

DIGITAL COMPETENCE MODEL, WORK DISCIPLINE, AND LEADERSHIP: THE ROLE OF WORK MOTIVATION IN ENHANCING THE PERFORMANCE OF STATE CIVIL APPARATUS (ASN) AT THE SOUTH LAMPUNG REGENCY TRANSPORTATION AGENCY

**Mardofian Akrom Munthasir¹,
Andala Rama Putra Barusman²
Haninun Haninun³**

E-mail: Mardofian33@gmail.com

¹Universitas Bandar Lampung, Lampung Indonesia

²Universitas Bandar Lampung, Lampung Indonesia

³Universitas Bandar Lampung, Lampung Indonesia

ABSTRACT

This study aims to analyze the effects of digital competency, work discipline, and leadership on the performance of Civil Servants (ASN), with work motivation serving as a mediating variable at the Transportation Office of South Lampung Regency. The study employed a quantitative approach using a survey method. The research population consisted of all 113 Civil Servants at the Transportation Office of South Lampung Regency, selected using a saturated sampling technique. Data were collected through questionnaires and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS 4.0. The findings indicate that work discipline, leadership, and work motivation have positive and significant effects on Civil Servant performance, whereas digital competency has no direct effect on performance but has a positive and significant effect on work motivation. In addition, work discipline and leadership do not have significant effects on work motivation, and work motivation is unable to mediate the relationships between digital competency, work discipline, leadership, and Civil Servant performance. The study concludes that improvements in Civil Servant performance are influenced more directly by work discipline, leadership, and work motivation, while digital competency does not directly improve performance. Therefore, the Transportation Office of South Lampung Regency is recommended to strengthen the implementation of work discipline, enhance leadership quality, develop more applicable digital competencies, and improve employees' work motivation to support organizational performance.

Keywords: *Digital Competency, Work Discipline, Leadership, Work Motivation, Civil Servant Performance.*

Introduction

Digital transformation has become a strategic priority in Indonesia's bureaucratic reform, aiming to establish governance that is more effective, efficient, transparent, and accountable. The implementation of the Electronic-Based Government System (SPBE) has encouraged government institutions to strengthen the quality of their human resources, particularly Civil Servants (ASN), by enhancing their ability to adapt to rapid technological advancements. This transformation requires not only digital proficiency but also strong work discipline, adaptive leadership, and high levels of work motivation to improve the quality of public service delivery (Brenner, 2018).

4st Edition, September, 26

Journal Homepage: <http://journal.ubl.ac.id/index.php/mabuss>

*Corresponding Author

Email address: Mardofian33@gmail.com

Consequently, improving the performance of Civil Servants has emerged as a key determinant of the success of digital-based bureaucratic transformation (Boswijk, 2017).

The performance of Civil Servants serves as a critical indicator of the effectiveness of public sector organizations in fulfilling their public service responsibilities. High-performing employees are characterized by their ability to accomplish assigned tasks efficiently, effectively, on schedule, and in accordance with organizational objectives (Leso et al., 2023). Conversely, inadequate employee performance may reduce the quality of public services and hinder the achievement of organizational and development goals. At the Transportation Office of South Lampung Regency, several organizational performance indicators have not yet reached the expected targets, indicating the need to examine the determinants influencing Civil Servant performance (Barusman & Suryana, 2026).

Digital competency is considered one of the essential factors affecting employee performance in the public sector (Trommel, 2020). The increasing adoption of digital technologies in public administration requires Civil Servants to possess the ability to utilize digital tools, manage information effectively, communicate through digital platforms, adapt to electronic government systems, and apply digital security practices in carrying out their duties. Nevertheless, empirical evidence indicates that the level of digital competency among Civil Servants at the Transportation Office of South Lampung Regency remains inadequate, particularly in adapting to technological changes and digital work systems. Such limitations may reduce work effectiveness and ultimately affect the quality of services provided to the public (T. M. Barusman et al., 2021).

In addition to digital competency, work discipline represents another crucial determinant of organizational effectiveness. Work discipline reflects employees' compliance with organizational regulations, commitment to responsibilities, and consistency in performing their duties (Gandung, 2024). The relatively high number of disciplinary violations recorded within the Transportation Office of South Lampung Regency suggests that adherence to organizational rules remains insufficient. This condition may adversely affect employee productivity and impede the achievement of organizational goals. Furthermore, leadership plays a strategic role in directing, motivating, and fostering employee commitment so that Civil Servants can perform effectively amid increasingly dynamic organizational and technological changes.

Work motivation is also recognized as an important psychological factor influencing employee performance (Kusuma et al., 2019). Civil Servants with higher levels of work motivation tend to demonstrate stronger commitment, greater enthusiasm, and better productivity in accomplishing their responsibilities. Therefore, work motivation is expected not only to exert a direct influence on employee performance but also to function as a mediating variable linking digital competency, work discipline, and leadership to the performance of Civil Servants (Paais & Pattiruhu, 2020).

Previous studies have consistently identified digital competency, work discipline, leadership, and work motivation as significant determinants of employee performance. However, most existing research has examined these variables independently. Studies integrating digital competency, work discipline, and leadership within a single conceptual framework while incorporating work motivation as a mediating variable, particularly in public sector organizations, remain limited (Turmudhi & Ristianawati, 2023). Moreover, empirical evidence concerning the impact of digital transformation on the performance of Civil Servants at the Transportation Office of South Lampung Regency is still scarce. These gaps provide a strong rationale for conducting further investigation.

Based on these research gaps, this study develops an integrated model to examine the effects of digital competency, work discipline, and leadership on Civil Servant performance through the mediating role of work motivation. The proposed model is expected to provide a more comprehensive understanding of the factors influencing employee performance in the context of digital transformation. In addition to contributing to the development of public sector human resource management literature, the findings are expected to provide practical recommendations for the Transportation Office of South Lampung Regency in designing policies to enhance digital competency, strengthen work discipline, improve leadership quality, and foster work motivation in order to achieve higher-quality public services.

Literature Review

a. Digital Competence

Competence refers to the combination of knowledge, skills, abilities, attitudes, and behaviors that enable individuals to perform their duties effectively in accordance with organizational requirements. In the context of

digital transformation, the concept has evolved into digital competence, which represents an individual's ability to use digital technologies critically, creatively, safely, and responsibly to accomplish work tasks and enhance productivity. According to the Digital Competence Framework for Citizens (DigComp) developed by (Liberato et al., 2018a) digital competence comprises five core dimensions: information and data literacy, communication and collaboration, digital content creation, safety, and problem solving. This framework emphasizes that digital competence extends beyond the ability to operate technological devices, encompassing the capacity to manage information, collaborate through digital platforms, create digital content, ensure digital security, and solve problems effectively by utilizing digital technologies (Liberato et al., 2018).

Digital competence is shaped by a variety of internal and external factors, including educational background, technological literacy, work experience, organizational support, access to digital infrastructure, continuous training, and individual willingness to adapt to technological change. Within public sector organizations, strong digital competence contributes to greater efficiency, improved service quality, faster decision-making, enhanced transparency, and increased organizational innovation. For Civil Servants (ASN), digital competence has become an essential capability in supporting the implementation of electronic-based government systems, enabling employees to deliver public services more effectively while responding to the increasing demands of digital governance.

In this study, digital competence is defined as the capability of Civil Servants to utilize digital technologies effectively, ethically, and responsibly in carrying out organizational responsibilities. The construct is operationalized using the DigComp framework proposed by Rakatama & Chaerudin, (2021) which includes five indicators: information and data literacy, communication and collaboration, digital content creation, safety, and problem solving. These dimensions collectively represent the theoretical synthesis of digital competence and provide a comprehensive framework for evaluating the digital capabilities of Civil Servants in supporting organizational performance within the public sector.

b. Work Discipline

Work discipline is one of the fundamental factors determining an organization's success in achieving its established objectives. It is not merely interpreted as employees' compliance with organizational regulations but also reflects their willingness to perform duties and responsibilities consistently, punctually, and in accordance with organizational standards. According to Deviani et al., (2023) discipline theory, work discipline refers to an individual's awareness and willingness to comply with all organizational regulations and prevailing social norms. Likewise, Rivai (2021) defines work discipline as a managerial instrument used to shape employee behavior so that they can work effectively, efficiently, and responsibly. Therefore, work discipline serves as a crucial foundation for developing a productive work culture and enhancing the performance of Civil Servants (ASN).

The development of work discipline is influenced by several factors, including leadership role modeling, the clarity of organizational regulations, reward and punishment systems, the level of supervision, fairness in policy implementation, and employees' awareness of their job responsibilities (Oktaviannur, 2024). Work discipline can be manifested in two forms: preventive discipline, which encourages employees to comply voluntarily with organizational rules before violations occur, and corrective discipline, which is implemented to improve employee behavior after misconduct has taken place. The application of these two forms of discipline aims to create organizational order, improve productivity, reduce violations, strengthen responsibility, and maintain the effectiveness of organizational performance (Barusman, 2019).

In this study, work discipline is defined as the level of Civil Servants' compliance with organizational regulations, adherence to established work procedures, effective utilization of working hours, and responsibility in carrying out assigned duties. This variable is measured using several key indicators, namely compliance with organizational regulations, punctuality in attendance and task completion, adherence to work procedures, responsibility for assigned duties, and consistency in maintaining professional ethics and organizational order (Paulus, 2022). Based on the synthesis of these theoretical perspectives, work discipline can be defined as a conscious and voluntary behavior that reflects an individual's compliance with organizational rules, thereby supporting effective, productive, and public service-oriented Civil Servant performance.

c. Leadership

Leadership is the ability of an individual to influence, direct, and coordinate people or groups so that they can work effectively toward achieving organizational objectives. From a modern management perspective, leadership extends beyond issuing instructions and encompasses the capacity to establish a clear vision, foster a supportive work environment, and develop human resources to their fullest potential. Various leadership theories, including trait theory, behavioral theory, contingency theory, and transformational leadership theory, explain that leadership effectiveness is determined by a combination of personal characteristics, leadership behaviors, and the ability to adapt leadership approaches to organizational circumstances (Bratković & Butorac, 2019). Among these perspectives, transformational leadership is considered the most relevant in responding to organizational change because it inspires, motivates, and encourages employees to achieve performance beyond expected standards.

In practice, leadership performs essential functions within an organization by providing strategic direction, making decisions, motivating employees, facilitating communication, and supervising the implementation of organizational activities (Mariyana et al., 2024). Effective leaders are also expected to strengthen collaboration, resolve conflicts, and cultivate an organizational culture that is responsive to change. Consequently, organizations require leadership styles that align with employee characteristics and the organizational environment, including democratic, autocratic, laissez-faire, and transformational leadership styles. Leadership effectiveness is influenced by several factors, such as the leader's competence, communication skills, integrity, experience, organizational culture, employee trust, and a supportive work environment that enables the leadership process to function effectively (Hildayati, 2024).

In this study, leadership is defined as a leader's capability to influence employee behavior through direction, role modeling, motivation, communication, and support aimed at achieving organizational goals (Jumady & Bungatang, 2023). The leadership construct is measured using indicators representing transformational leadership, namely idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. These dimensions reflect a leader's ability to serve as a role model, inspire employees, stimulate creativity and innovation, and address the individual needs and development of each employee. Therefore, effective leadership is expected to enhance work motivation, strengthen organizational commitment, and ultimately improve the performance of Civil Servants (ASN).

d. Work Motivation

Work motivation refers to the internal and external driving forces that encourage individuals to perform their duties enthusiastically, persistently, and responsibly in order to achieve both personal and organizational objectives. In organizational behavior, motivation is regarded as a psychological process that influences the intensity, direction, and persistence of an individual's work-related behavior (Sanjaya & Indrawati, 2023). Several classical and contemporary theories explain the concept of work motivation from different perspectives. Maslow's Hierarchy of Needs proposes that human behavior is motivated by a sequence of needs ranging from physiological and safety needs to social belonging, esteem, and self-actualization. Herzberg's Two-Factor Theory distinguishes between hygiene factors, which prevent dissatisfaction, and motivator factors, which generate job satisfaction and encourage higher performance. Meanwhile, McClelland's Theory of Needs emphasizes three dominant motivational drivers, namely the need for achievement, affiliation, and power, each of which influences employee behavior differently depending on individual characteristics (Andriana et al., 2019).

In recent years, the understanding of work motivation has evolved through the emergence of Self-Determination Theory (SDT), which argues that sustainable motivation develops when three fundamental psychological needs—autonomy, competence, and relatedness—are fulfilled. Employees who are given opportunities to make decisions independently, develop their capabilities, and establish positive interpersonal relationships tend to demonstrate stronger intrinsic motivation and better job performance. Within public organizations, work motivation is influenced by various organizational and individual factors, including leadership quality, organizational culture, work discipline, competence, career development opportunities, reward systems, work environment, and the availability of adequate technological resources (Choir et al., 2021). Consequently, strengthening these factors is essential for maintaining employee commitment, productivity, and organizational effectiveness.

Based on the theoretical perspectives above, work motivation can be synthesized as a multidimensional construct that reflects an individual's willingness to exert effort in accomplishing organizational responsibilities.

4st Edition, September, 26

Journal Homepage: <http://journal.ubl.ac.id/index.php/mabuss>

*Corresponding Author

Email address: Mardofian33@gmail.com

The construct incorporates both intrinsic and extrinsic motivational aspects, making it highly relevant for explaining employee behavior in contemporary organizations. In this study, work motivation is conceptualized through indicators reflecting employees' enthusiasm for work, commitment to organizational goals, responsibility in completing assigned tasks, willingness to achieve high performance, and persistence in overcoming work-related challenges.

e. Civil Servant Performance

Performance refers to the level of achievement attained by an individual in carrying out assigned duties and responsibilities in accordance with organizational standards. From a human resource management perspective, performance reflects not only the accomplishment of work targets but also the effectiveness, efficiency, quality, and overall contribution of employees toward organizational objectives (Kuswati, 2020). Within the public sector, the performance of Civil Servants (ASN) represents a critical indicator of governmental effectiveness, as it directly influences public service quality, bureaucratic accountability, and the achievement of national and regional development goals. Consequently, improving ASN performance has become a strategic priority in bureaucratic reform aimed at establishing a professional, adaptive, and service-oriented public administration.

The performance of Civil Servants is influenced by multiple interrelated factors originating from both individual and organizational contexts. These factors include competence, work motivation, work discipline, leadership, work environment, organizational culture, and the effective utilization of digital technology. In the era of digital transformation, digital competence has become increasingly essential because it enhances work efficiency, supports evidence-based decision-making, and facilitates the delivery of electronic public services. The performance of ASN is commonly assessed through systematic evaluations of work target achievement, work behavior, quality of output, quantity of work, timeliness in task completion, and responsibility in fulfilling organizational duties and functions.

Based on these theoretical perspectives, Civil Servant performance in this study refers to the extent to which employees are able to carry out their duties and responsibilities effectively, efficiently, and consistently in accordance with organizational standards and objectives. Civil Servant performance reflects the achievement of work targets as well as the quality of the work process, efficient utilization of resources, compliance with established timelines, and accountability in completing assigned tasks. In public organizations, employee performance is essential because it contributes directly to the effectiveness of government administration and the quality of public services. Therefore, high-performing Civil Servants are expected to translate organizational objectives into measurable work outcomes while maintaining professionalism, accountability, and commitment to their responsibilities. Performance is consequently not limited to the final results achieved but also encompasses how employees manage and complete their work in accordance with organizational expectations. Accordingly, the Civil Servant performance construct in this study is measured through five indicators: work quality, work quantity, timeliness, work effectiveness, and responsibility. Work quality refers to the accuracy, precision, and conformity of work results with established standards, while work quantity reflects the amount of work completed within a specified period and according to predetermined targets. Timeliness indicates the employee's ability to complete tasks within the required timeframe, whereas work effectiveness concerns the optimal utilization of available resources to achieve organizational goals and expected outcomes. Responsibility reflects employees' willingness and ability to properly perform assigned duties, comply with organizational procedures, and be accountable for the results of their work. These five indicators provide a comprehensive assessment of Civil Servant performance by considering not only the achievement of work outcomes but also the quality, efficiency, timeliness, and accountability demonstrated in fulfilling organizational responsibilities (Fauzi et al., 2022).

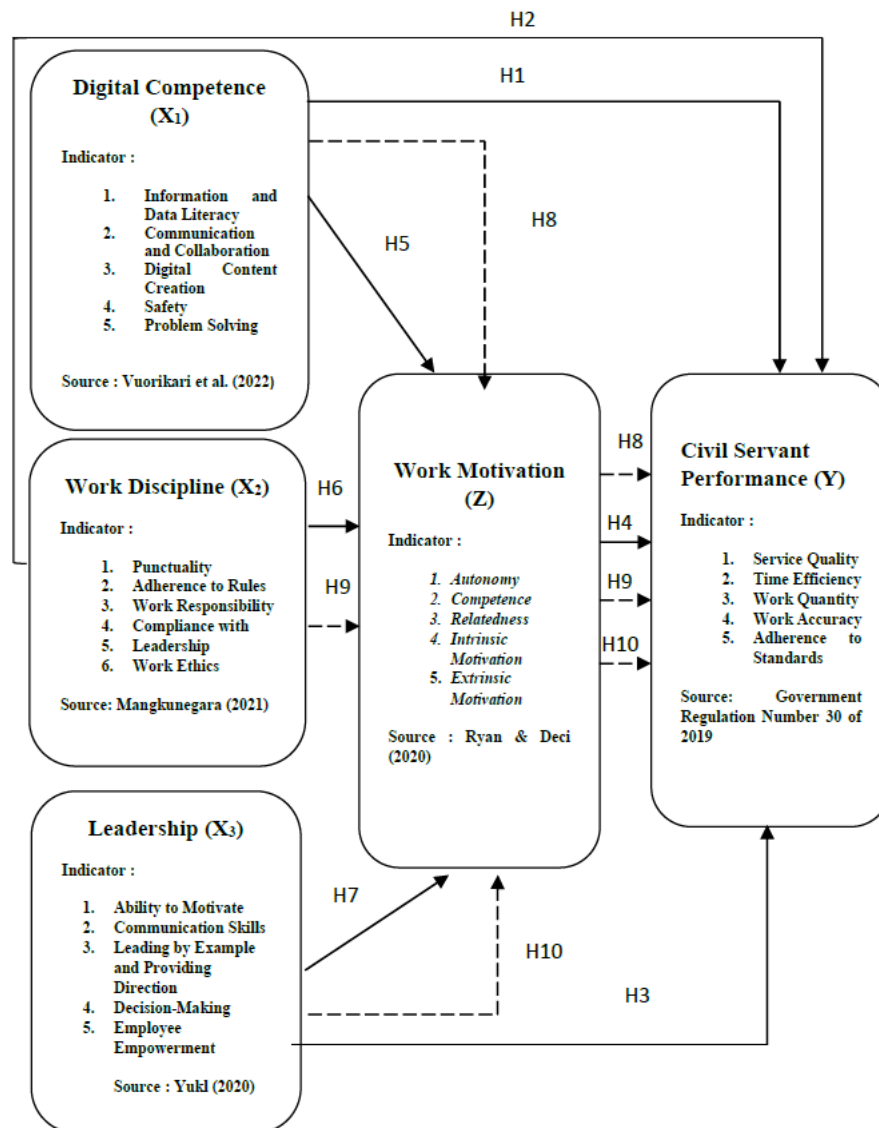
f. Theoretical Framework

Figure 1. Theoretical Framework

g. Hypothesis

H1: Digital competence has a positive and significant effect on the performance of Civil Servants (ASN) at the South Lampung Regency Transportation Office.

H2: Work discipline has a positive and significant effect on the performance of Civil Servants (ASN) at the South Lampung Regency Transportation Office.

H3: Leadership has a positive and significant effect on the performance of Civil Servants (ASN) at the South Lampung Regency Transportation Office.

4st Edition, September, 26

Journal Homepage: <http://journal.ubl.ac.id/index.php/mabuss>

*Corresponding Author

Email address: Mardofian33@gmail.com

H4: Work motivation has a positive and significant effect on the performance of Civil Servants (ASN) at the South Lampung Regency Transportation Office.

H5: Digital competence has a positive and significant effect on the work motivation of Civil Servants (ASN) at the South Lampung Regency Transportation Office.

H6: Work discipline has a positive and significant effect on the work motivation of Civil Servants (ASN) at the South Lampung Regency Transportation Office.

H7: Leadership has a positive and significant effect on the work motivation of Civil Servants (ASN) at the South Lampung Regency Transportation Office.

H8: Work motivation positively and significantly mediates the effect of digital competence on the performance of Civil Servants (ASN) at the South Lampung Regency Transportation Office.

H9: Work motivation positively and significantly mediates the effect of work discipline on the performance of Civil Servants (ASN) at the South Lampung Regency Transportation Office.

H10: Work motivation positively and significantly mediates the effect of leadership on the performance of Civil Servants (ASN) at the South Lampung Regency Transportation Office.

Methodology

Based on the methodology presented in the attached thesis, the Research Method section for a journal article should be presented in concise paragraph form rather than as separate subsections (Upadhyay, 2023). This study employed a quantitative research approach using a survey method to examine the relationships among digital competence, work discipline, leadership, work motivation, and the performance of Civil Servants (ASN) at the Transportation Office of South Lampung Regency. The independent variables were digital competence, work discipline, and leadership, while work motivation served as the mediating variable and ASN performance as the dependent variable. The proposed research model was designed to investigate both the direct and indirect effects among the variables using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) approach.

The population consisted of all 113 Civil Servants working at the Transportation Office of South Lampung Regency. Given the relatively small population size, a saturated sampling technique was employed, allowing all members of the population to participate as research respondents. Data were collected through a structured questionnaire using a five-point Likert scale ranging from strongly disagree to strongly agree. The measurement instrument was developed based on indicators adapted from established theories and previous empirical studies to assess digital competence, work discipline, leadership, work motivation, and ASN performance.

Prior to hypothesis testing, the measurement model (outer model) was evaluated to ensure the validity and reliability of the research instrument. Convergent validity was assessed using outer loading values and Average Variance Extracted (AVE), while discriminant validity was examined using the Heterotrait–Monotrait Ratio (HTMT). Construct reliability was evaluated using Composite Reliability and Cronbach's Alpha. In addition, Common Method Bias (CMB) was assessed using the Full Collinearity Variance Inflation Factor (VIF) to verify that common method variance did not influence the study results.

Data analysis was performed using SmartPLS 4.0 with the Structural Equation Modeling–Partial Least Squares (SEM-PLS) technique. The structural model (inner model) was evaluated using the coefficient of determination (R^2), effect size (f^2), and predictive relevance (Q^2) to determine the explanatory and predictive capability of the proposed model. Furthermore, hypothesis testing was conducted through the bootstrapping procedure to estimate path coefficients, t-statistics, and p-values. The mediating role of work motivation was examined through indirect effect analysis to determine whether work motivation mediates the relationships between digital competence, work discipline, leadership, and ASN performance.

Result And Discussion

a. Description of Research Variables

Table 1. Description of Research Variables

Variable	Item	Mean	Std Dev	Category
Digital Competence	KOM1	4,26	0,73	Very High
Digital Competence	KOM2	3,96	0,91	High
Digital Competence	KOM3	3,86	0,79	High
Digital Competence	KOM4	3,82	0,95	High
Digital Competence	KOM5	3,98	0,81	High
Digital Competence	KOM6	3,75	1,04	High
Digital Competence	KOM7	3,98	0,97	High
Digital Competence	KOM8	3,79	0,97	High
Digital Competence	KOM9	4,25	0,94	Very High
Digital Competence	KOM10	3,57	1,09	High
Average X₁		3,92		High
Work Discipline	DK1	4,19	0,75	High
Work Discipline	DK2	4,00	0,78	High
Work Discipline	DK3	3,81	0,88	High
Work Discipline	DK4	3,79	0,87	High
Work Discipline	DK5	3,91	0,80	High
Work Discipline	DK6	3,73	0,94	High
Work Discipline	DK7	3,98	1,01	High
Work Discipline	DK8	3,70	1,01	High
Work Discipline	DK9	3,99	1,02	High
Work Discipline	DK10	3,59	1,03	High
Average X₂		3,87		High
Leadership	KEP1	4,27	0,69	Very High
Leadership	KEP2	3,89	0,86	High
Leadership	KEP3	3,77	0,78	High
Leadership	KEP4	3,78	1,00	High
Leadership	KEP5	3,86	0,92	High
Leadership	KEP6	3,65	1,03	High
Leadership	KEP7	4,04	1,01	High
Leadership	KEP8	3,74	1,01	High
Leadership	KEP9	4,19	1,00	High
Leadership	KEP10	3,52	1,09	High
Average X₃		3,87		High
Work Motivation	MK1	4,32	0,67	Very High
Work Motivation	MK2	3,89	0,91	High
Work Motivation	MK3	3,75	0,81	High
Work Motivation	MK4	3,87	0,92	High
Work Motivation	MK5	3,98	0,80	High
Work Motivation	MK6	3,64	0,98	High
Work Motivation	MK7	4,03	0,96	High
Work Motivation	MK8	3,75	0,96	High
Work Motivation	MK9	4,32	0,87	Very High
Work Motivation	MK10	3,61	1,07	High

4st Edition, September, 26

Journal Homepage: <http://journal.ubl.ac.id/index.php/mabuss>

*Corresponding Author

Email address: Mardofian33@gmail.com

Variable	Item	Mean	Std Dev	Category
Average Z		3,92		High
Performance	KIN1	4,03	0,74	High
Performance	KIN2	4,09	0,74	High
Performance	KIN3	3,67	0,99	High
Performance	KIN4	3,70	0,94	High
Performance	KIN5	3,75	1,01	High
Performance	KIN6	3,77	0,87	High
Performance	KIN7	3,66	0,99	High
Performance	KIN8	3,72	0,99	High
Performance	KIN9	3,84	1,08	High
Performance	KIN10	3,73	1,01	High
Average Y		3,80		High

Source: Processed data, 2026

The descriptive analysis revealed that all research variables achieved high mean scores. Digital Competence (X₁) and Work Motivation (Z) recorded the highest mean score of 3.92, followed by Work Discipline (X₂) and Leadership (X₃) with a mean of 3.87, while Civil Servant Performance (Y) obtained a mean score of 3.80. Overall, these findings indicate that respondents positively evaluated all research variables, confirming that the data were suitable for further analysis using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) approach.

b. Convergent Validity

Table 2. Outer Loading Results for Convergent Validity Test (Stage 1)

Variable	Work Discipline	Leadership	Performance	Digital Competence	Work Motivation	Description
Dk1	0.334					Removed
Dk2	0.579					Removed
Dk3	0.611					Removed
Dk4	0.394					Removed
Dk5	0.545					Removed
Dk6	0.711					Retained
Dk7	0.510					Removed
Dk8	0.689					Removed
Dk9	0.586					Removed
Dk10	0.782					Retained
Kep1		0.457				Removed
Kep2		0.604				Removed
Kep3		0.395				Removed
Kep4		0.697				Removed
Kep5		0.751				Retained
Kep6		0.708				Retained
Kep7		0.736				Retained
Kep8		0.621				Deleted
Kep9		0.716				Retained
Kep10		0.741				Retained
Kin1			0.678			Removed

4st Edition, September, 26

Journal Homepage: <http://journal.ubl.ac.id/index.php/mabuss>

*Corresponding Author

Email address: Mardofian33@gmail.com

Variable	Work Discipline	Leadership	Performance	Digital Competence	Work Motivation	Description
Kin2			0.619			Removed
Kin3			0.750			Retained
Kin4			0.728			Retained
Kin5			0.776			Retained
Kin6			0.790			Retained
Kin7			0.749			Retained
Kin8			0.765			Retained
Kin9			0.837			Retained
Kin10			0.783			Retained
Kom1				0.538		Removed
Kom2				0.750		Retained
Kom3				0.258		Removed
Kom4				0.572		Removed
Kom5				0.552		Removed
Kom6				0.585		Removed
Kom7				0.706		Retained
Kom8				0.707		Retained
Kom9				0.723		Retained
Kom10				0.545		Removed
Mk1					0.250	Removed
Mk2					0.619	Removed
Mk3					0.129	Removed
Mk4					0.402	Removed
Mk5					0.711	Retained
Mk6					0.817	Retained
Mk7					0.820	Retained
Mk8					0.588	Removed
Mk9					0.703	Retained
Mk10					0.622	Removed

Source: Processed data, 2026

Table 3. AVE Results for Convergent Validity Test

Variable	Average variance extracted (AVE)	Description
Work Discipline	0.581	Valid
Leadership	0.496	Does Not Yet Meet Criteria
Performance	0.561	Valid
Digital Competence	0.558	Valid
Work Motivation	0.534	Valid

Source: Processed data, 2026

Most constructs satisfied the convergent validity criterion, with AVE values exceeding the recommended threshold of 0.50, including Work Discipline (0.581), Performance (0.561), Digital Competence (0.558), and Work Motivation (0.534). Although the Leadership construct recorded an AVE of 0.496, slightly below the recommended threshold, it remained acceptable because the outer loading, Composite Reliability, and Cronbach's Alpha values met the required criteria. Overall, the Average Variance Extracted (AVE) results indicate that the

4st Edition, September, 26

Journal Homepage: <http://journal.ubl.ac.id/index.php/mabuss>

*Corresponding Author

Email address: Mardofian33@gmail.com

measurement model demonstrates adequate convergent validity and is suitable for subsequent discriminant validity and construct reliability assessments.

c. Discriminant Validity

Table 5. Cross-Loading Results of Discriminant Validity Test

Indicator	Work Discipline	Leadership	Performance	Digital Competence	Work Motivation	Description
DK3	0.759	-0.058	-0.184	-0.062	0.040	Valid
DK6	0.715	0.225	-0.079	-0.013	0.029	Valid
DK8	0.715	0.164	-0.096	0.043	-0.039	Valid
DK10	0.852	0.176	-0.239	-0.040	0.000	Valid
KEP2	0.132	0.611	0.150	0.083	0.124	Valid
KEP4	0.115	0.694	0.140	0.028	-0.012	Valid
KEP5	0.119	0.766	0.248	0.042	0.103	Valid
KEP6	0.040	0.712	0.187	0.025	0.076	Valid
KEP7	0.030	0.732	0.093	-0.046	0.073	Valid
KEP8	0.143	0.617	0.073	0.065	0.081	Valid
KEP9	0.118	0.726	0.258	-0.017	0.169	Valid
KEP10	0.081	0.757	0.267	-0.009	0.018	Valid
KIN1	-0.177	0.100	0.673	0.069	0.155	Valid
KIN2	-0.090	0.176	0.615	0.118	0.147	Valid
KIN3	-0.160	0.152	0.743	0.056	0.102	Valid
KIN4	-0.055	0.229	0.723	0.122	0.164	Valid
KIN5	-0.085	0.326	0.769	0.069	0.122	Valid
KIN6	-0.208	0.241	0.797	0.154	0.314	Valid
KIN7	-0.153	0.159	0.756	0.169	0.292	Valid
KIN8	-0.221	0.146	0.769	0.114	0.279	Valid
KIN9	-0.256	0.198	0.842	0.127	0.292	Valid
KIN10	-0.216	0.347	0.780	0.075	0.142	Valid
KOM2	-0.016	0.047	0.141	0.747	0.182	Valid
KOM7	-0.030	0.002	0.148	0.691	0.072	Valid
KOM8	0.005	0.019	0.095	0.793	0.203	Valid
KOM9	-0.086	-0.000	0.060	0.755	0.177	Valid
MK2	0.103	0.036	0.035	0.099	0.620	Valid
MK5	0.064	-0.004	0.139	0.151	0.750	Valid
MK6	0.062	0.187	0.302	0.190	0.839	Valid
MK7	-0.027	0.143	0.255	0.149	0.834	Valid
MK9	-0.015	0.056	0.219	0.182	0.671	Valid
MK10	-0.112	-0.012	0.096	0.179	0.636	Valid

Source: Processed data, 2026

The results indicate that all indicators of digital competence, work discipline, leadership, work motivation, and ASN performance exhibited the highest cross-loading values on their respective constructs, confirming adequate discriminant validity. These findings are consistent with the convergent validity results, which also demonstrated that all indicators were valid. Therefore, the measurement model showed good construct validity, indicating that the research instrument was appropriate and reliable for subsequent analysis.

Table 5. Heterotrait-Monotrait Ratio (HTMT) Results

Indicator	Work Discipline	Leadership	Performance	Digital Competence	Work Motivation
Work Discipline					
Leadership	0.255				
Performance	0.225	0.285			
Digital Competence	0.110	0.088	0.186		
Work Motivation	0.129	0.158	0.278	0.268	

Source: Processed data, 2026

The Heterotrait–Monotrait Ratio (HTMT) evaluation showed that all HTMT values were below the recommended threshold of 0.90, indicating that discriminant validity was established. These results confirm that each construct adequately represents a distinct concept, and the measurement model is suitable for further analysis.

Table 6. Composite Reliability Values

Variable	Composite reliability	Description
Work Discipline	0.846	Reliable
Leadership	0.886	Reliable
Performance	0.927	Reliable
Digital Competence	0.835	Reliable
Work Motivation	0.871	Reliable

Source: Processed data, 2026

The Composite Reliability results showed that all constructs exceeded the recommended threshold of 0.70, indicating satisfactory reliability. These findings confirm that each construct demonstrates good internal consistency and is suitable for subsequent analysis.

Table 7. Cronbach's Alpha

Variable	Cronbach's alpha	Description
Work Discipline	0.778	Reliable
Leadership	0.857	Reliable
Performance	0.913	Reliable
Digital Competence	0.741	Reliable
Work Motivation	0.832	Reliable

Source: Processed data, 2026

The Cronbach's Alpha test showed that all variables exceeded the recommended threshold of 0.70, indicating satisfactory reliability. These findings confirm that all constructs have good internal consistency and that the research instrument is reliable, making it suitable for structural model (inner model) analysis.

d. Common Method Bias (CMB) Test**Table 8. Full Collinearity VIF (Common Method Bias) Results**

Construct	Full Collinearity VIF	Description
Work Discipline	1,021	No CMB occurred
Leadership	1,035	No CMB occurred
Digital Competence	1,053	No CMB occurred
Work Motivation	1,067	No CMB occurred

Source: Processed data, 2026

The Common Method Bias (CMB) assessment using the Full Collinearity Variance Inflation Factor (VIF) showed that all constructs had VIF values ranging from 1.020 to 1.067. As all values were below the recommended threshold of 3.3, the model was considered free from common method bias. Therefore, the relationships among the constructs were not affected by data collection bias, indicating that the questionnaire data were suitable for subsequent analysis.

e. Coefficient of Determination (R-Square)**Table 9. R-squared (R²) Test Results**

Variable	R-square	R-square adjusted
Performance	0.219	0.191
Work Motivation	0.063	0.037

Source: Processed data, 2026

The structural model evaluation indicated that the model had limited explanatory power. Digital competence, work discipline, and leadership explained only 6.3% of the variance in work motivation ($R^2 = 0.063$), while the remaining 93.7% was attributed to other factors outside the model. Meanwhile, digital competence, work discipline, leadership, and work motivation accounted for 21.9% of the variance in ASN performance ($R^2 = 0.219$), with the remaining 78.1% explained by variables not included in the study. These findings suggest that the model has relatively weak predictive power for both work motivation and ASN performance.

f. Effect Size (f²)**Table 10. Effect size (f²) test results**

Variable	Work Discipline	Leadership	Performance	Digital Competence	Work Motivation
Work Discipline			0.090		0.000
Leadership			0.104		0.014
Performance					
Digital Competence			0.007		0.051
Work Motivation			0.065		

Source: Processed data, 2026

As shown in Table, all exogenous variables produced f^2 values below 0.15, indicating that each variable exerted only a small effect on the endogenous variables. For ASN performance, leadership showed the largest effect size ($f^2 = 0.104$), followed by work discipline ($f^2 = 0.090$), work motivation ($f^2 = 0.065$), and digital competence ($f^2 = 0.007$). Regarding work motivation, digital competence, leadership, and work discipline recorded f^2 values of 0.051, 0.014, and 0.000, respectively. Overall, the effect size analysis demonstrates that all independent variables contributed only modestly to both ASN performance and work motivation, suggesting that these outcomes are also influenced by other factors beyond those included in the research model at the Transportation Office of South Lampung Regency.

g. Predictive Relevance (Q^2)

Table 11. Predictive Relevance (Q^2) Test Results

Variable	$Q^2_{predict}$
Work Motivation	-0.049
Performance	0.051

Source: Processed data, 2026

The Q^2 Predict results indicate that the model has no predictive relevance for Work Motivation, as the Q^2 value is negative (-0.049). In contrast, the positive Q^2 value for Performance (0.051) suggests limited predictive capability. These findings imply that the proposed model requires further refinement, as additional factors beyond those included in the model may influence both Work Motivation and the performance of Civil Servants (ASN).

h. Bootstrapping Model

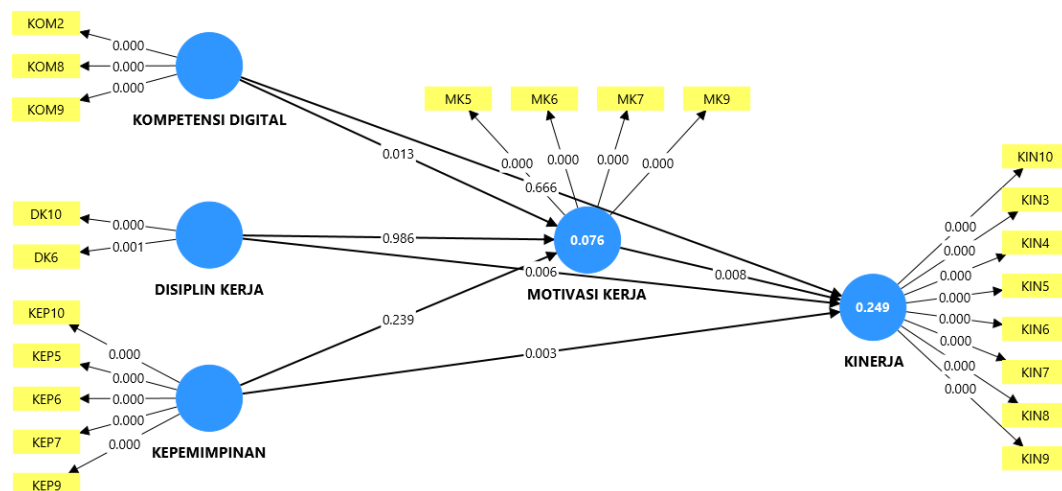


Figure 2. Bootstrapping Results of the Research Model

The research model demonstrates both direct and indirect relationships among the variables. The R^2 values indicate that digital competence, work discipline, and leadership explain 7.6% of the variance in work motivation. Meanwhile, digital competence, work discipline, leadership, and work motivation explain 24.9% of the variance in employee performance, while the remaining variance is influenced by factors outside the scope of this study.

*i. Bootstrapping results for the direct effect***Table 12. Results of Path Coefficient Bootstrapping direct effect**

Relationships Between Variables	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Description
Work Discipline -> Performance	0.285	0.280	0.103	2.758	0.006	PROVEN
Work Discipline -> Work Motivation	0.002	0.001	0.111	0.017	0.986	NOT PROVEN
Leadership -> Performance	0.323	0.326	0.110	2.932	0.003	PROVEN
Leadership -> Work Motivation	0.143	0.154	0.121	1.177	0.239	NOT PROVEN
Digital Competence -> Performance	0.048	0.050	0.111	0.431	0.666	NOT PROVEN
Digital Competence -> Work Motivation	0.234	0.249	0.094	2.494	0.013	PROVEN
Work Motivation -> Performance	0.258	0.258	0.098	2.645	0.008	PROVEN

Source: Processed data, 2026

- a. The Effect of Digital Competence on Performance
Digital Competence has no significant effect on Performance, as indicated by a path coefficient of 0.048, t-statistic of 0.431 (<1.96), and p-value of 0.666 (>0.05). Thus, Digital Competence has not become a significant determinant of employee performance, and the hypothesis is rejected.
- b. The Effect of Work Discipline on Performance
Work Discipline has a positive and significant effect on Performance, with a path coefficient of 0.285, t-statistic of 2.758 (>1.96), and p-value of 0.006 (<0.05). This indicates that higher work discipline contributes to better employee performance; therefore, the hypothesis is accepted.
- c. The Effect of Leadership on Performance
Leadership has a positive and significant effect on Performance, with a path coefficient of 0.323, t-statistic of 2.932 (>1.96), and p-value of 0.003 (<0.05). This indicates that effective leadership can improve employee performance, so the hypothesis is accepted.
- d. The Effect of Work Motivation on Performance
Work Motivation has a positive and significant effect on Performance, as shown by a path coefficient of 0.258, t-statistic of 2.645 (>1.96), and p-value of 0.008 (<0.05). This means that higher work motivation contributes to improved employee performance, and the hypothesis is accepted.
- e. The Effect of Digital Competence on Work Motivation
Digital Competence has a positive and significant effect on Work Motivation, with a path coefficient of 0.234, t-statistic of 2.494 (>1.96), and p-value of 0.013 (<0.05). This indicates that better digital competence can increase employee work motivation; therefore, the hypothesis is accepted.
- f. The Effect of Work Discipline on Work Motivation
Work Discipline does not have a significant effect on Work Motivation, as indicated by a path coefficient of 0.002, t-statistic of 0.017 (<1.96), and p-value of 0.986 (>0.05). Thus, work discipline is not a significant determinant of work motivation, and the hypothesis is rejected.
- g. The Effect of Leadership on Work Motivation
Leadership does not have a significant effect on Work Motivation, with a path coefficient of 0.143, t-statistic of 1.177 (<1.96), and p-value of 0.239 (>0.05). Therefore, leadership is not a significant determinant of work motivation in this study, and the hypothesis is rejected.

4st Edition, September, 26Journal Homepage: <http://journal.ubl.ac.id/index.php/mabuss>

*Corresponding Author

Email address: Mardofian33@gmail.com

*j. Bootstrapping results for the indirect effect***Table 13. Bootstrapping results for the indirect effect**

Relationships Between Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (Stdev)	T Statistics (O/Stdev)	P Values	Description
Digital Competence -> Work Motivation -> Performance	0.060	0.062	0.032	1.863	0.063	Not Proven
Work Discipline -> Work Motivation -> Performance	0.000	0.001	0.030	0.016	0.987	Not Proven
Leadership -> Work Motivation -> Performance	0.037	0.040	0.037	1.009	0.313	Not Proven

Source: Processed data, 2026

- The Effect of Digital Competence on Performance through Work Motivation
Digital Competence does not significantly affect Performance through Work Motivation, with a path coefficient of 0.060, t-statistic of 1.863, and p-value of 0.063. Since the p-value is greater than 0.05, Work Motivation does not mediate the relationship, so the hypothesis is rejected.
- The Effect of Work Discipline on Performance through Work Motivation
Work Discipline does not significantly affect Performance through Work Motivation, with a path coefficient of 0.000, t-statistic of 0.016, and p-value of 0.987. Since the p-value is greater than 0.05, Work Motivation does not mediate the relationship, so the hypothesis is rejected.
- The Effect of Leadership on Performance through Work Motivation
Leadership does not significantly affect Performance through Work Motivation, with a path coefficient of 0.037, t-statistic of 1.009, and p-value of 0.313. Since the p-value is greater than 0.05, Work Motivation does not mediate the relationship, so the hypothesis is rejected.

k. Discussion

- The Effect of Digital Competence (X1) on ASN Performance (Y)
Digital Competence does not have a significant effect on ASN Performance, with $\beta = 0.048$, t-statistic = 0.431, and p-value = 0.666. This indicates that digital competence has not become a direct determinant of ASN performance at the South Lampung Regency Transportation Agency. Therefore, the hypothesis is rejected.
- The Effect of Work Discipline (X2) on ASN Performance (Y)
Work Discipline has a positive and significant effect on ASN Performance, with $\beta = 0.285$, t-statistic = 2.758, and p-value = 0.006. This indicates that better work discipline contributes to improved ASN performance through compliance with rules, punctuality, and responsibility. Therefore, the hypothesis is accepted.
- The Effect of Leadership (X3) on ASN Performance (Y)
Leadership has a positive and significant effect on ASN Performance, with $\beta = 0.323$, t-statistic = 2.932, and p-value = 0.003. This shows that effective leadership through direction, communication, support, and decision-making can improve ASN performance. Therefore, the hypothesis is accepted.
- The Effect of Work Motivation (Z) on ASN Performance (Y)
Work Motivation has a positive and significant effect on ASN Performance, with $\beta = 0.258$, t-statistic = 2.645, and p-value = 0.008. This indicates that higher work motivation encourages ASN to work more responsibly and achieve better performance. Therefore, the hypothesis is accepted.
- The Effect of Digital Competence (X1) on Work Motivation (Z)

4st Edition, September, 26Journal Homepage: <http://journal.ubl.ac.id/index.php/mabuss>

*Corresponding Author

Email address: Mardofian33@gmail.com

Digital Competence has a positive and significant effect on Work Motivation, with $\beta = 0.234$, t-statistic = 2.494, and p-value = 0.013. This indicates that better digital skills can make work easier and more efficient, thereby increasing ASN work motivation. Therefore, the hypothesis is accepted.

- f. The Effect of Work Discipline (X2) on Work Motivation (Z)
Work Discipline does not have a significant effect on Work Motivation, with $\beta = 0.002$, t-statistic = 0.017, and p-value = 0.986. This indicates that compliance with work rules does not directly increase ASN motivation. Therefore, the hypothesis is rejected.
- g. The Effect of Leadership (X3) on Work Motivation (Z)
Leadership does not have a significant effect on Work Motivation, with $\beta = 0.143$, t-statistic = 1.177, and p-value = 0.239. This indicates that ASN work motivation is influenced by other factors beyond leadership. Therefore, the hypothesis is rejected.
- h. The Effect of Digital Competence (X1) on ASN Performance (Y) through Work Motivation (Z)
Digital Competence does not significantly affect ASN Performance through Work Motivation, with $\beta = 0.060$, t-statistic = 1.863, and p-value = 0.063. This indicates that Work Motivation does not mediate the relationship between Digital Competence and ASN Performance. Therefore, the mediation hypothesis is rejected.
- i. The Effect of Work Discipline (X2) on ASN Performance (Y) through Work Motivation (Z)
Work Discipline does not significantly affect ASN Performance through Work Motivation, with $\beta = 0.000$, t-statistic = 0.016, and p-value = 0.987. This indicates that Work Motivation does not mediate the relationship between Work Discipline and ASN Performance. Therefore, the mediation hypothesis is rejected.
- j. The Effect of Leadership (X3) on ASN Performance (Y) through Work Motivation (Z)
Leadership does not significantly affect ASN Performance through Work Motivation, with $\beta = 0.037$, t-statistic = 1.009, and p-value = 0.313. This indicates that Work Motivation does not mediate the relationship between Leadership and ASN Performance. Therefore, the mediation hypothesis is rejected.

Conclusions and Suggestions

a. Conclusions

1. Digital Competence does not significantly affect ASN Performance, The results show a path coefficient of 0.048, t-statistic of 0.431, and p-value of 0.666. Since the p-value is greater than 0.05, Digital Competence does not significantly affect ASN Performance, so the hypothesis is rejected.
2. Work Discipline has a positive and significant effect on ASN Performance, The results show a path coefficient of 0.285, t-statistic of 2.758, and p-value of 0.006. Since the p-value is below 0.05, Work Discipline has a positive and significant effect on ASN Performance, so the hypothesis is accepted.
3. Leadership has a positive and significant effect on ASN Performance, The results show a path coefficient of 0.323, t-statistic of 2.932, and p-value of 0.003. Since the p-value is below 0.05, Leadership has a positive and significant effect on ASN Performance, so the hypothesis is accepted.
4. Work Motivation has a positive and significant effect on ASN Performance, The results show a path coefficient of 0.258, t-statistic of 2.645, and p-value of 0.008. Since the p-value is below 0.05, Work Motivation has a positive and significant effect on ASN Performance, so the hypothesis is accepted.
5. Digital Competence has a positive and significant effect on Work Motivation, The results show a path coefficient of 0.234, t-statistic of 2.494, and p-value of 0.013. Since the p-value is below 0.05, Digital Competence has a positive and significant effect on Work Motivation, so the hypothesis is accepted.
6. Work Discipline does not significantly affect Work Motivation, The results show a path coefficient of 0.002, t-statistic of 0.017, and p-value of 0.986. Since the p-value is greater than 0.05, Work Discipline does not significantly affect Work Motivation, so the hypothesis is rejected.
7. Leadership does not significantly affect Work Motivation, The results show a path coefficient of 0.143,

4st Edition, September, 26

Journal Homepage: <http://journal.ubl.ac.id/index.php/mabuss>

*Corresponding Author

Email address: Mardofian33@gmail.com

- t-statistic of 1.177, and p-value of 0.239. Since the p-value is greater than 0.05, Leadership does not significantly affect Work Motivation, so the hypothesis is rejected.
8. Work Motivation does not mediate the effect of Digital Competence on ASN Performance, The indirect effect shows a path coefficient of 0.060, t-statistic of 1.863, and p-value of 0.063. Since the p-value is greater than 0.05, Work Motivation does not mediate the relationship between Digital Competence and ASN Performance, so the hypothesis is rejected.
 9. Work Motivation does not mediate the effect of Work Discipline on ASN Performance, The indirect effect shows a path coefficient of 0.000, t-statistic of 0.016, and p-value of 0.987. Since the p-value is greater than 0.05, Work Motivation does not mediate the relationship between Work Discipline and ASN Performance, so the hypothesis is rejected.
 10. Work Motivation does not mediate the effect of Leadership on ASN Performance, The indirect effect shows a path coefficient of 0.037, t-statistic of 1.009, and p-value of 0.313. Since the p-value is greater than 0.05, Work Motivation does not mediate the relationship between Leadership and ASN Performance, so the hypothesis is rejected.

b. Suggestions

1. For the South Lampung Regency Transportation Agency
The South Lampung Regency Transportation Agency should improve ASN performance by focusing on work discipline, leadership, and work motivation, which have been proven to influence performance. The agency should also develop practical digital competencies that are relevant to employees' work needs so that digital skills can provide a real contribution to work effectiveness.
2. For Organizational Leaders
Organizational leaders should improve leadership quality through clear communication, effective direction, employee coaching, and good examples of work discipline. Effective leadership is expected to create a supportive work environment and improve ASN performance.
3. For Future Researchers
Future researchers are encouraged to expand the research to other government organizations, use longitudinal research designs to observe changes over time, add variables such as organizational culture, job satisfaction, organizational commitment, work environment, and reward systems, and combine quantitative and qualitative methods to better understand the factors affecting ASN performance.

References

- Andriana, I., Riyanto, D., & Darmawan, D. (2019). Workload and Motivation on Employees Performance Analyzed by Information Technology. *IOP Conference Series: Materials Science and Engineering*, 662(2), 022120. <https://doi.org/10.1088/1757-899X/662/2/022120>
- Barusman, Andala Rama Putra. (2019). The Effect of Security, Service Quality, Operations and Information Management, Reliability & Trustworthiness on E-Loyalty moderated by Customer Satisfaction on the Online Shopping Website. *International Journal of Supply Chain Management*, 8(6), 586–594. <http://excelingtech.co.uk/>
- Barusman, Andala Rama Putra & Suryana, Marceilla. (2026). The Mediating Role Of Impulse Buying In Translating Live Marketing And Materialistic Values Into Tiktok Purchase Intentions. *Jurnal Ilmiah Ilmu Terapan Universitas Jambi*, 10(4), 1824–1844.
- Barusman, Tina Miniawati., Barusman, Andala Rama Putra., Barusman, Muhammad. Yisuf Sulfarano., & Redaputri, Appin Purisky. (2021). Antecedent of Tourists' Behavioral Intentions and the Effect of Travel Companions as Moderating Variable on Nature Based Tourism. *LINGUSTICA ANTVERPIENSIA*, (3), 796–818. www.hivt.be

4st Edition, September, 26

Journal Homepage: <http://journal.ubl.ac.id/index.php/mabuss>

*Corresponding Author

Email address: Mardofian33@gmail.com

- Boswijk, Albert. (2017). Transforming Business Value through Digitalized Networks: A Case Study on the Value Drivers of Airbnb. *Journal of Creating Value*, 3(1), 104–114. <https://doi.org/10.1177/2394964317697736>
- Bratković, Silvio., & Butorac, Ksenija. (2019). Leadership in Police Managers Training. *Journal of Education & Social Policy*, 6(1). <https://doi.org/10.30845/jesp.v6n1p13>
- Brenner, Barbara. (2018). Transformative sustainable business models in the light of the digital imperative-a global business economics perspective. In *Sustainability (Switzerland)* (Vol. 10, Number 12). MDPI. <https://doi.org/10.3390/su10124428>
- Choir, M., Damayanti, E., & Suyono, J. (2021). The Effect of Work Communication and Work Motivation to Employee Performance at PT. Catur Mitra Sejati Sentosa. *Jurnal Ekonomi*, 21(1), 1–11. <https://doi.org/10.29138/je.v21i1.126>
- Deviani, Elmira., Isyanto, Puji., & Yani, Dini. (2023). Implementation of Work Discipline on the Performance of KJ Pharmacy Employees. *Journal Integration of Social Studies and Business Development*, 1(1), 23–27. <https://doi.org/10.58229/jissbd.v1i1.28>
- Fauzi, Miftah., Kusuma., Rahwana, Agdhi., & Sutrisna, Arga. (2022). The Influence Of Leadership Style and Organizational Culture On The Emplooyee Perfomance at PR. Hm Putra Tasikmalaya Pengaruh Gaya Kepemimpinan dan Budaya Organisasi Terhadap Kinerja Karyawan PR. Hm Putra Tasikmalaya. In *Journal of Indonesian Management* (Vol. 2, Number 2).
- Gandung, Muhammad. (2024). The Influence of Discipline and Work Motivation on Employee Performance. *IJML International Journal Multidisciplinary Science*, 3(1), 2963–7821. <https://doi.org/10.56127/ijm>
- Hildayati, Hildayati. (2024). The Influence of Principal Instructional Leadership, School Climate, and Work Motivation on Teacher Professionalism in Public High Schools throughout Barito Kuala Regency. *EduLine: Journal of Education and Learning Innovation*, 4(1), 53–67. <https://doi.org/10.35877/454ri.eduline2377>
- Jumady, Edy., & Bungatang, Bungatang. (2023). Impact of Leadership Style, Motivation and Training on Employee Performance. *Advances: Jurnal Ekonomi & Bisnis*, 1(2). <https://doi.org/10.60079/ajeb.v1i2.69>
- Kusuma, Annisaa., Lestari, Hasina., & Usman, Osly. (2019). Influence of Motivation Work, Discipline of Work, Work Environment, Cultural Organization, and Compensation to the Performance of Employees. *SSRN Electronic Journal*.
- Kuswati, Yeti. (2020). The Effect of Motivation on Employee Perfomance. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 3(2), 995–1002. <https://doi.org/10.33258/birci.v3i2.928>
- Leso, Bernardo Henrique., Cortimiglia, Marcelo Nogueira., & Ghezzi, Antonio. (2023). The contribution of organizational culture, structure, and leadership factors in the digital transformation of SMEs: a mixed-methods approach. *Cognition, Technology and Work*, 25(1), 151–179. <https://doi.org/10.1007/s10111-022-00714-2>
- Mariyana, Mariyana., Suwito, Eko Pramono., & Joko, Sutarto. (2024). The influence of school principal leadership, teachers' creativity and motivation on teachers' performance in vocational high schools in Bangka Regency. *International Journal of Science and Research Archive*, 12(2), 219–227. <https://doi.org/10.30574/ijsra.2024.12.2.1203>

- Oktaviannur, M. (2024). The Effect of Work Motivation and Work Environment on Employee at PDAM Way Rilau Bandar Lampung City. *IJEBIR*, 03(02), 1091–1101.
- Paais, Maartje., & Pattiruhu, Jozef R. (2020). Effect of Motivation, Leadership, and Organizational Culture on Satisfaction and Employee Performance. *Journal of Asian Finance, Economics and Business*, 7(8), 577–588. <https://doi.org/10.13106/JAFEB.2020.VOL7.NO8.577>
- Paulus, P. (2022). The Effect of Remuneration, Work Discipline and Motivation on Employee Performance. *Golden Ratio of Human Resource Management*, 3(1), 23–32. <https://doi.org/10.52970/grhrm.v3i1.283>
- Rakatama, Anggit Windhi., & Chaerudin, Chaerudin. (2021). The Role of Competence, Motivation and Compensation in Affecting the Employee Performance at PT. ZTE Indonesia. *DIJSM: Dinasti International Journal of Digital Business Management*, 2(2), 290–298. <https://doi.org/10.31933/Dijdbm.V2i2>
- Sanjaya, Michael., & Indrawati, Lilik. (2023). The Influence of Job Satisfaction, Work Motivation, and Employee Commitment on Employee Performance. *Research In Management and Accounting*, 6(1), 11–20. <https://doi.org/10.33508/rima.v6i1.4538>
- Trommel, Willem. (2020). Good Governance as Reflexive Governance: In Praise of Good Collegueship. *Public Integrity*, 22(3), 227–235. <https://doi.org/10.1080/10999922.2020.1723356>
- Turmudhi, Anis., & Ristianawati, Yuyun. (2023). Performance of Village-Owned Moro Berkah's Employees: Analyzing Workplace Motivation and Workplace Discipline. *ADPEBI International Journal of Business and Social Science*, 3(1), 42–49. <https://doi.org/10.54099/aijbs.v3i1.552>
- Upadhyay, Ritesh. (2023). Role of Training and Development on Employee Performance: A Quantitative Investigation. *Psychology and Education*, 55(1), 563–571. <https://doi.org/10.48047/pne.2018.55.1.69>