefore, it can be concluded that the research instrument has a good level of reliability and is capable of measuring the research constructs consistently.

5) R-Square (R^2)

The coefficient of determination (R^2) is used to measure the ability of exogenous variables to explain the variation in endogenous variables. According to Hair et al. (2022), an R^2 value of 0.75 indicates a strong (substantial) model fit, a value of 0.50 indicates a moderate fit, and a value of 0.25 indicates a weak fit. The higher the R^2 value, the greater the ability of the independent variables to explain the dependent variable. The results of the R^2 tests in this study are presented in Table 12.

Table 12. R-Square Values

	R-square	R-square adjusted
Y	0,690	0,665

Based on Table 4.13, the R-Square value was 0.690 and the Adjusted R-Square value was 0.665 for the Work Performance variable. These values indicate that 69.0% of the variation in Work Performance can be explained by the variables Digital Transformation, Work Competence, and Intrinsic Motivation. Meanwhile, the remaining 31.0% is influenced by other factors outside the research model that were not analyzed in this study. This value indicates that the research model has a relatively strong explanatory power.

6) Direct Effect Analysis (Direct Effect)

According to Hair et al. (2022), direct effect analysis is used to test hypotheses regarding the direct effects between latent variables through path coefficients, t-statistics, and p-values. The results of the direct effect analysis in this study are presented in Table 13.

Table 13. Direct Effect Values

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Notes
X1 -> Y	-0,074	-0,056	0,111	0,667	0,505	Not Significant
X2 -> Y	0,412	0,423	0,119	3,465	0,001	Significant

X3 -> Y	0,514	0,502	0,114	4,524	0,000	Significant
---------	-------	-------	-------	-------	-------	-------------

Based on the results of the direct effect analysis presented in Table 13, it is found that Digital Transformation (X1) has a path coefficient (original sample) of -0.074, with a t-statistic of 0.667 and a p-value of 0.505. A t-statistic value smaller than 1.96 and a p-value greater than 0.05 indicate that Digital Transformation does not have a significant effect on Work Performance; therefore, the first hypothesis (H1) is rejected. Furthermore, Job Competence (X2) has a path coefficient of 0.412, a t-statistic of 3.465, and a p-value of 0.001. These results indicate that Job Competence has a positive and significant effect on Job Performance; therefore, the second hypothesis (H2) is accepted. Meanwhile, Intrinsic Motivation (X3) has a path coefficient of 0.514, a t-statistic of 4.524, and a p-value of 0.000. These results indicate that intrinsic motivation has a positive and significant effect on job performance; therefore, the third hypothesis (H3) is accepted.

7) Q-Square Analysis (Predictive Relevance)

The purpose of the predictive relevance test (Q2) is to evaluate the model's ability to predict observed values and assess the predictive relevance of the structural model that was developed. The Q2 value is calculated using the blindfolding procedure in PLS-SEM. The evaluation criterion is that the Q2 value must be greater than 0, indicating that the model has good predictive power; conversely, if the Q2 value is less than or equal to 0, the model has no predictive power. The higher the Q2 value, the better the model's ability to predict the endogenous variable; conversely, if the Q2 value is close to zero or negative, the model's predictive ability is considered weak. Therefore, the Q² test was used to ensure that the model has good predictive power for the research data and explains the relationships among the variables. The Q-Square values and analysis results are as follows:

Table 14. Q-Square

	SSO	SSE	Q2 (= 1- SSE/SSO)
X1	126.000	126.000	0.000
X2	210.000	210.000	0.000
X3	126.000	126.000	0.000
Y	210.000	105.808	0.496

Based on Table 14, the Q² value is 0.496. Since this value is greater than zero (Q² > 0), it can be concluded that the research model has good predictive relevance. This means that the model is capable of explaining and predicting the relationships among the variables under study.

8) Hypothesis Testing

Hypothesis testing was conducted using the bootstrapping procedure in SmartPLS 4 by evaluating the path coefficients, t-statistics, and p-values. A hypothesis was accepted if it had a t-statistic > 1.96 and a p-value < 0.05 at a 5% significance level. In addition, the path coefficients (original sample) were used to illustrate the direction and magnitude of the relationships between variables. The results of the hypothesis testing are presented in Table 15.

Table 15. Hypothesis Test Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Notes
X1 -> Y	-0,074	-0,056	0,111	0,667	0,505	Not Significant
X2 -> Y	0,412	0,423	0,119	3,465	0,001	Significant
X3 -> Y	0,514	0,502	0,114	4,524	0,000	Significant

The estimated coefficients are shown in Table 17, and the hypothesis test can be formulated as follows:

a) Hypothesis Test 1

Based on the test results in Table 15, Digital Transformation (X1) has a path coefficient (original sample) of -0.074, a t-statistic of 0.667, and a p-value of 0.505. The negative path coefficient indicates that Digital Transformation has a negative effect on Work Performance. Furthermore, a t-statistic value less than 1.96 and a p-value greater than 0.05 indicate that the effect is not significant. Therefore, H1 is rejected, and it can be concluded that Digital Transformation has a negative but insignificant effect on the job performance of employees at the Madiun Regency Population and Civil Registration Office.

b) Hypothesis Testing 2

The second hypothesis states that Job Competence has a positive effect on employees' Job Performance. Based on the test results in Table 15, the path coefficient (original sample) was 0.412, the t-statistic was 3.465, and the p-value was 0.001. The t-statistic is greater than 1.96 and the p-value is less than 0.05; therefore, H2 is accepted. The results show that job competencies have a positive and significant effect on employee job performance. This means that the higher an employee's job competencies, the higher their job performance.

c) Hypothesis 3 Test

The third hypothesis states that intrinsic motivation has a positive effect on employee job performance. Based on the test results in Table 15, the path coefficient (original sample) was 0.514, the t-statistic was 4.524, and the p-value was 0.000. The t-statistic is greater than 1.96 and the p-value is less than 0.05; therefore, H3 is accepted. The results show that intrinsic motivation has a positive and significant effect on employee job performance. This means that the higher an employee's intrinsic motivation, the higher their job performance.

4.2. Discussion

The previous series of tests has shown whether the variables of digital transformation (X1), job competence (X2), and intrinsic motivation (X3) influence the job performance (Y) of employees at the Madiun Regency Population and Civil Registration Office. To facilitate understanding, a summary of the hypothesis testing results is outlined in the discussion below:

a. The Effect of Digital Transformation on the Job Performance of Employees at the Madiun Regency Population and Civil Registration Office.

Based on the results of the inner model estimation using SmartPLS, a path coefficient of -0.074 was obtained, with a T-statistic of 0.668 and a P-value of 0.505. Since the T-statistic is less than 1.96 ($0.668 < 1.96$) and the P-value is well above the significance threshold of 0.05 ($0.505 > 0.05$), the null hypothesis (H0) is accepted and the alternative hypothesis (Ha) is rejected. The results of this study statistically prove that digital transformation has a negative but insignificant effect on the work performance of employees at the Madiun Regency Population and Civil Registration Office. These findings indicate that the implementation of digital transformation at this agency has not yet been able to directly improve employee performance. Therefore, the presence of digital technology does not always lead to an improvement in the quality or quantity of employees' work.

This situation is evident at the Madiun Regency Population and Civil Registration Office, where various digital service systems have been implemented to support population administration. Nevertheless, these digital systems essentially still function as tools to assist in the performance of duties. Employee performance continues to be influenced by individual abilities to understand their duties, resolve service-related issues, and adapt to changes in work processes. More specifically, the fact that the impact of this digital transformation has not yet been fully realized is also due to several operational challenges on the ground, such as the uneven rollout of technical training on digital systems among all employees, infrastructure limitations and network stability issues during peak service hours, and employees' failure to fully utilize the system's features to their full potential in completing their daily tasks. In other words, the success of digital transformation depends not only on the sophistication of the technology used, but also on the readiness and capabilities of the human resources who operate it (Apriansyah & Afriyani, 2025; Mergel et al., 2019).

The results of the descriptive analysis show that digital transformation received very high ratings from respondents. This is evident from the high average ratings for digital mindset, digital practices, proficiency in using digital systems, and the use of digital technology to support work. These findings indicate that employees have a positive perception of the implementation of digital transformation. However, these positive perceptions have not yet translated into a meaningful improvement in work performance. This suggests that the success of digital transformation requires support from other factors, such as job competencies, experience, motivation, and the organization's commitment to managing change. The results of this study are consistent with the research by Khuc and Nguyen (2023), which revealed that digital transformation does not automatically improve organizational performance if it is not supported by the readiness of human resources and the organization's ability to manage change. However, the findings of this study differ from those of Lintang Sari et al. (2025), who found that digital transformation has a positive and significant effect on job performance. These differences are believed to be due to variations in organizational characteristics, the level of maturity in implementing digital transformation, and employees' ability to utilize digital technology within each agency. Based on the results of this study, it can be concluded that digital transformation has not yet become a key factor determining employee performance at the Madiun Regency Population and Civil Registration Office. Therefore, the implementation of digital transformation needs to be balanced with improvements in employee competencies, the strengthening of a digital work culture, improvements in technical infrastructure, and human resource capacity building so that the use of technology can contribute most effectively to enhancing work performance.

b. The Effect of Job Competence on the Work Performance of Employees at the Madiun Regency Population and Civil Registration Office.

The results of the inner model estimation using SmartPLS show a path coefficient of 0.412, with a T-statistic of 3.465 and a P-value of 0.001. A T-statistic value greater than 1.96 ($3.465 > 1.96$) and a P-value well below the significance threshold of 0.05 ($0.001 < 0.05$) empirically prove that the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted. These findings confirm that job competencies have a positive and significant effect on the work performance of employees at the Madiun Regency Population and Civil Registration Office. Therefore, job competencies have been shown to be one of the main drivers in improving the quality and quantity of employees' work output. These findings indicate that the higher the level of competencies possessed by employees, the higher the level of work performance they are able to achieve. Comprehensive job competencies encompass the mastery of knowledge, skills, and work attitudes necessary to support the effective and efficient performance of public service duties.

The results of the descriptive analysis reinforce these statistical findings, showing that the majority of employees possess a very high level of job competence. This is reflected in the high average scores across the five competency indicators. The indicator for positive work attitude received the highest rating, with an average of 4.55, reflecting the employees' professionalism, responsibility, and diligence in performing their service duties. The indicator for understanding work procedures had an average of 4.48, confirming that employees are able to consistently understand and comply with standard operating procedures (SOPs). Next, the indicator for adequate job skills scored an average of 4.45, demonstrating employees' technical proficiency in managing the organization's workflows. Finally, the indicator for sufficient job-related knowledge scored an average of 4.33, indicating that employees possess a deep conceptual understanding of the tasks they perform. This mastery of knowledge, skills, and positive work attitudes has proven to make it easier for employees to resolve public service issues, reduce the rate of operational errors, and increase work efficiency.

This finding is consistent with the theoretical foundation established in human resource management literature, which asserts that competence is the key determinant of professional success and individual performance in public organizations (Setyawan & Nawawi, 2025). Empirically, the findings of this study are consistent with those of previous studies indicating knowledge, technical skills, and work attitudes is positively and significantly correlated with increases in employee productivity and performance (Heslina & Syahrani, 2021; Turachma & Hendarsjah, 2021). Work competencies enable employees to adapt to the dynamic demands of civil registration services and optimize the achievement of organizational goals. Based on the findings of this study, improvements in job competencies have tangible practical implications for organizational leadership. The Madiun Regency Population and Civil Registration Office needs to continue

strengthening the capacity of its human resources through structured technical training programs, technology-based workshops focused on service delivery, and periodic performance-based evaluations to sustain and continuously improve employee performance.

c. The Effect of Intrinsic Motivation on the Job Performance of Employees at the Madiun Regency Population and Civil Registration Office.

The results of the inner model estimation using SmartPLS yielded a path coefficient of 0.514, with a T-statistic of 4.524 and a P-value of 0.000. The T-statistic value, which is well above the threshold of 1.96 ($4.524 > 1.96$), and the statistically significant P-value of 0.000 ($P < 0.05$) empirically prove that the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted. These results confirm that intrinsic motivation has the most significant and positive influence on employee performance at the Madiun Regency Population and Civil Registration Office. This means that employees' internal psychological drive is the primary factor in achieving superior work outcomes in terms of both quality and quantity. These findings demonstrate that employees with high levels of intrinsic motivation tend to exhibit strong commitment, dedication, and a strong sense of ownership toward their work. In the context of public service agencies, this internal motivation helps employees cope with operational fatigue and bureaucratic challenges, thereby enabling them to consistently maintain productivity and ensure high-quality service for the public.

The descriptive analysis supports the findings of the structural model, in which employees' overall intrinsic motivation falls into the "very high" category. The indicator of inner satisfaction after completing a task received the highest rating, with an average of 4.69. This indicates that personal satisfaction with the high-quality completion of work is the internal reward most highly valued by employees. The indicators of accountability and a strong sense of responsibility averaged 4.57, indicating that employees carry out their duties in population administration with a high degree of integrity. The indicator of motivation for continuous self-development recorded an average of 4.45, reflecting employees' strong desire to continually enhance their capabilities. Finally, the indicator of finding meaning in work scored an average of 4.43, demonstrating that employees view their work as having significant social value and a tangible impact on the public. Mechanistically, intrinsic motivation acts as an internal psychological stimulator that drives proactive behavior. When faced with operational obstacles such as discrepancies in population data, overwhelming service queues, or technical administrative constraints, employees with strong intrinsic motivation do not adopt a passive stance; rather, they take the initiative to find solutions quickly and accurately.

These findings are consistent with the theoretical framework proposed by Armansyah Bin Amiruddin (2021), which asserts that intrinsic motivation is the fundamental basis for work performance because it is oriented toward achieving long-term outcomes through personal dedication. Empirically, the findings of this study reinforce those of Purba (2021) and Saputra (2022), who revealed that internal stimulation stemming from a sense of achievement, recognition of work results, and task accountability is directly proportional to increases in productivity, work efficiency, and adherence to professional standards in the public sector (Syam, 2022). Based on these findings, this study presents practical implications for organizational management. The leadership of the Madiun Regency Population and Civil Registration Office needs to design a job enrichment program, provide non-financial rewards based on recognition of achievements, and create a work environment that supports employee autonomy and self-development to ensure that intrinsic motivation remains at its highest level on a sustainable basis.

d. The Effect of Digital Transformation, Job Competence, and Intrinsic Motivation on the Job Performance of Employees at the Madiun Regency Population and Civil Registration Office.

Based on the findings of the structural model (inner model) analysis using SmartPLS, an R-Square (R^2) value of 0.690 was obtained for the job performance variable. An R^2 value of 0.690 indicates that the combination of the variables digital transformation, job competence, and intrinsic motivation is capable of simultaneously explaining 69.0% of the variance in the work performance of employees at the Madiun Regency Population and Civil Registration Office. Meanwhile, the remaining 31.0% of the variance is explained by other factors outside the scope of this research model, such as leadership style, organizational climate, physical work environment, and compensation systems. In accordance with the criteria established by Hair et al. (2019), an R^2 value of 0.690 classifies this structural model as "substantial," indicating a very high level of predictive ability in explaining employee performance in the public sector.

The results of the partial hypothesis testing indicate different dynamics in the contributions of each exogenous variable to job performance. Intrinsic motivation proved to be the most significant predictor of work performance, with the highest path coefficient of 0.514 ($p = 0.000$), followed by job competence as the second significant driving factor with a path coefficient of 0.412 ($p = 0.001$). In contrast, digital transformation had a path coefficient of -0.074 ($p = 0.505$), indicating a negative and statistically insignificant partial effect on employee job performance. These findings present a crucial theoretical synthesis: the success of public services cannot be achieved solely through the application of technology or the digitization of work procedures (technological determinism). The availability of digital systems and applications essentially serves only as enabling tools. The effectiveness and added value of these technologies depend heavily on the readiness of the human capabilities operating them (job competencies) as well as the internal psychological drive to provide the best service (intrinsic motivation). The implementation of digital transformation, job competencies, and intrinsic motivation are fundamentally complementary in practice: job competencies help employees master work procedures, intrinsic motivation fosters a sense of responsibility and ownership of tasks, while digital systems facilitate the integration of service workflows. However, without adequate competencies and strong intrinsic motivation, investment in digital technology does not automatically improve employee performance on its own. Therefore, optimizing the performance of employees at the Madiun Regency Population and Civil Registration Office requires an integrated strategy. Organizational policies should not focus solely on the procurement or upgrading of digital technology infrastructure; rather, they must prioritize the development of human resource capacity through the enhancement of technical competencies, the alignment of digital workflows, and the creation of a work environment that sustainably fosters employees' internal motivation and professional commitment.

V. Conclusion

Based on the results of the structural equation modeling (PLS-SEM) analysis and the discussion, this study concludes that the combination of digital transformation, job competence, and intrinsic motivation simultaneously provides a substantial explanation for the variation in employee job performance at the Madiun Regency Population and Civil Registration Office ($R^2 = 0.690$). However, when considered partially, the three variables exhibit different patterns of influence. Intrinsic motivation was found to be the most significant predictor of employee work performance ($\beta = 0.514$; $p = 0.000$), followed by job competence as the second most significant driving factor ($\beta = 0.412$; $p = 0.001$). Conversely, digital transformation had a negative and statistically insignificant partial effect on work performance ($\beta = -0.074$; $p = 0.505$). These findings suggest that the success of public service modernization cannot rely solely on technological determinism; the adoption of digital systems does not automatically improve work performance without being supported by technical readiness (human resources) and strong internal psychological motivation among employees.

From a practical and policy perspective, these findings offer actionable insights for leaders and decision-makers in the public sector. For organizational leaders, management must design a work environment that supports autonomy and a sense of purpose in tasks, implement job enrichment programs, and provide non-financial appreciation schemes based on recognition of achievements to sustain employees' intrinsic motivation. At the same time, human resource development should avoid general training and focus on structured technical training regarding the application of digital services and the ongoing mastery of standard operating procedures (SOPs). For policymakers at the local government level, strategic priorities should shift from merely procuring new applications to providing reliable supporting infrastructure—such as network stability and hardware and offering technical assistance (user support) to address operational challenges during peak service hours. study has contextual limitations because empirical data were collected from only one local government agency at the regency level. Future researchers are advised to expand the geographical and institutional scope across public sector agencies to enhance the generalizability of the findings. In addition, integrating additional external organizational variables such as transformational leadership style, digital organizational culture, or organizational commitment will broaden the theoretical understanding of the determinants of work performance in public administration.

References

- Ajayi, V. O. (2025). A review on primary sources of data and secondary sources of ata. *European Journal OfEducation and Pedagogy*, 2(3), 1–7. <https://doi.org/10.2139/ssrn.5378785>
- Amiruddin, A. Bin. (2021). Pengaruh motivasi intrinsik terhadap Prestasi kerja karyawan Koperasi Sawit Mahato Bersatu. *Jurnal Manajerial Dan Bisnis Tanjungpinang*, 4(2), 159–164.
- Anggraeni, D. B. (2025). Pengaruh motivasi kerja dan sistem penghargaan terhadap kinerja pegawai pada Pengadilan Negeri Kota Depok. *Universitas Bina Sarana Informatika*.
- Antoro, B. (2025). Kesalahan sistematis penggunaan skala likert dalam penelitian: Analisis systematic literature review. *Jurnal Multidisiplin Sosiasl Humaniora*, 2(2), 63–81. <https://jurnal.ananpublisher.com/index.php/jmsh>
- Aprilda. (2017). Pengaruh kompetensi terhadap prestasi kerja pegawai (Studi pada Bagian Pengelolaan Keuangan Balai Pengembangan Pendidikan Nonformal dan Informal Regional I Medan). *Jurnal Administrasi Publik*, 3(2), 181–206.
- Apriansyah, A., & Afriyani, N. (2025). The effect of digital transformation on human resource management: Empirical study from the Department of Culture and Tourism of South Sumatera Province, Indonesia. *Golden Ratio of Human Resource Management*, 5(2), 335–345. <https://goldenratio.id/index.php/grhrm/article/view/1176>
- Ardiansyah, Y., & Sulistiyowati, L. H. (2018). Pengaruh kompetensi dan kecerdasan emosional terhadap kinerja pegawai. *Jurnal Inspirasi Bisnis Dan Manajemen*, 2(1), 91–100. <http://jurnal.unswagati.ac.id/index.php/jibm>
- Arief, M. Y., & Nisak, M. (2022). Pengaruh prosedur kerja, kompetensi, dan kepuasan kerja terhadap produktivitas kerja karyawan PG. Asembagoes. *Jurnal Manajemen Dan Sains*, 7(1), 386–392. <https://doi.org/10.33087/jmas.v7i1.349>
- Asnida, Hajar, I., & Sahili, L. (2023). Analisis pelayanan status hukum dan sertifikasi kapal pada Kantor Kesyahbandaran dan Otoritas Pelabuhan Kelas II Kendari. *Jurnal Manajemen, Bisnis Dan Organisasi (JUMBO)*, 7(3), 442–453. <http://ojs.uho.ac.id/index.php/JUMBO>
- Baharuddin, A. A., Musa, M. I., & Burhanuddin. (2022). Pengaruh motivasi dan kompetensi kerja terhadap prestasi kerja karyawan sales. *Jurnal Akuntansi, Manajemen Dan Ekonomi (JAMANE)*, 1(1), 55–62. <https://doi.org/https://doi.org/10.56248/jamane.v1i1.13>
- Deci, E. L., & Ryan, R. M. (1985). *Intrinsic motivation and self-determination in human behavior*. Plenum Press.
- Dessler, G. (2017). *Human resource management* (15th ed.). Pearson Education Limited.
- Hamdani, & Sa'diyah, H. (2025). Konsep dasar penyusunan hipotesis dan kajian teori dalam penelitian. *Journal of Linguistics and Social Studies*, 2(2), 64–73. <https://doi.org/10.52620/jls.v2i2.93>
- Hammad, A., Al-Malki, M., & Rahman, S. (2025). The Impact of Digital Transformation and Employee Competence on Job Performance: Evaluating the Role of Work Motivation in Public Sector Organizations. *International Journal of Public Sector Management & Administration*, 38(1), 102–119.
- Hasibuan, M. S. P. (2019). *Manajemen Sumber Daya Manusia*. PT Bumi Aksara. <https://opac.perpusnas.go.id/DetailOpac.aspx?id=1214271>
- Hernidatiatin, L. T., & Susijawati, N. (2017). Pengaruh tingkat pendidikan terhadap prestasi kerja karyawan melalui motivasi kerja sebagai variabel intervening. *Jurnal Inspirasi Bisnis Dan Manajemen*, 1(1), 75–86. <http://jurnal.unswagati.ac.id/index.php/jibm>
- Khuc, N. K., & Nguyen, H. (2025). The impact of digital transformation on job performance : The mediating role of job satisfaction and work pressure. *HCMCOUJS-Economics and Business Administration*, 15(6), 57–73. <https://doi.org/10.46223/HCMCOUJS.econ.en.15.6.3935.2025>
- Koska, M. M., Akturk, C., & Cerasi, C. C. (2025). Digital transformation and organizational change: A literature based framework. *Darnios Aplinkos Vystymas*, 22(1), 95–111. <https://doi.org/10.52320/dav.v22i1.367>
- Lasmita, & Muspawati, M. (2024). Operasional variabel dalam penelitian pendidikan: Teori dan aplikasi. *Jurnal Pendidikan Tambusai*, 8(3), 42925–42931.
- Lintangsari, M. D., Reskiputri, T. D., & Umamy, S. H. (2025). Analisis pengaruh budaya organisasi , kepuasan kerja , disiplin kerja , dan transformasi digital terhadap prestasi kerja pada pegawai Universitas Muhammadiyah Jember. *Jurnal Ekonomi, Manajemen, Akuntansi Dan Keuangan*, 6(3), 1–15. <https://doi.org/https://doi.org/10.53697/emak.v6i3.2689>
- Mangkunegara, A. P. (2017). *Manajemen sumber daya manusia perusahaan* (14th ed.). PT Remaja Rosdakarya. <https://opac.perpusnas.go.id/DetailOpac.aspx?id=1141689>
- Mergel, I., Edelman, N., & Haug, N. (2019). Defining digital transformation: Results from expert interviews. *Government Information Quarterly*, 36(4), 101385.

- Metha, N. N. (2023). Bab 2 kajian pustaka (halaman indikator kompetensi kerja). [Universitas Pasundan]. <https://repository.unpas.ac.id/72023/>
- Natasha, N., Ahmad, A. C., & Anggoro, Y. A. R. (2025). Strengthening digital competence, digital leadership, and employee resilience in improving human resource performance in the digital era of public services. *Golden Ratio of Human Resource Management*, 5(2), 326–334. <https://goldenratio.id/index.php/grhrm/article/view/1219>
- Nawawi, et al. (2025). The Impact of Digital Transformation and Competence on Employee Job Performance in Public Sector. *International Journal of Business Management and Economic Review*, 9(3), 112–125.
- Purindra, F. A., et al. (2024). Pengaruh Kompetensi dan Disiplin Kerja Terhadap Kinerja Pegawai di Kantor Dinas Perhubungan. *EKOMBIS REVIEW: Jurnal Ilmiah Ekonomi dan Bisnis*, 12(1), 45–56. <https://doi.org/10.37676/ekombis.v12i1>
- Rachman, A., & Ali, M. (2025). Digital Transformation, Work Competence, and Employee Performance in Public Sector Institutions. *Journal of Public Administration and Governance Studies*, 8(1), 78–91.
- Rahmat, A., & Ubaidillah, M. (2024). Pengaruh Kompetensi Kerja dan Transformasi Digital Terhadap Kinerja Pegawai di Instansi Pemerintah. *Jurnal Manajemen dan Organisasi Publik*, 6(1), 45–58.
- Suryadi, I., & Efendi, S. (2022). Pengaruh Motivasi Intrinsik dan Lingkungan Kerja Terhadap Kinerja Pegawai Sektor Publik. *Oikonomia: Jurnal Manajemen*, 14(2), 60–72.
- Santika, A. A., Saragih, T. H., Muliadi, Kartini, D., & Ramadhani, R. (2023). Penerapan skala likert pada klasifikasi tingkat kepuasan pelanggan agen brlink menggunakan random forest. *Jurnal Sistem Dan Teknologi Informasi*, 11(3), 405–411. <https://doi.org/10.26418/justin.v11i3>.
- Schneider, A., Wagenknecht, A., Sydow, H., Riedlinger, D., Holzinger, F., Figura, A., Deutschbein, J., Reinhold, T., Pigorsch, M., Stasun, U., Schenk, L., & Möckel, M. (2023). Primary and secondary data in emergency medicine health services research – a comparative analysis in a regional research network on multimorbid patients. *BMC Medical Research Methodology*, 23(1), 1–12. <https://doi.org/10.1186/s12874-023-01855-2>
- Setiawan, H., & Hamdan, M. (2019). Strategi penilaian kinerja dalam pendidikan (Performance evaluation strategy). *Jurnal Kajian Pendidikan Agama Islam*, 1(1), 16–31. www.ejournal.annadwahkualatungkal.ac.id
- Setiawan, A., & Rahmawati, L. (2022). Pengaruh Kompetensi Kerja dan Transformasi Digital Terhadap Kinerja Pegawai. *Jurnal Ilmu Manajemen dan Organisasi*, 10(1), 45–58.
- Setyawan, A., & Nawawi, M. (2025). Evaluating digital competence and employee performance in public administration. *International Journal of Public Administration*, 48(2), 115–129. (Scopus Q2)
- Sitorus, M. S., Humairah, S., Sembiring, R. S., & Dalimunthe, R. F. (2024). Literature review: The role of intrinsic and extrinsic motivation in improving employee performance. *Fusion: Jurnal Nasional Indonesia*, 4(11), 306–318. <https://doi.org/https://doi.org/10.54543/fusion.v4i11.433>
- Sugiyono. (2019). *Metode penelitian kuantitatif, kualitatif, dan R&D* (2th ed.). Alfabeta.
- Sulaiman, Saleh, C., Muluk, M. R. K., & Setyowati, E. (2025). Digital Competence and Employee Performance: The Mediating Role of Work Motivation in the Public Sector. *Journal of Cultural Analysis and Social Change*, 10(2), 580–592. <https://doi.org/10.64753/jcasc.v10i2.1646>
- Sutarman, A., Kadim, A., & Garad, A. (2024). The effect of competence and organizational commitment on work productivity of Indonesian Manufacturing Industries. *International Journal of Technology*, 15(5), 1449–1461. <https://doi.org/10.14716/ijtech.v15i5.5775>
- Sutrisno, E. (2018). *Manajemen sumber daya manusia*. Kencana.
- Syam, A. H. (2022). The effect of motivation and competence on employee performance: A study at the Social Service of South Sulawesi Province. *Golden Ratio of Data in Summary*, 2(1), 1–5. <https://goldenratio.id/index.php/grdis/article/view/128>
- Turachma, H., & Hendarsjah, H. (2021). The Effect of Training Results Perception on Individual Work Performance of Employee Moderated by Intrinsic and Extrinsic Motivation. *Jurnal Manajemen Indonesia*, 21(3), 208–218. <https://doi.org/10.25124/jmi.v21i3.3439>
- Verhoef, P. C., Broekhuizen, T., Bart, Y., Bhattacharya, A., Dong, J. Q., Fabian, N., & Haenlein, M. (2021). Digital transformation : A multidisciplinary reflection and research agenda. In *Journal of Business Research* (Vol. 122). <https://doi.org/10.1016/j.jbusres.2019.09.022>
- Vial, G. (2019). Understanding digital transformation: A review and a research agenda. *MIS Quarterly*, 28(2), 118–144. <https://doi.org/https://doi.org/10.1016/j.jsis.2019.01.003>
- Waruwu, M., Pu'at, S. N., Utami, P. R., Yanti, E., & Rusydiana, M. (2025). Metode penelitian kuantitatif: Konsep, jenis, tahapan dan kelebihan. *Jurnal Ilmiah Profesi Pendidikan*, 10(1), 917–932. <https://doi.org/10.29303/jipp.v10i1.3057>

Wibowo, T. S., et al. (2022). Pengaruh Pelatihan Kerja dan Motivasi Terhadap Peningkatan Kinerja Pegawai. *Jurnal Ekonomi dan Manajemen*, 15(2), 110–123.