INKUBIS: Jurnal Ekonomi dan Bisnis
Volume 8, Issue 4, 3358-3370
e_ISSN: 2775-3913
https://inkubis.polteksci.ac.id/index.php/ink/index
DOI: doi.org/10.59261/inkubis.v8i4.531

Digital Leadership, Digital Competence, Work Motivation, Digital Culture, and Employee Performance in Indonesian Local Government: Self-Efficacy as a Mediating Variable

Fahmi Faisuri*
Universitas Esa Unggul, Indonesia

Harits Hijrah Wicaksana
Universitas Esa Unggul, Indonesia

***Corresponding author:**
Fahmi Faisuri,
Universitas Esa Unggul, Indonesia.
✉damikupat@student.esaunggul.ac.id

Article Info:

Article history:
Received: September 28, 2026
Revised: October 13, 2026
Accepted: October 27, 2026
Available Online: November 05, 2026

Keywords:
Digital Leadership;
Digital Competence;
Self-Efficacy;
Employee Performance;
Public-Sector Digital Transformation

This is an open access article under the CC BY-SA license.

Copyright © 2026 by Author. Published by Politeknik Siber Cerdika International

Abstract

Background: Digital transformation in local government obliges employees to adjust to continually evolving information systems. At the Regional Secretariat of Tangerang Regency, the rollout of the Regional Government Information System (SIPD) sets the context for examining the organizational and psychological factors linked to employee performance.
Objective: This study investigates how Digital Leadership affects Employee Performance via the mediating role of Self-Efficacy, while also testing the direct effects of Digital Competence, Work Motivation, and Digital Culture on Employee Performance.
Methods: A quantitative approach combining descriptive and verificative methods was used, with primary data obtained from an online questionnaire administered to all 206 employees of the Regional Secretariat of Tangerang Regency through a saturated sampling technique. The data were analyzed with Partial Least Squares–Structural Equation Modeling (PLS-SEM).
Results: The reported PLS-SEM estimates indicate positive relationships between the four predictors and Employee Performance, together with a positive indirect relationship between Digital Leadership and Employee Performance through Self-Efficacy. The coefficient for Digital Competence is very small (β = 0.004). Interpretation stays cautious, since the measurement and structural results contain reporting inconsistencies.
Conclusion: The findings imply that digital leadership and employee self-efficacy matter for performance in this setting. The cross-sectional design and the limitations in the reported model diagnostics constrain any causal interpretation.

To cite this article: Faisuri, F., & Wicaksana, H. H. (2026). Digital leadership, digital competence, work motivation, digital culture, and employee performance in Indonesian local government: Self-efficacy as a mediating variable. *INKUBIS: Jurnal Ekonomi dan Bisnis, 8*(4), 3358–3370. https://doi.org/10.59261/inkubis.v8i4.531

INTRODUCTION

Across the globe, public-sector organizations are undergoing a profound digital transformation, as governments adopt integrated information systems, data-driven decision-making, and digital service-delivery platforms to improve transparency, efficiency, and public value (Cyfert, 2025; Javed et al., 2025). This global shift has redefined the competencies, leadership styles, and organizational cultures required of civil servants, placing employee performance at the centre of successful digital government. Yet the extent to which such transformation translates into improved performance varies widely across institutional and national contexts, particularly in developing economies where digital infrastructure and human-capital readiness remain uneven.

Within the local government of Tangerang Regency, and specifically at its Regional Secretariat, digital transformation is examined in the context of the Regional Government Information System (SIPD). SIPD and employee competence have been studied in relation to the quality of regional financial reporting (Timang et al., 2025). Waluyo (2024) examines digital literacy and employee performance in Kesbangpol Kabupaten Solok Selatan, while Sulaiman (2023) addresses integrity, organizational support, and teamwork. These studies provide related administrative context, but do not establish the frequency or performance impact of SIPD disruptions at the Tangerang Regency Regional Secretariat. The present study therefore focuses on employees' reported perceptions and performance rather than quantified system disruptions.

Within this context of digital transformation, internal individual and organizational factors become critical to the success of new technology implementation (Cyfert, 2025). Employee performance is a central determinant of successful technology adaptation, since organizational success or failure is directly tied to the work carried out by its employees (Mohamed, 2022). Management uses performance as a mechanism to communicate goals and standards to employees and to encourage improved performance in the interest of the institution (Simon et al., 2024).

Employee performance is commonly assessed through quality, quantity, and reliability of work. Digital leadership, digital competence, work motivation, and digital culture are key variables that can influence employee performance both directly and indirectly (Annisa et al., 2024). Digital leadership plays a role in articulating a clear transformation vision and guiding employees through technological change (Simon et al., 2024), directly improving performance by providing direction for adaptation to information systems (Arham & Norizan, 2024). Furthermore, visionary digital leaders build employee trust in digital change through transparent communication and active involvement (Ismail et al., 2025). Digital competence allows employees to use technology innovatively and efficiently (Ingsih et al., 2024). Proficient use of information technology enables leadership directives to be translated into accurate, timely work output (Ingsih et al., 2021, 2024), whereas low digital competence can hinder the implementation of digital-leadership-driven policy (Ingsih et al., 2024).

Work motivation is a principal driver of commitment and productivity, sustaining employees' persistence in completing digital tasks despite recurring technical obstacles (Simon et al., 2024); high motivation ensures that employees' digital competence is translated into optimal performance (Indriyani et al., 2020), and motivated employees tend to proactively seek solutions when confronted with new information systems (Firgan, 2023). Digital culture shapes a work environment that supports collaboration and adaptability to change (Andriani et al., 2025); norms of technological knowledge-sharing among employees increase collective motivation to achieve organizational targets (Shin et al., 2023), and a conducive digital culture sustains work motivation amid the dynamics of digital transformation (Azra et al., 2024).

In addition, self-efficacy an individual's belief in their own capability to complete tasks is an important variable that mediates the relationship between digital leadership and employee performance (Annisa et al., 2024). Employees with high self-efficacy tend to be more confident and effective in overcoming digital challenges, sustaining performance even when facing complex and dynamic systems (Elkhani et al., 2014; Rivera, 2024). Furthermore, self-efficacy strengthens employee performance by increasing confidence in navigating complex digital administrative challenges (Yang et al., 2025), whereas employees with low self-efficacy tend to withdraw or avoid engagement when system interfaces change, hindering adaptation and performance (Elkhani et al., 2014; Rivera, 2024). Strengthening this internal factor is therefore critical to mitigating the negative impact of system transitions on productivity in regional financial administration (Saleem et al., 2022a); approaches that build self-efficacy, such as empowering training and psychological support, can help employees become more prepared and resilient in performing tasks in the digital era (Saleem et al., 2022a).

Employee performance is the outcome an individual achieves in carrying out assigned responsibilities in accordance with organizational standards (Lourensia & Lianto, 2026; Mujeeb et al., 2021). It reflects the extent to which employees achieve organizational goals effectively and efficiently (Azra et al., 2024), and is shaped by ability, motivation, and a supportive work environment (Hadi, 2023). High employee performance indicates an individual's optimal contribution to the organization (Elsawy & Abu-alhaija, 2026); improving performance therefore

requires a comprehensive approach, including the strengthening of technological and digitalization capabilities within the work (Ali, 2020; Mehreen & Ali, 2022). Employee performance thus stands as a key indicator for evaluating the success of human-resource management within an organization (Andriani et al., 2025).

Digital leadership is defined as a leader's capability to direct, motivate, and manage an organization through the use of digital technology (Pambudi et al., 2024). It is grounded in transformational leadership theory, which emphasizes a leader's ability to articulate a vision and drive technology-based change (Y. Li et al., 2026) . Digital leaders shape an innovative and adaptive work environment Qiao & Li (2024), Yu & Xiang (2025) and strengthen employees' confidence in using technology (Cyfert, 2025). Digital leadership emphasizes not only technical proficiency but also the capacity to build an environment that is adaptive to technological change (Javed et al., 2025), making it a critical factor for improving both performance and self-efficacy in the era of digital transformation (Yang et al., 2025).

Digital competence refers to an individual's ability to use digital technology to support effective task performance (Kevitt et al., 2025), integrating knowledge, skills, and attitudes toward technology use (Ingsih et al., 2024). In modern organizations, digital competence is essential for adapting to technological change (Garini, 2023); individuals with strong digital competence tend to work more productively and innovatively, contributing to improved effectiveness and quality of performance (Cyfert, 2025). Mastery of digital competence enables employees to work more efficiently and adaptively amid technology-based changes to work systems, optimize the use of information systems, improve accuracy, and accelerate task completion (Lam et al., 2025).

Work motivation represents the drive that shapes the direction, intensity, and persistence of individual behavior at work (Bimantara & Atidira, 2026; Dhermawan et al., 2012). Needs-based theory explains that individuals are driven to work in order to satisfy a hierarchy of needs, from basic needs to self-actualization (Barasa et al., 2018; Suyono & Elisabeth, 2025). High motivation drives employees to exert greater effort toward achieving work targets (Hadi, 2023), and is associated with increased productivity and quality of output (Khansa, 2024). Work motivation is thus an important determinant in shaping optimal employee performance (Roni et al., 2018; Soeryanto & Soemadi, 2023).

Digital culture is the set of organizational values, norms, and practices that support the use of technology in work activities (Azra et al., 2024). Organizational culture shapes individual behavior patterns at work and determines how employees adapt to change (Shin et al., 2023). In the digital era, a culture that is adaptive to technology fosters innovation and flexibility Pangarso et al. (2022) and influences employee performance through enhanced collaboration and work effectiveness (Andriani et al., 2025). A strong digital culture increases organizational readiness for digital transformation, making it a strategic factor in improving employee performance in the era of digitalization (Cyfert, 2025). Digital culture extends beyond technology use to encompass a mindset that is open to change and continuous learning (Wang, 2025).

Self-efficacy is an individual's belief in their capability to complete tasks and achieve specific goals (Pambudi et al., 2024). Individuals with high self-efficacy demonstrate greater effort and resilience when facing work challenges (Saleem et al., 2022a), and self-efficacy shapes how individuals think, act, and make decisions in a work context (Yang et al., 2025). Employees with high self-efficacy tend to have strong confidence, cope well with obstacles, and demonstrate persistence in completing tasks, while those with low self-efficacy are more prone to doubt and suboptimal task completion (Lam et al., 2025). Within organizations, self-efficacy is thus an important psychological factor that significantly shapes employee performance (Saleem et al., 2022a).

Prior research has separately established that digital leadership positively influences employee performance (Elsawy & Abu-alhaija, 2026; Mamdouh, 2025; Mohamed, 2022; Qiao & Li, 2024; Shin et al., 2023; Yang et al., 2025); that digital competence directly affects employee performance (Cheng et al., 2024; Cyfert, 2025; Ingsih et al., 2024; Lam et al., 2025; Syahputra et al., 2025); that work motivation positively affects employee performance (Firgan, 2023; Indriyani et al., 2020; Khansa, 2024; Mohamed, 2022; Regen et al., 2020; Yuli, 2021); that digital culture positively affects employee performance (Andriani et al., 2025; Annisa et al., 2024; Azra et al., 2024; Pangarso et al., 2022; Shin et al., 2023); that digital leadership directly affects self-efficacy (Annisa et al., 2024; Cheng et al., 2024; Elsawy & Abu-alhaija, 2026; Y. Li et al., 2026; Pambudi et

al., 2024); that self-efficacy positively affects employee performance (Annisa et al., 2024; Hadi, 2023; Islam & Islam, 2025; Mamdouh, 2025; Mujeeb et al., 2021; Yang et al., 2025); and that self-efficacy mediates the relationship between digital leadership and employee performance (Annisa et al., 2024; Elsawy & Abu-alhaija, 2026; Hadi, 2023; Janah, 2022; Y. Li et al., 2026; Mujeeb et al., 2021; Saleem et al., 2022a; Yang et al., 2025).

Prior studies differ in their outcomes and organizational settings. Cheng et al. (2024) examine employability among working undergraduates, while Shin et al. (2023) address organizational performance, digital culture, and digital capabilities in South Korea. Annisa et al. (2024) already examine employee performance with self-efficacy as a mediator in Indonesian banking. Thus, mediation itself is not a new contribution; the remaining question is whether a related framework is informative in a local-government secretariat.

Annisa et al. (2024) examine digital leadership, digital competence, digital culture, and employee performance with self-efficacy as a mediator in the banking sector. The present study applies a related framework to the Regional Secretariat of Tangerang Regency and includes work motivation as a direct predictor. Its contextual contribution is to examine these relationships in local-government administration, where evidence from banking cannot automatically be generalized.

The contribution of this study is contextual: it examines digital leadership, digital competence, work motivation, digital culture, and self-efficacy in relation to employee performance in an Indonesian local-government secretariat. The model applies transformational-leadership and social-cognitive perspectives to this setting. Its findings may inform leadership development and employee support, subject to the limitations of the reported measurement and structural results.

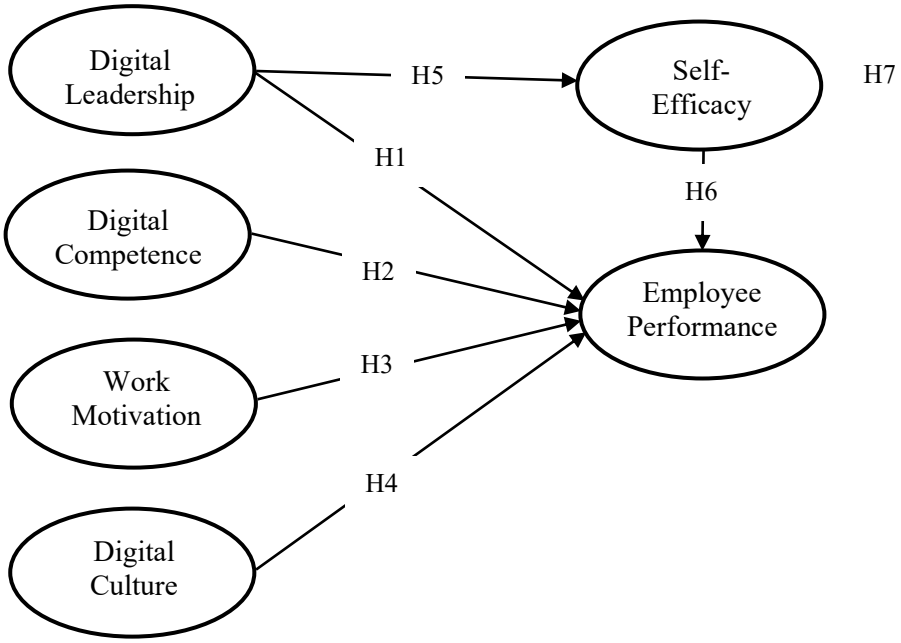


Figure 1. Research Model
Source: The author's data analysis results (2026)
(Elsawy & Abu-alhaija, 2026; Ingsih et al., 2022; Kusumah & Indrayanto, 2021; J. Li et al., 2026; Pangarso et al., 2022; Saleem et al., 2022; Annisa et al., 2024)

Accordingly, this study pursues three objectives: (1) to examine the direct effects of digital leadership, digital competence, work motivation, and digital culture on employee performance; (2) to test the effect of digital leadership on self-efficacy and of self-efficacy on employee performance; and (3) to determine whether self-efficacy mediates the relationship between digital leadership and employee performance. Theoretically, the findings are expected to enrich the literature on digital leadership and social-cognitive theory in public administration. Practically, they are intended to guide local-government institutions in designing leadership-development and competence-building programs that strengthen employee self-efficacy and

performance. The implications extend to policy formulation on human-capital readiness for sustaining digital transformation in the public sector.

Hypothesis Development

Digital leadership is anchored in transformational leadership theory, which highlights a leader's capacity to propel organizational change (Elsawy & Abu-alhaija, 2026). Empirical evidence indicates that leaders who make effective use of digital technology enhance the efficiency of organizational work processes (Qiao & Li, 2024), and that digital leadership positively affects employee performance (Mohamed, 2022). In practical terms, leaders' adoption of technology eases coordination and communication (Mamdouh, 2025). Employees given clear direction accomplish tasks more efficiently (Shin et al., 2023), which ultimately lifts productivity and the quality of work output (Yang et al., 2025).
H1: Digital Leadership has a positive effect on Employee Performance.

Digital competence is a vital element underpinning work effectiveness in the era of digital transformation (Ingsih et al., 2024). The capacity to use technology lets employees finish work more quickly and accurately (Syahputra et al., 2025), and competence exerts a significant influence on improving employee performance (Cheng et al., 2024). Employees who have mastered technology adapt more readily to changes in work systems (Cyfert, 2025), and the appropriate use of technology raises task efficiency and, in turn, overall employee performance (Lam et al., 2025).
H2: Digital Competence has a positive effect on Employee Performance.

Work motivation stems from the degree of effort and persistence an individual brings to the job (Khansa, 2024). Strong motivation leads individuals toward optimal work outcomes (Indriyani et al., 2020), and motivation significantly influences employee performance (Regen et al., 2020). In organizational contexts, highly motivated employees exhibit greater enthusiasm for their work (Firgan, 2023), which allows them to work with sharper focus and responsibility and thereby improves overall performance (Al Smadi et al., 2023; Yuli, 2021).
H3: Work Motivation has a positive effect on Employee Performance.

Digital culture mirrors the organizational values that endorse the use of technology in work activities (Pangarso et al., 2022). A technology-adaptive culture enhances the effectiveness of employees' work (Andriani et al., 2025), and digital culture has a bearing on employee performance (Azra et al., 2024). In practice, digital culture prompts employees to make the most of technology (Shin et al., 2023). Furthermore, a work environment that encourages innovation reinforces collaboration among employees and, in turn, improves their performance (Annisa et al., 2024).
H4: Digital Culture has a positive effect on Employee Performance.

Digital leadership molds individuals' confidence in their technological ability (Pambudi et al., 2024). Leaders who offer direction, support, and opportunities to learn bolster employee confidence (Cheng et al., 2024), and digital leadership has been found to raise employee self-efficacy (Annisa et al., 2024). Within organizations, leadership support assists employees in grasping technology use more fully (Y. Li et al., 2026) ; those who receive guidance feel more assured at work, which increases their self-efficacy in tackling work-related technological tasks (Elsawy & Abu-alhaija, 2026).
H5: Digital Leadership has a positive effect on Self-Efficacy.

Self-efficacy is a person's belief in their own ability to complete tasks and reach set targets (Mamdouh, 2025). Within social cognitive theory, self-efficacy governs the way individuals think, act, and motivate themselves at work (Annisa et al., 2024). Empirical findings demonstrate that self-efficacy exerts a positive and significant effect on employee performance by boosting effort and persistence on the job (Hadi, 2023). Employees high in self-efficacy are typically more confident in finishing tasks (Lourensia & Lianto, 2026; Mujeeb et al., 2021), which equips them to meet challenges and make work decisions more assertively, thereby enhancing both the quality

and the quantity of their performance (Yang et al., 2025).
H6: Self-Efficacy has a positive effect on Employee Performance.

Within social cognitive theory, self-efficacy operates as a psychological variable that links the environment's influence to individual behavior (Annisa et al., 2024). As an organizational environmental factor, digital leadership can reinforce self-efficacy through support, direction, and the facilitation of technology use (Lourensia & Lianto, 2026; Mujeeb et al., 2021). Empirical work indicates that self-efficacy mediates the relationship between digital leadership and employee performance (Yang et al., 2025). Digital leadership builds employees' confidence in meeting technology-based job demands (Saleem et al., 2022a), and heightened self-efficacy prompts them to work more effectively and adaptively (Elsawy & Abu-alhaija, 2026). Consequently, digital leadership affects performance not only directly but also by way of strengthened self-efficacy (Hadi, 2023). This mechanism draws on Bandura's social cognitive theory, in which environmental influences shape behavior through individuals' efficacy beliefs: digital leadership supplies the mastery experiences, modeling, and verbal persuasion that elevate employees' self-efficacy, which is then converted into higher performance (Annisa et al., 2024; Yang et al., 2025). Casting self-efficacy as this psychological conduit—rather than as a parallel predictor—represents the study's central theoretical contribution.
H7: Self-Efficacy mediates the relationship between Digital Leadership and Employee Performance.

METHOD

This study employed a quantitative approach that combined descriptive and verificative methods. Primary data were gathered via an online questionnaire (Google Form) circulated to employees of the Regional Secretariat of Tangerang Regency, Indonesia. Answers were recorded on a five-point Likert scale (1 = strongly disagree to 5 = strongly agree).

A quantitative approach was chosen to investigate the direction and strength of the associations among the specified constructs. The descriptive portion depicts employees' perceptions, whereas the explanatory portion estimates the hypothesized direct and indirect relationships. Being a cross-sectional questionnaire study, the design permits tests of statistical associations but cannot establish temporal order or causality.

The study was conducted at the Regional Secretariat of Tangerang Regency, Indonesia. This local-government administrative context is pertinent because its employees rely on digital systems, SIPD among them, in carrying out their work. The results pertain specifically to this institution and do not demonstrate its representativeness of other regional-government bodies.
The questionnaire addressed six constructs: Employee Performance (Ali, 2020; Mehreen & Ali, 2022), Digital Leadership (Yu & Xiang, 2025), Digital Competence (Lam et al., 2025), Work Motivation (Farid, 2024), Digital Culture (Wang, 2025), and Self-Efficacy (Lam et al., 2025). The indicators retained in the reported measurement model are listed in Table 1.

A saturated sampling technique was applied, so that all 206 employees of the Regional Secretariat of Tangerang Regency served as respondents. This yields complete coverage of the defined institutional population. Coverage on its own, however, does not guarantee statistical power or the stability of every PLS-SEM estimate.

Before the main survey, a pretest with 30 respondents was carried out in SPSS version 31 to check item clarity and logical consistency. Construct validity at this stage was judged through the Kaiser-Meyer-Olkin (KMO) and Measure of Sampling Adequacy (MSA) values against a minimum cut-off of 0.5, while internal reliability was judged through Cronbach's Alpha, with values exceeding 0.7 taken as adequate consistency.
After the pretest, data from the 206 respondents were examined in two evaluation stages: the outer (measurement) model and the inner (structural) model. The outer-model stage addressed convergent validity (factor loading > 0.70; Average Variance Extracted (AVE) > 0.50), composite reliability (> 0.70), discriminant validity, and Cronbach's Alpha (> 0.60). The inner-model stage relied on path coefficients to test the significance of the hypotheses, on R^2 values to indicate the share of variance in endogenous constructs accounted for by the exogenous constructs, and on bootstrap significance judged at $p < 0.05$ using the reported two-tailed p-values. Model fit was assessed with the Standardized Root Mean Square Residual (SRMR) and the Normed Fit Index

(NFI), in line with Hair et al. (2019) and J. Hair & Sabol (2025).

PLS-SEM was preferred over covariance-based SEM (CB-SEM) and multiple regression for reasons consistent with the study's aims. First, the research leans toward prediction and theory building—accounting for and maximizing the variance in employee performance—rather than toward strictly confirming a single theory, an orientation that plays to the strength of PLS-SEM (J. F. Hair et al., 2019; J. Hair & Sabol, 2025). Second, PLS-SEM handles complex models featuring mediating relationships and numerous constructs without imposing restrictive distributional assumptions on the data. Third, it works robustly with reflectively measured latent constructs, which makes it well suited to examining the direct and mediated pathways at the heart of this study.

The questionnaire captured employees' self-reported perceptions. Because the available manuscript supplies no documentary record of consent, institutional permission, or ethical review, no further procedural claims are advanced here.

Since the data were self-reported and drawn from one source, common-method bias stays a possible limitation. As the numerical outputs for Harman's single-factor test and the full-collinearity VIF are not reported, the available evidence cannot confirm that common-method bias is absent. The sample consisted of 206 respondents. No a priori power-analysis output appears in the reported materials, so no independently documented statistical-power result is asserted.

RESULTS AND DISCUSSION

Sample Profile

All 206 employees of the Regional Secretariat of Tangerang Regency participated as respondents, using a saturated sampling technique. Of the respondents, 61.17% were male and 38.83% were female. By education level, the majority held a bachelor's degree (53.88%), followed by a master's degree (22.82%), senior high school (14.08%), diploma (7.77%), elementary school (0.97%), and junior high school (0.49%).

Prior to the main survey, a pretest involving 30 respondents was conducted to evaluate item relevance and statistical adequacy. Results using Principal Component Analysis (PCA) indicated that all constructs — Digital Leadership (DL1–DL6), Digital Competence (DC1–DC5), Work Motivation (WM1–WM3), Digital Culture (DCu1–DCu4), Self-Efficacy (SE1–SE6), and Employee Performance (EP1–EP6) — achieved satisfactory KMO and MSA values above 0.5, with all item factor loadings exceeding 0.70, indicating strong contribution to the measured constructs.

Measurement Model

The reported measurement-model evaluation considered convergent validity and internal-consistency reliability. Table 1 lists five Digital Leadership, three Digital Competence, three Work Motivation, four Digital Culture, six Self-Efficacy, and six Employee Performance indicators, totaling 27 retained indicators. The earlier description of 28 retained indicators is inconsistent with this inventory. The tabulated estimates are retained as reported, but the Work Motivation loading range and AVE are not arithmetically compatible for three indicators; consequently, the measurement model cannot be treated as fully established from these summaries alone.

As presented in Table 1, Digital Leadership indicators showed factor loadings between 0.922 and 0.970 (Cronbach's α = 0.976; CR = 0.981; AVE = 0.912). Digital Competence indicators showed very high loadings between 0.994 and 0.998 (Cronbach's α = 0.976; CR = 0.997; AVE = 0.992). Work Motivation indicators ranged from 0.750 to 0.972 (Cronbach's α = 0.950; CR = 0.968; AVE = 0.909). Digital Culture indicators ranged from 0.944 to 0.959 (Cronbach's α = 0.967; CR = 0.976; AVE = 0.909). Self-Efficacy indicators ranged from 0.925 to 0.960 (Cronbach's α = 0.977; CR = 0.981; AVE = 0.896). Employee Performance indicators ranged from 0.933 to 0.957 (Cronbach's α = 0.978; CR = 0.982; AVE = 0.900). All constructs therefore satisfied convergent validity (AVE > 0.50) and internal-consistency reliability (Cronbach's Alpha > 0.60; Composite Reliability > 0.70).

Table 1
Measurement Model Results

Construct	Indicator	Factor Loading	Cronbach's α	Composite Reliability	AVE
Digital Leadership (DL)	DL1–DL5	0.922–0.970	0.976	0.981	0.912
Digital Competence (DC)	DC1, DC3, DC5	0.994–0.998	0.976	0.997	0.992
Work Motivation (WM)	WM1–WM3	0.750–0.972	0.950	0.968	0.909
Digital Culture (DCu)	DCu1–DCu4	0.944–0.959	0.967	0.976	0.909
Self-Efficacy (SE)	SE1–SE6	0.925–0.960	0.977	0.981	0.896
Employee Performance (EP)	EP1–EP6	0.933–0.957	0.978	0.982	0.900

Source: Authors' Analysis (2026)

The manuscript reports SRMR = 0.071 and NFI = 0.681. The SRMR is below the stated 0.10 threshold, whereas NFI = 0.681 does not support a strong overall-fit claim. The Fornell–Larcker matrix and the calculation underlying the reported Q^2 are not supplied; discriminant validity and predictive relevance therefore cannot be established from the available summaries. An HTMT assessment is relevant to discriminant validity, especially given the reported Digital Leadership–Self-Efficacy path coefficient of 0.988 and the very high Digital Competence loadings.

The manuscript reports R^2 = 0.490 for Employee Performance, representing 49% explained variance in the fitted model; the remaining variance cannot be attributed to particular unmeasured factors from these data. For Self-Efficacy, $0.988^2 \approx 0.976$ is an algebraic implication of the reported single-predictor standardized path, rather than an independently supplied R^2 output. It is not presented as a corrected empirical estimate. The reported effect-size statements are omitted because the underlying model-comparison results are unavailable and one referred to a Digital Culture–Self-Efficacy path absent from the specified model. The near-unity leadership–efficacy coefficient also warrants caution about construct overlap and coefficient stability.

Structural Model and Hypothesis Testing

Table 2 presents the reported bootstrap path estimates. The listed p-values correspond approximately to two-tailed tests, so significance is interpreted at $p < 0.05$ rather than using the stated one-tailed threshold. All seven reported estimates meet this criterion. Digital Leadership (H1: $\beta = 0.310$; $t = 4.530$; $p < 0.001$), Digital Competence (H2: $\beta = 0.004$; $t = 2.008$; $p = 0.045$), Work Motivation (H3: $\beta = 0.104$; $t = 2.258$; $p = 0.024$), and Digital Culture (H4: $\beta = 0.295$; $t = 4.516$; $p < 0.001$) have positive reported relationships with Employee Performance. These are conditional on the limitations of the reported model diagnostics.

Digital Leadership shows a very strong reported relationship with Self-Efficacy (H5: $\beta = 0.988$; $t = 221.029$; $p < 0.001$). Self-Efficacy is positively related to Employee Performance (H6: $\beta = 0.297$; $t = 8.692$; $p < 0.001$). The reported indirect estimate is positive (H7: $\beta = 0.292$; $t = 8.707$; $p < 0.001$). The product of the displayed component coefficients is approximately 0.293, close to the reported indirect estimate; the available rounded summaries do not resolve this difference. These estimates describe statistical relationships and do not establish a causal mediation mechanism.

Table 2
Results of Hypothesis Testing

Hypothesis	Path	Path Coefficient (β)	t-statistic	p-value	Result
H1	Digital Leadership → Employee Performance	0.310	4.530	< 0.001	Supported
H2	Digital Competence → Employee Performance	0.004	2.008	0.045	Supported
H3	Work Motivation → Employee Performance	0.104	2.258	0.024	Supported

Hypothesis	Path	Path Coefficient (β)	t-statistic	p-value	Result
H4	Digital Culture → Employee Performance	0.295	4.516	< 0.001	Supported
H5	Digital Leadership → Self-Efficacy	0.988	221.029	< 0.001	Supported
H6	Self-Efficacy → Employee Performance	0.297	8.692	< 0.001	Supported
H7	Self-Efficacy mediates Digital Leadership → Employee Performance	0.292	8.707	< 0.001	Supported

Source: Authors' Analysis (2026)

Discussion

The reported H1 estimate indicates a positive association between Digital Leadership and Employee Performance (β = 0.310). This is consistent with the leadership–performance relationships discussed by Mohamed (2022) and Qiao and Li (2024). Leadership direction and support offer a plausible interpretation, but the cross-sectional data do not establish that changes in leadership caused performance improvements.

The reported H2 estimate is positive and statistically significant, but its magnitude is very small (β = 0.004; p = 0.045). It provides limited evidence of practical importance in this model. Technical system constraints are a possible explanation, but their moderating effect was not tested. Thus, the result should not be used to conclude either that digital competence is unimportant or that SIPD constraints explain the small coefficient.

Work Motivation has a positive reported association with Employee Performance (H3: β = 0.104). This result is consistent with the motivation–performance relationships discussed by Firgan (2023), Indriyani et al. (2020), and Mohamed (2022). Effort and persistence offer a theoretical explanation; however, the supplied results do not include item-level distributions or tests of workload and system conditions.

Digital Culture has a positive reported association with Employee Performance (H4: β = 0.295). A work environment that supports digital practices may help employees coordinate and adapt. This interpretation relates to Andriani et al. (2025) and Shin et al. (2023), but the present model does not separately test innovation norms, feedback channels, or knowledge sharing as explanatory mechanisms.

Digital Leadership has the strongest reported path coefficient in the model, relating to Self-Efficacy (H5: β = 0.988). This is consistent with the hypothesis that leadership support is associated with employee confidence. Its near-unity magnitude also raises concerns about construct overlap or collinearity. Without the original discriminant-validity and collinearity diagnostics, it should not be interpreted as proof that leadership almost entirely determines self-efficacy.

Self-Efficacy has a positive reported association with Employee Performance (H6: β = 0.297). This is consistent with the self-efficacy–performance relationships discussed by Mamdouh (2025), Mujeeb et al. (2021), and Yang et al. (2025). Confidence and persistence provide a theoretical interpretation, but item-level correlations and changes in performance over time are not reported.

The reported H7 estimate is consistent with a positive indirect association between Digital Leadership and Employee Performance through Self-Efficacy. This relates to the mediation framework examined in banking by Annisa et al. (2024). The finding is compatible with a social-cognitive explanation, but a cross-sectional model cannot establish the temporal sequence from leadership to confidence and then performance or demonstrate a sustained intervention effect.

Table 2a summarizes the reported direct and indirect estimates. Their sum is 0.602, and the indirect-to-total ratio is approximately 48.5%; both are arithmetic summaries of the displayed coefficients. Positive and significant direct and indirect estimates are consistent with complementary partial mediation, conditional on model validity. Original bootstrap confidence intervals are unavailable and are therefore omitted. A significance conclusion for the total effect cannot be established by adding coefficients alone.

CONCLUSION

The reported estimates lend support to positive associations between employee performance and digital leadership, digital competence, work motivation, and digital culture at the Regional Secretariat of Tangerang Regency. Self-efficacy is positively linked to performance and conveys a positive indirect association between digital leadership and performance. Because the digital competence coefficient is very small, its statistical significance ought not be taken as practical importance. These conclusions remain conditional on the unresolved inconsistencies in the reported measurement and structural diagnostics.

The study brings transformational-leadership and social-cognitive perspectives to the digital transformation of local government. Its results imply that leadership development, mentoring, and support for employees' confidence in using digital systems could be worthwhile managerial priorities. The cross-sectional evidence, however, does not confirm the effectiveness of any specific intervention. The study is constrained by its cross-sectional design, its reliance on self-reported measures, and its focus on a single institution. Common-method bias cannot be excluded on the basis of the supplied results. Inconsistent indicator counts, the incompatible Work Motivation loading and AVE summaries, the missing discriminant-validity and bootstrap outputs, and the near-unity leadership–efficacy coefficient add further limits to interpretation. Future research should adopt longitudinal or multi-site designs, objective measures of performance, and complete measurement and structural diagnostics in order to test the robustness of these relationships.

ACKNOWLEDGEMENT

The authors gratefully acknowledge all respondents who participated in this study, and the support of the Faculty of Economics and Business, Universitas Esa Unggul, and the Regional Secretariat of Tangerang Regency.

AUTHOR CONTRIBUTION STATEMENT

Fahmi Faisuri contributed to conceptualization, data curation, formal analysis, investigation, methodology, visualization, and manuscript drafting and revision. Harits Hijrah Wicaksana contributed to supervision, conceptualization, methodology, validation, and manuscript review and editing.

REFERENCES

Al Smadi, A. N., Amaran, S., Abugabah, A., & Alqudah, N. (2023). An examination of the mediating effect of Islamic Work Ethic (IWE) on the relationship between job satisfaction and job performance in Arab work environment. *International Journal of Cross Cultural Management*, *23*(1), 59–77.

Ali, Z. (2020). An empirical investigation of predicting employee performance through succession planning: The job demands and resources perspective. *Evidence-Based HRM*, *8*(1), 79–91. https://doi.org/10.1108/EBHRM-11-2018-0069

Andriani, H., Anggraini, D. U., Golam, M. Y., & Linda, S. (2025). The influence of digital culture on employee performance with work discipline as a moderating variable. *Journal of Management Studies*, *4*(1), 190–195.

Annisa, S., Siahaan, E., & Lumbanraja, P. (2024). Impact of digital transformation on banking employee performance with self-efficacy as a mediator. *Problems and Perspectives in Management*, *22*(4), 523–531. https://doi.org/10.21511/ppm.22(4).2024.39

Arham, A. F., & Norizan, N. S. (2024). Enhancing academic performance: Investigating the nexus between digital leadership and the role of digital culture. *The Bottom Line*, *37*(3), 253–276. https://doi.org/10.1108/BL-05-2023-0138

Azra, A. D., Rubiyanti, R. N., Silvianita, A., & Widodo, A. (2024). The effect of digital culture on employee performance: A conceptual paper. *Journal of Business and Management*, *2*(5), 467–476.

Barasa, L., Gunawan, A., Sumali, B., & Ilmu, S. T. (2018). Determinants of job satisfaction and its implication on employee performance of port enterprises in DKI Jakarta. *International Journal of Business and Management Invention*, *8*(5), 43–49.

Bimantara, D. K., & Atidira, R. (2026). Pengaruh Kompensasi dan Motivasi Kerja terhadap Kinerja

Pegawai Dinas Lingkungan Hidup Kabupaten Buleleng. *Bisma: Jurnal Manajemen*, *12*(1), 40–49.

Cheng, K. M., Tunku, U., Rahman, A., & Wijaya, L. (2024). Investigating the mediating role of self-efficacy between digital leadership capability, intercultural competence, and employability among working undergraduates. *Higher Education, Skills and Work-Based Learning*, *14*(4), 796–820. https://doi.org/10.1108/HESWBL-02-2024-0032

Cyfert, S. (2025). Are we ready for digital transformation? The role of organizational culture, leadership and competence in building. *Central European Management Journal*, *33*(2), 219–231. https://doi.org/10.1108/CEMJ-11-2024-0346

Dhermawan, A. A. N. B., Sudibya, I. G. A., & Utama, I. W. M. (2012). Pengaruh motivasi, lingkungan kerja, kompetensi, dan kompensasi terhadap kepuasan kerja dan kinerja pegawai di lingkungan kantor Dinas Pekerjaan Umum Provinsi Bali. *Jurnal Manajemen, Strategi Bisnis Dan Kewirausahaan*, *6*(2), 173–184.

Elkhani, N., Soltani, S., & Ahmad, M. N. (2014). The effects of transformational leadership and ERP system self-efficacy on ERP system usage. *Journal of Enterprise Information Management*, *27*(6), 759–785. https://doi.org/10.1108/JEIM-06-2013-0031

Elsawy, M. M., & Abu-alhaija, A. S. (2026). *The Effect of Innovation and Adaptive Digital Leadership on Employee Performance in Egypt : The Mediating Role of Technical Self-Efficacy*.

Farid, H. (2024). Unmasking the interplay between gaslighting and job embeddedness: The critical roles of coworker support and work motivation. *Journal of Management & Organization*, 2300–2317. https://doi.org/10.1017/jmo.2024.63

Firgan, M. (2023). The effect of work motivation and work environment on employee performance through work engagement. *International Journal of Social Science and Business*, *12*(9), 134–143.

Garini, R. A. (2023). The effect of digital competence, work life balance and work stress towards service performance with moderation of emotional intelligence on employees of PT. X. *Journal of Business and Management Review*, *5*(2), 1–11.

Hadi, P. (2023). The influence of self-efficacy on employee performance mediated by work motivation and work engagement. *Research in Business & Social Science*, *12*(2), 653–661.

Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). *Multivariate data analysis* (8th ed.). Cengage Learning. https://scholar.google.com/scholar?q=Multivariate+data+analysis

Hair, J., & Sabol, M. A. (2025). Overview of multivariate data analysis, An. In *International encyclopedia of statistical science* (pp. 1853–1856). Springer.

Indriyani, R., Handjaya, H. P., & Gougui, A. (2020). Measuring employee performance of shuttle cock industry in Surakarta, Indonesia. *SHS Web of Conferences*, *01041*.

Ingsih, K., Astuti, S. D., & Riyanto, F. (2021). *The role of digital competence in improving service quality and employee performance*. 1–10.

Ingsih, K., Astuti, S. D., & Riyanto, F. (2024). The role of digital competence in improving service quality and employee performance. *SA Journal of Human Resource Management*, *22*, 1–9.

Ingsih, K., Jamalia, F. D., & Suhana, S. (2022). *Increasing OSH , Work Motivation , Employee Performance and Organizational Commitment of Hospital Employees*. 194–202.

Islam, M., & Islam, S. (2025). An empirical study on the relationship between self-efficacy, employees' creative performance, and thinking style in the Bangladeshi trade companies. *Future Business Journal*, 1–18. https://doi.org/10.1186/s43093-025-00501-1

Ismail, H. A., Kotp, M. H., Ahmed, H., Basyouny, A., Ezz, A., Sayed, S., Mohammed, S., Abdelaliem, F., Ahmeda, A., Hendy, A., & Aly, A. (2025). *Sustainable healthcare futures: How digital leadership stimulates nurses' green creativity — a quasi-experimental study*.

Janah, S. R. (2022). The mediating role of self-actualization in increasing millennial employee performance. *EUREKA: Social and Humanities*, *5*, 31–39. https://doi.org/10.21303/2504-5571.2022.002518

Javed, T., Azhar, J., Shabbir, M. F., & Nasir, A. (2025). *Sustainable performance in public sector universities of Punjab: Examining the moderating impact of digital leadership amid digital transformation and innovativeness*. 1–23.

Kevitt, C. M., Porcenaluk, S., & Connolly, C. (2025). *Effective professional development and gamification enacting curriculum changes in critical mathematics education*.

Khansa, M. (2024). Work motivation and work-life balance on employee performance as mediated

by job satisfaction. *International Journal of Business Management*, *13*(7), 239–253.

Kusumah, A. I., & Indrayanto, A. (2021). *A mediating and moderating role on employee performance appraisal*. *44*(12), 1639–1659. https://doi.org/10.1108/MRR-11-2020-0701

Lam, B. Q., Tran, H. Y., Nguyen, K. A., Nguyen, K. T., & Pham, M. (2025). Digital competence and digital entrepreneurial intention: A social cognitive approach. *Journal of Entrepreneurship*, *13*(2), 139–153.

Li, J., Wang, Y., & Han, J. (2026). *A study on the relationship between digital leadership , digital self-efficacy , and work engagement : the moderating role of technostress*. *February*. https://doi.org/10.3389/fpsyg.2026.1751207

Li, Y., Wu, J., Zhong, X., Zhao, T., Dai, P., Fan, Y., Zhang, X., & He, L. (2026). *The mediating role of innovative self-efficacy between transformational leadership and innovation performance among nurses in tertiary hospitals in China*.

Lourensia, L., & Lianto, L. (2026). Serving to Perform: Servant Leadership and Perceived Organizational Support On Employee Performance Through Employee Engagement. *Epsilon Journal of Management*, *4*(2), 124–141.

Mamdouh, A. (2025). Impact of digital leadership on employee performance with mediation roles of digital self-efficacy and employee motivation. *Journal of Business Research*, *9*(3), 109–129.

Mehreen, A., & Ali, Z. (2022). The interplay between employee development factors and succession planning in predicting employee performance: evidence from retail banks. *Industrial and Commercial Training*, *54*(3), 528–543.

Mohamed, S. M. (2022). *Employee performance as affected by the digital training, the digital leadership, and subjective wellbeing during COVID-19*. *6*(6), 540–553.

Mujeeb, T., Khan, N. U., Obaid, A., Yue, G., & Bazkiaei, H. A. (2021). *Do servant leadership self-efficacy and benevolence values predict employee performance within the banking industry in the post-COVID-19 era: Using a serial mediation approach*.

Pambudi, D. I., Suyatno, S., Wantini, W., Patimah, L., Mardati, A., & Nurfirdaus, N. (2024). The mediating role of meaning in work in promoting teachers' technology integration. *Frontiers in Education*. https://doi.org/10.3389/feduc.2024.1455669

Pangarso, A., Winarno, A., & Aulia, P. (2022). *Exploring the predictor and the consequence of digital organisational culture : a quantitative investigation using sufficient and necessity approach*. *2021*. https://doi.org/10.1108/LODJ-11-2021-0516

Qiao, G., & Li, Y. (2024). *The strategic role of digital transformation: Leveraging digital leadership to enhance employee performance and organizational commitment in the digital era*.

Regen, R., Johannes, Edward, & Yacob, S. (2020). Employee development model and an assessment on the perspectives of work behavior, motivation, and performance: Experience from the government of Kerinci Regency and the city of Sungai Penuh, Jambi Province, Indonesia. *Research in Business & Social Science*, *9*(2), 59–69.

Rivera, M. (2024). *Transformational Leadership Behaviors of Chief Information Officers During the Implementation of Enterprise Resource Planning Systems*. Grand Canyon University.

Roni, K. A., Moein, A., & Effendi, N. I. (2018). Determination of work motivation and its implication on employee performance secretariat of KPU Se-Province Jambi. *International Journal of Scientific Research*, *8*(6), 72–77.

Saleem, F., Malik, M. I., & Qasim, A. (2022a). *Supervisor support, self-efficacy, and employee performance: The mediating role of office de-clutter*.

Saleem, F., Malik, M. I., & Qasim, A. (2022b). *Supervisor Support , Self-Efficacy , and Employee Performance : The Mediating Role of Office De-Clutter*.

Shin, J., Mollah, A., & Choi, J. (2023). Sustainability and organizational performance in South Korea: The effect of digital leadership on digital culture and employees' digital capabilities. *Sustainability (Switzerland)*.

Siahaan, E., Annisa, S., & Lumbanraja, P. (2024). *Impact of digital transformation on banking employee performance with self-efficacy as a mediator*. https://doi.org/10.21511/ppm.22(4).2024.39

Simon, C., Dogbe, K., Ablornyi, K. K., Wise, W., & Pomegbe, K. (2024). Inducing employee performance among state-owned enterprises, through employee ethical behaviour and ethical leadership. *Social Responsibility Journal*, *20*(7), 1378–1397.

https://doi.org/10.1108/SRJ-11-2023-0650

Soeryanto, P. M., & Soemadi, A. (2023). The Effect of Working Hours and Work Discipline in Reviewing Employee Performance. *International Social Sciences and Humanities*, *2*(3), 1173–1177.

Sulaiman, S. (2023). Employee performance reform based on integrity, organizational support and team work. *Journal of Public Administration*, *3*(2), 105–114.

Suyono, J., & Elisabeth, D. R. (2025). The Determinant Factors of Employee Performance: Work Environment, Organizational Commitment, Job Satisfaction. *International Journal of Management, Business and Enterpreneurship*, *1*(2), 121–131.

Syahputra, M. D., Rahmawati, R., Claudia, M., & Rifani, A. (2025). The digital dilemma: How technostress and digital competence impact employee performance via job satisfaction. *International Journal of Economics, Business and Accounting Research (IJEBAR)*, *4*(6), 46–59.

Timang, R., Toding, A., Kristen, U., Paulus, I., Dinas, K., Pangan, P., & Papua, P. (2025). *Pengaruh SIPD dan kompetensi pegawai terhadap kualitas laporan keuangan Dinas Pertanian Pangan Kelautan dan Perikanan Papua Tengah*. *6*(2), 1251–1263.

Waluyo, B. (2024). *Hubungan antara literasi digital dan kinerja pegawai dalam era transformasi birokrasi di Kesbangpol Kabupaten Solok Selatan*. *1*(2), 102–109.

Wang, S. (2025). *Digital transformation and innovation performance in small- and medium-sized enterprises: A systems perspective on the interplay of digital adoption, digital drive, and digital culture*.

Yang, M., Talha, M., Zhang, S., & Zhang, Y. (2025). *Exploring the mechanisms linking digital leadership to employee creativity: A moderated mediation model*. 1–23.

Yu, J., & Xiang, K. (2025). *Transformational leadership, organizational resilience, and team innovation performance: A model for testing moderation and mediation effects*.

Yuli, Y. (2021). *The influence of work-family conflict and Islamic work ethics on employee performance: The mediation role of work motivation*.