Al-Kharaj: Journal of Islamic Economic and Business
Volume 8 (2), 2026
P-ISSN: 2686-262X; E-ISSN: 2685-9300

The Influence of Digital Transformation, Competence, and Work Discipline on Employee Performance at the Public Works and Spatial Planning Office of Selayar Islands Regency

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Keywords:
digital transformation, competence, work discipline, employee performance

Abstract

The Influence of Digital Transformation, Competence, and Work Discipline on Employee Performance at the Department of Public Works and Spatial Planning of Kepulauan Selayar Regency, Master's Thesis, Master of Management Program, Graduate School, Universitas Muhammadiyah Makassar, supervised by Supervisor I Muhammad Rusydi, and Supervisor II Andi Jam'an. This study aims to analyze and explain the Influence of Digital Transformation, Competence, and Work Discipline on Employee Performance at the Public Works and Spatial Planning Office of Selayar Islands Regency. This type of research uses a quantitative method, which is research based on data that can be calculated to produce a solid assessment using SPSS. This study used 65 respondents using multiple linear regression analysis techniques . The results of the study showed that Digital Transformation had a positive and significant effect on employee performance with P = 0.004 < 0.05 with a coefficient value of 3.289. Competency has a positive and significant effect on employee performance with P = 0.014 < 0.05 with a coefficient value of 2.251. Work Discipline has a positive and significant effect on employee performance with P = <0.001 < 0.05 with a coefficient value of 4.381. The Work Discipline variable is the most dominant variable that affects the Performance of Employees of the Public Works and Spatial Planning Office of the Selayar Islands Regency.

INTRODUCTION

The Department of Public Works and Spatial Planning of the Selayar Islands Regency plays a strategic role in the implementation of infrastructure development and regional spatial planning. As a technical agency in the public sector, employee performance is a key factor in ensuring the effectiveness of planning, implementation, and supervision of projects. However, there are still several obstacles, such as the suboptimal utilization of digital systems, limited competencies, and inconsistent work discipline. These conditions indicate the need to strengthen internal organizational factors to improve employee performance sustainably.

In line with the rapid development of globalization and modernization, human resources have become a central focus and foundation for organizations to survive in an increasingly competitive environment. Therefore, good performance is required to carry out operational activities within an institution in order to achieve organizational goals (Lumintang dan Rufial, 2021).

The rapid advancement of digital technology has driven major changes in government systems and public organizational governance. The Indonesian government, through the Ministry of Administrative and Bureaucratic Reform (Kementrian PANRB), emphasizes the importance of

digital transformation as an effort to accelerate public services that are efficient, effective, and transparent. The initiative to implement digitalization in government has evolved significantly since the concept of e-Government was introduced. Initially, this concept only focused on providing online public services, such as information portals and non-interactive e-services. However, along with technological developments, digital governance has now transformed into smart governance, which emphasizes the use of advanced technologies such as AI, big data, and the Internet of Things (IoT) to enhance public experience and satisfaction (Kementrian PANRB, 2024).

The Indonesian government, through the Ministry of PANRB, continues to promote digital transformation in governance through the Electronic-Based Government System (SPBE) policy. The strengthening of SPBE is officially regulated in Presidential Regulation Number 95 of 2018 concerning Electronic-Based Government Systems, which aims to create clean, effective, transparent, and accountable governance, as well as to improve the quality of public services. This policy emphasizes that digital transformation is not merely the use of technology but represents an integrated and electronic-based reform of government work systems.

Digital transformation in the government context is not only related to the use of technology but also involves changes in behavior, work systems, and human resource competencies. According to Riduan & Firdaus (2024), digital transformation requires readiness in digital competencies, including the ability to adapt to change, master technology, and understand digitalization processes within organizations.

Based on the evaluation report of the Electronic-Based Government System (SPBE), the SPBE index of the Selayar Islands Regency Government in 2024 was recorded at 2.57 out of a scale of 5. Based on the national SPBE assessment category, this score falls into the "Moderate" category, indicating that SPBE implementation has been carried out but is not yet optimal and still requires strengthening in system integration, governance, and human resource capacity. This condition indicates that digital transformation within local government, including the Department of Public Works and Spatial Planning of the Selayar Islands Regency, still needs improvement to better support employee performance and the quality of public services.

Furthermore, the 2023 annual report of the Department of Public Works and Spatial Planning (PUTR) of the Selayar Islands Regency indicates delays in the realization of several infrastructure projects due to a lack of digital-based coordination and limited employee capability in operating development administration system applications (Selayar, 2023).

Competence is defined as an underlying characteristic of an individual that is causally related to effective or superior performance in a job or situation (Spencer & Spencer, 2008). Competence includes knowledge, skills, self-concept, traits, and motives that drive individuals to achieve optimal work results. In the context of public organizations, employee competence is a key factor in ensuring that tasks and public services are carried out professionally, effectively, and in accordance with established standards.

Based on initial observations conducted at the Department of Public Works and Spatial Planning of the Selayar Islands Regency, it was found that some employees have not participated in technical training or competency development programs regularly in recent years. In addition, there are employees placed in positions that are not aligned with their educational background and expertise, resulting in suboptimal task implementation. This condition impacts the slow completion of administrative processes and the less optimal use of digital systems in supporting work.

The Technical Standards for Minimum Service Standards (SPM) in the Public Works sector are regulated in the Regulation of the Minister of Public Works and Housing Number 29/PRT/M/2018 concerning Technical Standards for Minimum Service Standards in Public Works and Housing. The targets and achievements of SPM in the Public Works and Spatial Planning sector include types of services based on two performance indicators, namely: fulfillment of daily basic drinking water needs and provision of domestic wastewater treatment services.

Table 1. Minimum Service Standards Achievement

No	Performance Indicator	Target	2021	2022	2023	2024	2025
1	Percentage of citizens receiving basic daily drinking water services	100%	53.79	54.20	76%	59.01%	100%
2	Percentage of citizens receiving domestic wastewater treatment services	100%	47.62	0	100%	0%	62.06%

Source: SPM Implementation Report of Selayar Islands Regency, 2025

Based on the data above, the realization of SPM performance in the Public Works sector remains low due to limited budget allocation for fulfilling the two indicators, suboptimal synergy among stakeholders involved in water and sanitation management, and limited human resources in these areas.

In addition to competence, work discipline is an important factor contributing to improving employee performance. Discipline reflects the level of compliance with regulations, punctuality, and responsibility for assigned tasks. According to organizational behavior theory, high discipline encourages the formation of a productive and professional work culture (Ivancevich et al., 2011). Hidayat & Suryani (2024) found that work discipline has a positive effect on the performance of civil servants at the Social Service Office of Tabalong Regency. Meanwhile, Hermanto et al. (2023) also showed that work discipline plays an important role in improving employee performance at the Department of Manpower and Industry of Padang City.

Based on initial observations at the Department of Public Works and Spatial Planning of the Selayar Islands Regency, several issues related to work discipline were identified. These include a lack of awareness among some employees regarding the importance of discipline, as evidenced by employees arriving late to work, returning late after breaks, and being absent from their workspaces during working hours despite having tasks to complete. This phenomenon, including low compliance with work schedules, delayed reporting, and weak responsibility, indicates the need to strengthen discipline to improve employee performance optimally.

Table 2. Employee Attendance Recapitulation for 2025

Month	Number of Employees	Working Days	Sick	Leave	Absent (No Notice)	Total Absent
January	65	19	3	5	2	10
February	65	20	2	4	3	9
March	65	19	4	5	2	11
April	65	16	2	3	1	6
May	65	18	3	5	2	10
June	65	18	4	4	2	10
July	65	23	2	6	3	11
August	65	20	3	5	2	10

September	65	21	2	4	2	8
October	65	23	4	6	3	13
November	65	20	3	5	2	10
December	65	21	2	4	2	8

Source: General, Personnel, and Legal Subdivision

Based on attendance data, employee absenteeism occurs every month due to sickness, leave, and absence without notice, reaching an average of 14.87% per month. Although the number is not very high, the presence of unexcused absences indicates that some employees still lack discipline. This aligns with field observations such as tardiness, absence after breaks, and low compliance with working hours.

Several previous studies reinforce the relationship between digital transformation, competence, work discipline, and employee performance. Riduan & Firdaus (2024) stated that digital transformation and digital competence significantly affect organizational performance in the telecommunications sector. Darmawan & Aliya (2024) found that digital transformation and competence have a positive correlation with employee performance in the public sector. Nurain et al. (2024) also proved that digital behavior contributes to improving employee performance in state-owned enterprises.

Although many studies have examined the influence of digital transformation, competence, and work discipline on employee performance, most have been conducted in the private sector, financial institutions, or government agencies in urban areas with relatively adequate infrastructure. Thus, there is an empirical gap, as few studies have simultaneously tested these three variables in technical public sector agencies located in archipelagic regions with infrastructure limitations, such as the Department of Public Works and Spatial Planning of the Selayar Islands Regency.

In addition, there is also a theoretical gap, as previous studies tend to separate digital transformation approaches, which focus on technological and organizational systems, from competence and work discipline approaches, which emphasize individual behavior and characteristics. The integration of these three variables into a comprehensive model to explain public sector employee performance remains limited. Therefore, this study aims to fill this gap by examining the simultaneous influence of digital transformation, competence, and work discipline on employee performance at the Department of Public Works and Spatial Planning of the Selayar Islands Regency.

Digital transformation theory emphasizes technological and organizational process aspects (Qiao et al., 2024), while competence and work discipline theories focus on individual and behavioral aspects (Lyle M. Spencer, 2008). Therefore, this study seeks to address this theoretical gap by examining how digital transformation, competence, and work discipline simultaneously influence employee performance in the Department of Public Works and Spatial Planning (PUTR) of the Selayar Islands Regency.

From the perspective of Al-Islam and Kemuhammadiyahan (AIK) values, employee performance is not only assessed in terms of productivity and efficiency but also from moral and spiritual dimensions. Islam emphasizes the importance of trustworthiness and professionalism in work. Allah SWT states in QS. An-Nahl verse 90:

۞ اِنَّ اللّٰهَ يَأْمُرُ بِالْعَدْلِ وَالْاِحْسَانِ وَاِيْتَآئِ ذِى الْقُرْبٰى وَيَنْهٰى عَنِ الْفَحْشَآءِ وَالْمُنْكَرِ وَالْبَغْيِ يَعِظُكُمْ لَعَلَّكُمْ تَذَكَّرُوْنَ ﴿٩٠﴾

"Indeed, Allah commands justice, good conduct, and giving to relatives, and forbids immorality, bad conduct, and oppression. He admonishes you that perhaps you will be reminded."

This verse emphasizes the importance of justice, goodness, and adherence to norms in all aspects of life, including the execution of job duties and responsibilities. In the context of public organizations, these values can be realized through discipline, compliance with regulations, and responsibility in completing work.

Work discipline reflects adherence to applicable rules and operational standards, aligning with the command to avoid wrongdoing and deviation. Meanwhile, optimal employee performance represents the implementation of ihsan (doing one's best) in fulfilling entrusted responsibilities. Thus, the values contained in QS. An-Nahl verse 90 serve as an ethical foundation for building discipline and improving employee performance within the Department of Public Works and Spatial Planning.

Based on the above description, this study aims to answer the main research question: **"To what extent do digital transformation, competence, and work discipline influence employee performance at the Department of Public Works and Spatial Planning of the Selayar Islands Regency?"**

METHODS

This study employs a quantitative research method. According to (Sugiyono, 2019), quantitative research can be defined as a method based on the philosophy of positivism, used to examine specific populations or samples, with data collection conducted through research instruments and data analysis carried out using quantitative or statistical techniques, aiming to test predetermined hypotheses. This study adopts a descriptive approach with the objective of describing the research object and the results obtained. Descriptive research is a method that systematically and accurately describes or provides an overview of the object under study through data or samples.

The research was conducted at the Office of the Public Works and Spatial Planning Agency of the Selayar Islands Regency, located at Jl. KH Abdul Kadir Kasim Number 7, Bontobangung, Bontoharu District, Selayar Islands Regency. The study was carried out over a period from January to April 2026. According to Sugiyono (2019), population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by the researcher to be studied and from which conclusions are drawn. The population in this study consists of all employees of the Public Works and Spatial Planning Agency of the Selayar Islands Regency, totaling 65 employees. The sample is part of the number and characteristics possessed by the population (Sugiyono, 2019). Since the population size is relatively small and entirely accessible, a census (total sampling) technique was used, meaning all members of the population were included as the sample. Sugiyono (2019) states that when the population is relatively small, it is advisable to use the entire population as the sample to obtain more representative results and minimize sampling error. Thus, the sample size in this study is 65 respondents, equal to the population.

The type of data used in this research is quantitative data, which consists of numerical values that can be processed or analyzed using statistical techniques (Syofian Siregar, 2013). The data sources are divided into primary and secondary data. Primary data refers to the main data obtained directly from research subjects through direct observation, interviews, and questionnaire

distribution to employees of the Public Works and Spatial Planning Agency of the Selayar Islands Regency. Secondary data refers to supporting data obtained from existing sources such as mass media, laws and regulations, articles, and other relevant information derived from the agency's profile and related materials. Data collection techniques include observation, questionnaires, and documentation. Observation involves direct monitoring and recording of events related to digital transformation, competence, work discipline, and employee performance. Questionnaires are distributed to 65 respondents and include structured questions regarding digital transformation, competence, work discipline, and employee performance. Documentation involves collecting data from institutional records and documents relevant to the research variables.

Operational definitions of variables explain how variables are measured in the study (Suharadi, 2023). This research includes three independent variables: Digital Transformation (X1), Competence (X2), and Work Discipline (X3), and one dependent variable: Employee Performance (Y). Digital transformation is defined as the integration of digital technology into all aspects of the organization, transforming how it operates and delivers value to stakeholders. In the public sector context, digital transformation enhances efficiency, transparency, and accountability. Its indicators include digitalization of planning and administrative processes, electronic-based project monitoring and control systems, and system integration and technological capacity (PP No. 95, 2018). Competence is defined as an individual's ability to perform tasks effectively and efficiently according to established standards, encompassing skills, knowledge, self-concept, traits, adaptability, and continuous learning (Wibowo, 2018). Work discipline refers to an individual's awareness of and compliance with organizational rules, with indicators including goals and abilities, leadership example, compensation, fairness, supervision, sanctions, assertiveness, and interpersonal relations (Hasibuan, 2019). Employee performance is defined as the quality and quantity of work achieved by an employee in carrying out assigned responsibilities, measured through indicators such as work quality, work quantity, reliability/ability, and attitude.

This study uses a Likert scale to measure respondents' perceptions of social phenomena. The scale is used to assess attitudes, opinions, and perceptions of individuals or groups (Sugiyono, 2019). The indicators are translated into instrument items in the form of statements or questions. The Likert scale applied in this study is as follows: Strongly Agree (5), Agree (4), Neutral (3), Disagree (2), and Strongly Disagree (1) (Sugiyono, 2019).

Validity testing is conducted to determine whether questionnaire items are capable of measuring what they are intended to measure. According to (Sugiyono, 2019), an instrument is considered valid if it has a correlation value above 0.30. Reliability testing is used to measure the consistency and stability of respondents' answers. An instrument is considered reliable if the Cronbach's Alpha value is above 0.60 and unreliable if it is below 0.60 (Sugiyono, 2019). The interpretation is as follows: 0.00–0.20 (less reliable), 0.21–0.40 (somewhat reliable), 0.41–0.60 (moderately reliable), 0.61–0.80 (reliable), and 0.81–1.00 (very reliable).

Data analysis techniques include descriptive statistical analysis, classical assumption tests, multiple linear regression analysis, and hypothesis testing. Descriptive statistical analysis is used to describe the characteristics and responses of respondents without making generalizations (Sugiyono, 2019). Classical assumption tests include normality, multicollinearity, and heteroscedasticity tests. The normality test aims to determine whether residual values are normally distributed. A good regression model has normally distributed residuals. The multicollinearity test examines whether there is a high correlation among independent variables, using Tolerance and Variance Inflation Factor (VIF) values. If VIF < 10 or tolerance > 0.01, multicollinearity does not

occur; otherwise, it does (Ghozali, 2016; Gujarati, 1999). The heteroscedasticity test determines whether there is variance inequality among residuals, assessed using scatterplots of ZPRED and SRESID. If a specific pattern appears, heteroscedasticity is present; if not, it is absent (Ghozali, 2005).

Multiple linear regression analysis is used to examine the influence of more than one independent variable on the dependent variable. The regression equation applied in this study is Y = a + b1X1 + b2X2 + b3X3 + e, where Y represents employee performance, a is a constant, b1, b2, and b3 are regression coefficients for digital transformation, competence, and work discipline respectively, X1 represents digital transformation, X2 represents competence, X3 represents work discipline, and e represents the error term.

Hypothesis testing includes the t-test, model feasibility test, and coefficient of determination (R^2). The t-test is used to assess the partial effect of independent variables on the dependent variable. If the significance value is less than 0.05, H^0 is rejected, indicating a significant effect; if greater than 0.05, H^0 is accepted, indicating no significant effect. The model feasibility test (F-test) evaluates whether the model is appropriate, with a significance level of 0.05. If the significance value is less than 0.05, the model is considered feasible; otherwise, it is not (Ferdinand, 2014). The coefficient of determination (R^2) measures the model's ability to explain the variation in the dependent variable. The value ranges between 0 and 1, where a higher value indicates better explanatory power and greater generalizability of the model (Ghozali, 2021).

RESULTS AND DISCUSSION

Respondent Characteristics

The described characteristics aim to facilitate the research process, while the sample used in this study consists of the entire population of employees at the Department of Public Works and Spatial Planning of the Selayar Islands Regency, totaling 65 respondents.

This study explains the characteristics of respondents, who are employees of the Department of Public Works and Spatial Planning of the Selayar Islands Regency, obtained through questionnaires. The characteristics referred to include respondent identities such as gender, age, education, and length of service. The respondent characteristics can be seen in Table 1 as follows:

Table 1. Respondent Characteristics

Respondent Characteristics	Category	Frequency	Percentage (%)
Gender	Male	31	47.7
	Female	34	52.3
Age	20–30	19	29.2
	31–40	33	50.8
	41–50	8	12.3
	51–60	5	7.7
Education	High School (SMA)	19	29.2
	Bachelor's Degree (S1)	40	61.5
	Master's Degree (S2)	6	9.2
Length of Service	0–2 years	13	20.0
	3–5 years	22	33.8

	5–7 years	15	23.1
	7–10 years	6	9.2
	>10 years	9	13.8

Source: Processed primary data, 2026

Based on Table 1, which presents the characteristics of respondents by gender, the study shows that out of 65 respondents, 31 are male (47.7%) and 34 are female (52.3%). Thus, it can be concluded that the number of female respondents is slightly higher than male respondents working at the Department of Public Works and Spatial Planning of the Selayar Islands Regency.

Furthermore, respondents aged 31–40 years amount to 33 individuals (50.8%), those aged 20–30 years total 19 individuals (29.2%), respondents aged 41–50 years total 8 individuals (12.3%), and those aged 51–60 years total 5 individuals (7.7%). Therefore, it can be concluded that respondents aged 31–40 years dominate the workforce at the Department of Public Works and Spatial Planning of the Selayar Islands Regency.

Based on the latest educational level, respondents with a high school (SMA) education total 19 individuals (29.2%), those with a bachelor's degree (S1) total 40 individuals (61.5%), and those with a master's degree (S2) total 6 individuals (9.2%). Thus, it can be concluded that respondents with a bachelor's degree (S1) are the most dominant group working at the Department of Public Works and Spatial Planning of the Selayar Islands Regency.

Furthermore, based on length of service, respondents with 0–2 years of service total 13 individuals (20.0%), 3–5 years total 22 individuals (33.8%), 5–7 years total 15 individuals (23.1%), 7–10 years total 6 individuals (9.2%), and more than 10 years total 9 individuals (13.8%). Therefore, it can be concluded that employees with 3–5 years of service are the most dominant group working at the Department of Public Works and Spatial Planning of the Selayar Islands Regency.

Descriptive Statistical Analysis

Descriptive statistical analysis is used to determine how respondents perceive the statements in the research instrument regarding the variables studied. Numerical data are analyzed using descriptive analysis. In this study, questionnaires were used to collect primary data for both independent and dependent variables. The purpose of descriptive statistical analysis is to provide an overview of the indicators that form the general concept of the research model by interpreting the mean value of each indicator for each research variable.

Table 2. Basis for Interpreting Variable Item Scores

No	Score Range	Interpretation
1	1.00–1.79	Poor / Not Important
2	1.80–2.59	Low
3	2.60–3.39	Moderate
4	3.40–4.19	Good / Important
5	4.20–5.00	Very Good / Very Important

Source: Modified from Schafer, Jr (2004)

This study aims to investigate the influence of three main factors, namely digital transformation, competence, and work discipline, on employee performance. To better understand the description of respondent variables, a detailed analysis of respondents' answers provides in-depth information about the interaction among these variables. The descriptive

statistical analysis of each variable is explained as follows:

1. Digital Transformation Variable (X1)

The digital transformation variable is measured using three indicators: the digitalization of planning and project administration processes, electronic-based project monitoring and control systems, and system integration along with the capacity to utilize technology. Each of these three indicators is developed into three statement items. Respondents' perceptions of digital transformation can be seen in the following table:

Table 3. Perception of Digital Transformation Indicators

Indicator	Respondents' Response Scores										Mean
	1		2		3		4		5		
	F	%	F	%	F	%	F	%	F	%	
X1.1.1					7	10,8	37	56,9	21	32,3	4,22
X1.1.2					10	15,4	35	53,8	30	30,8	4,15
X1.1.3					10	15,4	35	53,8	30	30,8	4,15
					X1.1						4,17
X1.2.1					6	9,2	35	53,8	24	46,9	4,28
X1.2.2					13	20,0	35	53,8	17	26,2	4,06
X1.2.3					13	20,0	30	46,2	22	33,8	4,14
					X1.2						4,16
X1.3.1					13	20,0	37	56,9	18	27,7	4,12
X1.3.2					13	20,0	32	49,2	20	30,8	4,11
X1.3.3					8	12,3	34	52,3	23	35,4	4,23
					X1.3						4,15
Mean Digital Transformation Variable											4,16

Source: SPSS data processing, 2026

Based on Table 3, respondents' perceptions of digital transformation fall into the "good/important" category, as indicated by the mean value of 4.16. This means that respondents understand the concept of digital transformation examined in this study. The indicator with the highest mean value is the digitalization of planning and project administration processes (X1.1) with a mean of 4.17, followed by electronic-based monitoring and control systems (X1.2) with a mean of 4.16, and system integration and technological capacity (X1.3) with a mean of 4.15. Thus, the digital transformation variable, consisting of three indicators, shows a "good/important" interpretation.

2. Competence Variable (X2)

The competence variable is measured using four indicators: skills, knowledge, self-concept, and traits. Each of these four indicators is developed into three statement items. Respondents' perceptions of competence can be seen in the following table:

Table 4. Perception of Competence Indicators

Indicator	Respondents' Response Scores										Mean
	1		2		3		4		5		
	F	%	F	%	F	%	F	%	F	%	

X2.1.1		5	7,7	34	52,3	26	40,0	4,32
X2.1.2		4	6,2	42	64,6	19	29,2	4,23
X2.1.3		1	1,5	42	64,6	22	33,8	4,32
	X2.1							4,29
X2.2.1		1	1,5	44	67,7	20	30,8	4,29
X2.2.2			4	37	56,9	28	43,1	4,43
X2.2.3			4	35	53,8	30	46,2	4,46
	X2.2							4,39
X2.3.1				34	52,3	31	47,7	4,48
X2.3.2				32	49,2	33	50,8	4,51
X2.3.3				29	44,6	36	55,4	4,55
	X2.3							4,51
X2.3.1				24	36,9	41	63,1	4,63
X2.3.2				24	36,9	41	63,1	4,63
X2.3.3		3	4,6	24	36,9	38	58,5	4,54
	X2.4							4,6
Mean Competence Variable								4,45

Source: SPSS data processing, 2026

Based on Table 4, respondents' perceptions of competence are categorized as "good/important," with a mean value of 4.45. This indicates that respondents understand the competence concept examined in this study. The highest mean is found in the traits indicator (X2.4) with 4.60, followed by self-concept (X2.3) at 4.51, knowledge (X2.2) at 4.39, and skills (X2.1) at 4.29. Thus, the competence variable, consisting of four indicators, shows a "good/important" interpretation.

3. Work Discipline Variable (X3)

The work discipline variable is measured using eight indicators: goals and ability, leadership example, compensation, fairness, supervision (waskat/attached supervision), disciplinary sanctions, assertiveness, and human relations. Each of these eight indicators is developed into three statement items. Respondents' perceptions of work discipline can be seen in the following table:

Table 5. Perception of Work Discipline Indicators

Indicator	Respondents' Response Scores										Mean
	1		2		3		4		5		
	F	%	F	%	F	%	F	%	F	%	
X3.1.1					3	4,6	47	72,3	15	23,1	4,18
X3.1.2					3	4,6	47	72,3	15	23,1	4,18
X3.1.3			1	1,5	2	3,1	49	75,4	13	20,0	4,14
					X3.1						4,17
X3.2.1					5	7,7	41	63,1	19	29,2	4,22
X3.2.2					3	4,6	42	64,6	20	30,8	4,26
X3.2.3					8	12,3	41	63,1	16	24,6	4,12
					X3.2						4,2
X3.3.1			1	1,5	13	20,0	42	64,6	9	13,8	3,91
X3.3.2					7	10,8	48	73,8	10	15,4	4,05
X3.3.3					4	7,7	42	64,6	18	27,7	4,20
					X3.3						4,05
X3.4.1			1	1,5	1	1,5	50	76,9	13	20,0	4,15

X3.4.2	7	10,8	49	75,4	9	13,8	4,03
X3.4.3	8	12,3	44	67,7	13	20,0	4,08
X3.4							4,07
X3.5.1	14	21,5	42	64,6	9	13,8	3,92
X3.5.2	9	13,8	49	75,4	7	10,8	3,97
X3.5.3	15	23,1	43	66,2	7	10,8	3,88
X3.5							3,92
X3.6.1	13	20,0	40	61,5	12	18,5	3,98
X3.6.2	12	18,5	42	64,6	11	16,9	3,98
X3.6.3	9	13,8	44	67,7	12	18,5	4,05
X3.6							4,0
X3.7.1	8	12,3	46	70,8	11	16,9	4,05
X3.7.2	11	16,9	44	67,7	10	15,4	3,98
X3.7.3	11	16,9	43	66,2	11	16,9	4,00
X3.7							4,01
X3.8.1	14	21,5	36	55,4	15	23,1	4,02
X3.8.2	7	10,8	42	64,6	16	24,6	4,14
X3.8.3	8	12,3	43	66,2	14	21,5	4,09
X3.8							4,08
Mean Work Discipline Variable							4,06

Source: SPSS data processing, 2026

Based on Table 5, respondents' perceptions of work discipline fall into the "good/important" category, with a mean value of 4.06. The highest mean is found in the goals and ability indicator (X3.1) at 4.17, while the lowest is in supervision (X3.5) at 3.92.
Thus, the work discipline variable, consisting of eight indicators, shows a "good/important" interpretation.

4. Employee Performance Variable (Y)

The employee performance variable is measured using four indicators: work quality, work quantity, reliability/ability, and attitude/feelings. Each of these four indicators is developed into three statement items. Respondents' perceptions of employee performance can be seen in the following table:

Table 6. Perception of Employee Performance Indicators

Indicator	Respondents' Response Scores										Mean
	1		2		3		4		5		
	F	%	F	%	F	%	F	%	F	%	
Y.1.1			1	1,5			48	73,8	16	24,6	4,22
Y.1.2			1	1,5	7	10,8	47	72,3	10	15,4	4,02
Y.1.3			1	1,5	3	4,6	45	69,2	16	24,6	4,17
Y.1											4,14
Y.2.1					1	1,5	52	80.0	12	18,5	4,17
Y.2.2					10	15,4	49	75,4	6	9,2	3,94
Y.2.3					2	3,1	54	83,1	9	13,8	4,11
Y.2											4,07
Y.3.1	1	1,5	1	1,5	8	12,3	48	73,8	7	10,8	3,91
Y.3.2			1	1,5	2	3,1	54	83,1	8	12,3	4,06
Y.3.3					7	10,8	52	80.0	6	9,2	3,98
Y.3											3.98

Y.4.1	2	3,1	50	76,9	13	20,0	4,17
Y.4.2			47	72,3	18	27,7	4,28
Y.4.3	1	1,5	46	70,8	18	27,7	4,26
	Y.4						4,24
Mean Employee Performance Variable							4,11

Source: SPSS data processing, 2026

Based on Table 6, respondents' perceptions of employee performance are categorized as "good/important," with a mean value of 4.11. The highest mean is found in the attitude/feelings indicator (Y.4) at 4.24, while the lowest is in reliability/ability (Y.3) at 3.98. Thus, the employee performance variable, consisting of four indicators, shows a "good/important" interpretation.

Validity and Reliability Test

1. Validity Test

The purpose of the validity test is to determine the level of validity of the instruments used in the study. Through the validity test, it can be identified whether the question items presented in the questionnaire are truly capable of accurately revealing the problem under study. The technique that can be used to test validity is item analysis, where each value in every question item in the questionnaire is correlated with the total value of all question items for a variable, using the formula.

Table 7. Recapitulation Table of Validity and Reliability Test Results

Variable	Item	r count	Sig.	Remark	Reliability	Remark
Digital Transformation (X1)	X1.1	0,881	<0,001	Valid	0,768	Reliable
	X1.2	0,795	<0,001	Valid		
	X1.3	0,638	<0,001	Valid		
Competence (X2)	X2.1	0,717	<0,001	Valid	0,857	Reliable
	X2.2	0,835	<0,001	Valid		
	X2.3	0,835	<0,001	Valid		
	X2.4	0,778	<0,001	Valid		
Work Discipline (X3)	X3.1	0,651	<0,001	Valid	0,901	Reliable
	X3.2	0,767	<0,001	Valid		
	X3.3	0,612	<0,001	Valid		
	X3.4	0,870	<0,001	Valid		
	X3.5	0,780	<0,001	Valid		
	X3.6	0,654	<0,001	Valid		
	X3.7	0,789	<0,001	Valid		
	X3.8	0,813	<0,001	Valid		
Employee Performance (Y)	Y.1	0,830	<0,001	Valid	0,838	Reliable
	Y.2	0,772	<0,001	Valid		
	Y.3	0,785	<0,001	Valid		
	Y.4	0,753	<0,001	Valid		

Source: Appendix 6

Based on the results of Table 7, it can be stated that the research instruments for all items and variable indicators are valid.

2. Reliability Test

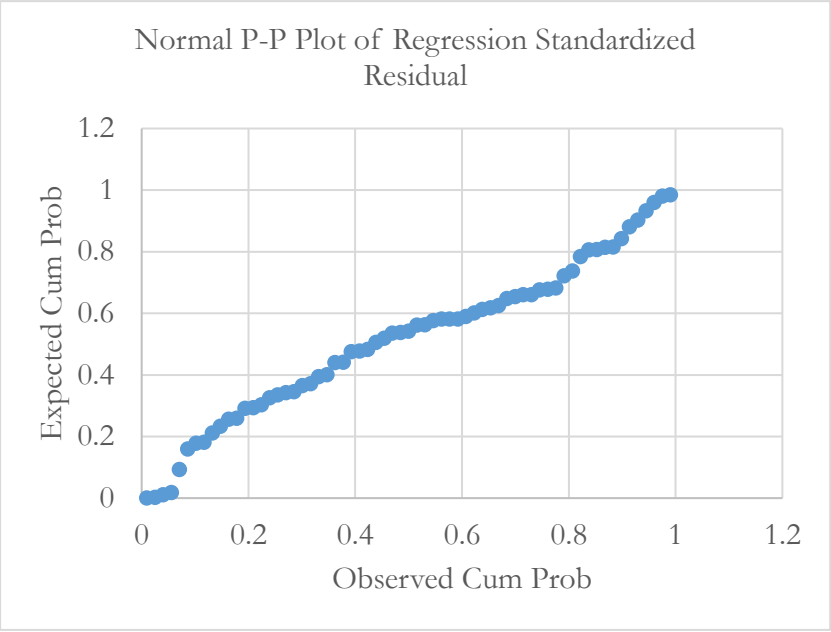
Reliability is a measure that shows how dependable and trustworthy a measuring

instrument is. As long as the measurement results are consistent from unchanged measurement symptoms measured at different times, the measuring instrument can be considered reliable and trustworthy if the reliability coefficient, or alpha, is 0,6 or higher, then the study is considered reliable. To conduct the reliability test, the Cronbach Alpha technique can be used.
It can be described that the results of testing the reliability of the research instrument as illustrated in Table 4.7 show that the processed data above indicate that the Cronbach alpha values for the variables are digital transformation (X1) 0,768 (Reliable), Competence (X2) 0,857 (Reliable), Work Discipline (X3) 0,901 (Reliable), Employee Performance (Y) 0,838 (Reliable).

Classical Assumption Test

1. Normality Test

The normality test is used to detect whether the data distribution of independent variables and dependent variables is normal. The normality test aims to determine whether the analyzed data have residual values around zero (normal data) or not. If they are around zero, then the normality assumption is fulfilled, and vice versa (Yamest, 2004). A good regression model has a normal or near-normal data distribution. To test or detect this normality, it can be identified from the normal probability plot display. If the data spread around the diagonal line and follow the direction of the diagonal line, then the regression model meets the normality assumption. If the data spread far from the diagonal line, then the regression model does not meet the normality assumption.



Source: SPSS data processing, 2026

Figure 1. Normality Test

Based on the normal probability plot graph as presented in Figure 1, it can be seen that the points spread around the diagonal line and follow the direction of the diagonal line, although some points appear far from the diagonal line. Thus, it can be concluded that the data are normally distributed.

2. Multicollinearity Test

The multicollinearity test is intended to determine whether there is a perfect relationship

among several independent variables used in the regression equation. In this study, to test the presence or absence of multicollinearity, it is done by examining the Tolerance and Variance Inflation Factor (VIF) values of each independent variable on the dependent variable. If the VIF value is not more than 10, then the model is stated to have no symptoms of multicollinearity. The results of the Coefficients table using SPSS are as follows:

Table 8. Multicollinearity Test

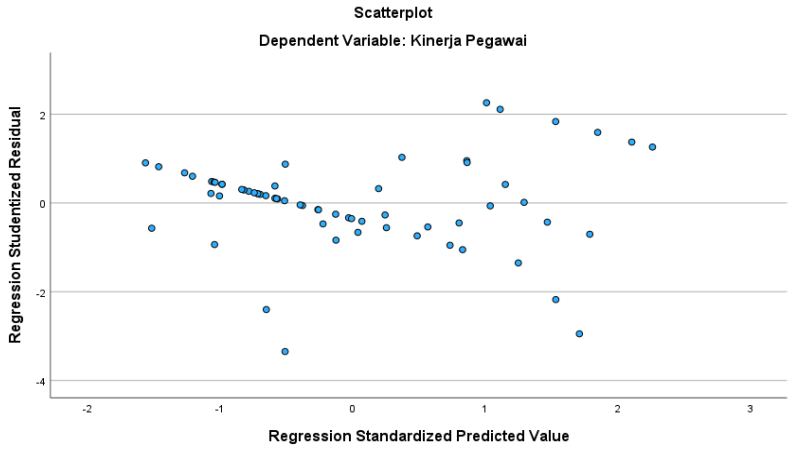
Independent Variables	Tolerance	VIF	Description
Digital Transformation	0,642	1,557	Non Multicollinearity
Competence	0,794	1.259	Non Multicollinearity
Work Discipline	0.559	1,790	Non Multicollinearity

Source: SPSS data processing, 2026

Based on Table 8, it is known that none of the VIF values exceed 10, thus it can be concluded that multicollinearity does not occur.

3. Heteroscedasticity Test

Heteroscedasticity will result in inefficient estimation of regression coefficients. The estimation results will be less than they should be. Heteroscedasticity contradicts one of the basic assumptions of linear regression, namely that the residual variance is the same for all observations or is called homoscedasticity (Gujarati, 199). The diagnosis of heteroscedasticity can be done by observing the residual (*ZRESID) and the predicted variable (*ZPRED). If the distribution of points in the plot is scattered around zero (0 on the Y-axis) and does not form a certain pattern or trend line, then it can be said that the model does not exhibit heteroscedasticity or the regression model is considered to meet the requirements for prediction (Santoso, 2003 and Sulaiman, 2004). Heteroscedasticity is tested using a scatterplot graph. The results of the heteroscedasticity test are shown in the figure below.



Source: SPSS data processing, 2026

Figure 2. Heteroscedasticity Test

Based on the figure, it can be seen that heteroscedasticity does not occur because there is no clear pattern and the points are spread out.

Regression Analysis and Hypothesis Testing

Regression Analysis

Regression analysis is conducted to test the hypotheses proposed in this study, namely to analyze the influence of independent variables on the dependent variable, in order to examine

the previously formulated research hypotheses.

The basis for hypothesis testing in this study uses probability values for partial tests. In general, the hypotheses proposed in this study are as follows:
H0: There is no influence between the independent variables and the dependent variable.
Ha: There is an influence between the independent variables and the dependent variable.
The decision-making basis is:
P < 0,05, then H0 is rejected
P > 0,05 then H0 is accepted

This hypothesis testing is carried out using multiple linear regression statistical analysis techniques, from the results of SPSS for Windows software, which will be presented through significance tables, following the hypotheses that have been formulated.

Hypothesis Testing

The empirical model proposed in this study can be tested through regression coefficient testing. The results of testing in Table 9 represent hypothesis testing by looking at the P-value; if the P-value is less than 0,05, then the relationship between variables is significant. The results of the test are presented in the following table:

Table 9. Recapitulation of Hypothesis Testing Results

HYP	Independent Variable	Dependent Variable	B	Beta	t	Sig.
H1	Digital Transformation	Employee Performance	,371	,411	3,289	,002
H2	Competence	Employee Performance	,391	,283	2,521	,014
H3	Work Discipline	Employee Performance	,068	,587	4,381	<,001
R = 0,623						
R Square = 0,388						
F = 12,888		Sig = < ,001				
Regression Equation:		Y = 13,391 + 0,371 + 0,391 + 0,296 + e				

Source: SPSS data processing, 2026

The direct effect of all three independent variables on the dependent variable, as previously hypothesized, shows that all three variables are significant. Therefore, the interpretation of Table 4.9 can be explained as follows:

1. Digital transformation has a positive and significant effect on employee performance with P = 0,002 < 0,05 and a coefficient value of 3,289. This coefficient indicates that the better the digital transformation, the higher the employee performance at the Public Works and Spatial Planning Office of Kepulauan Selayar Regency.
2. Competence has a positive and significant effect on employee performance with P = 0,014 < 0,05 and a coefficient value of 2,251. This indicates that the better the competence, the higher the employee performance at the Public Works and Spatial Planning Office of Kepulauan Selayar Regency.
3. Work discipline has a positive and significant effect on employee performance with P < 0,001 < 0,05 and a coefficient value of 4,381. This indicates that the better the work discipline, the

higher the employee performance at the Public Works and Spatial Planning Office of Kepulauan Selayar Regency.

4. Based on the regression model testing results, the calculated F-value is 12,888 with a significance value of <0,001 < 0,05. Thus, it can be concluded that the regression model in this study is feasible to use for hypothesis testing, or in other words, the research model is appropriate for use.
5. The R square value is 0,388, meaning that the constructed model explains 38,8% of the conditions in the research location, while the remaining 61,2% is explained by limitations of the research instrument and researcher error in capturing the facts.

DISCUSSION

The Effect of Digital Transformation on Employee Performance

The results of the regression analysis show that digital transformation has a positive and significant effect on employee performance at the Public Works and Spatial Planning Office of Kepulauan Selayar Regency. This finding indicates that the higher the level of digital technology utilization, application usage intensity, and information system integration, the higher the quality and quantity of employee performance.

Theoretically, this finding is consistent with the Technology Acceptance Model (TAM) developed by Davis (1989). In the TAM perspective, technology acceptance is determined by perceived usefulness and perceived ease of use. The research data show that employees who perceive digital systems as helpful in accelerating task completion and facilitating coordination tend to demonstrate increased productivity. Thus, this study confirms that the mechanism of technology acceptance contributes to performance improvement.

In addition, this result also supports the view of digital transformation proposed by Westerman et al. (2014), which emphasizes that technology integration in organizational processes creates operational efficiency and enhances organizational value. In the context of local government in archipelagic areas, digital transformation has proven to accelerate information flow, reduce administrative delays, and improve reporting accuracy.

Compared to previous studies, these findings are consistent with Qiao et al. (2024), Paola et al. (2024), and Xu et al. (2025), which conclude that digitalization has a positive effect on task performance.

However, this study offers a new interpretation in the context of archipelagic regions with infrastructure limitations. While previous studies often position digital transformation as a universal performance-enhancing factor, this study finds that its impact highly depends on employee competence and discipline readiness.

This study does not refute previous theories but rather strengthens TAM while expanding it by showing that in the public sector of archipelagic regions, technology acceptance alone is not sufficient; strengthening internal capabilities is necessary to achieve optimal impact.

The Effect of Competence on Employee Performance

The results show that competence has a positive and significant effect on employee performance. Employees who possess good knowledge, skills, and professional attitudes tend to demonstrate higher performance in terms of work quality, timeliness, and responsibility.

This finding is consistent with the competence theory of Spencer (2008), which states that competence is a fundamental individual characteristic that directly affects superior performance. From the Resource-Based View (RBV) perspective proposed by Barney (1991), employee competence is a strategic resource that is valuable and difficult to imitate, making it a key determinant of organizational performance excellence.

The results of this study are in line with the findings of Darmawan & Aliya (2024) and Riduan (2024), which state that digital competence has a strong influence on employee performance. However, this study provides an additional contribution by proving that in the context of archipelagic local government institutions, general competence (knowledge, skills, and attitude) is just as important as specific digital competence.

Empirical data show that employees with adequate digital and technical competencies are better able to adapt to electronic-based administrative systems. This indicates that competence is not only a supporting factor but also a primary prerequisite in maximizing the benefits of digital transformation.

Thus, this study strengthens Spencer's competence theory and reinforces RBV, that public sector performance excellence is determined not only by technology but also by the quality of human resources as a strategic organizational asset.

The Effect of Work Discipline on Employee Performance

The results show that work discipline has a positive and significant effect on employee performance. Employees with high levels of compliance with working hours, organizational rules, and job responsibilities demonstrate better productivity.

This finding supports Hasibuan's (2019) theory of work discipline, which states that discipline is a management function to ensure organizational standards are consistently implemented. From the organizational behavior perspective (Robbins & Judge, 2019), discipline reflects self-control and commitment to work norms that directly impact performance achievement.

Compared to the studies of Hidayat & Suryani (2024) and Hermanto et al. (2023), these results are consistent in showing that work discipline significantly affects civil servant performance. However, this study adds value by integrating work discipline into a model alongside digital transformation and competence.

The data indicate that punctuality, compliance with administrative procedures, and responsibility in completing tasks are important determinants of improved employee output. This is relevant to the initial findings, which showed issues of delays and low compliance.

Thus, this study does not revise the theory of discipline but expands its integrative model, showing that work discipline functions as a behavioral control mechanism that strengthens the effectiveness of digital transformation and competence.

CONCLUSION

Based on the results and discussion regarding the effect of digital transformation, competence, and work discipline on employee performance at the Public Works and Spatial Planning Office of Kepulauan Selayar Regency, it can be concluded that all three independent variables have a positive and significant effect on employee performance. Digital transformation has a significant effect with a significance value of 0,002 < 0,05, meaning that the more optimal the implementation of digital systems in planning, monitoring, and project administration, the

higher the employee performance. Competence also has a significant positive effect with a significance value of 0,014 < 0,05, indicating that improvements in knowledge, skills, and professional attitudes contribute to better work quality and effectiveness. Meanwhile, work discipline has a significant positive effect with a significance value of 0,001 < 0,05, meaning that higher levels of compliance, punctuality, and responsibility lead to better performance outcomes.

Based on these findings, several suggestions can be given. The Public Works and Spatial Planning Office of Kepulauan Selayar Regency is advised to improve the quality and integration of digital systems to support more effective task implementation, as well as develop continuous training programs to enhance employees' technical competence and digital literacy. Local government and policymakers are encouraged to strengthen information and communication technology infrastructure as part of the Electronic-Based Government System (SPBE) coordinated by the Ministry of Administrative and Bureaucratic Reform. For future researchers, it is recommended to improve the research instruments by adding, refining, or replacing indicators to obtain more comprehensive and accurate results.

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