

The Influence of Digital Competency and Leadership on Employee Performance with Job Satisfaction as A Mediation Variable in Bpsdm Office of The Ministry of Communication and Digital

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ABSTRACT

This study investigates the effect of digital competence and leadership on employee performance, with job satisfaction as a mediating variable, within the Human Resources Development Agency (BPSDM) of the Ministry of Communication and Digital. The research is motivated by the demands of digital transformation in public bureaucracy, requiring employees to possess digital skills and be guided by adaptive leaders. Although employee performance at BPSDM has shown improvement over the past five years, issues remain regarding the effective use of technology and leadership quality. Job satisfaction is also considered a potential mediating factor linking competence and leadership with performance outcomes. A quantitative approach was used, testing seven hypotheses through path analysis. The findings reveal that digital competence has no significant impact on job satisfaction or employee performance. Similarly, leadership does not significantly influence performance but has a strong effect on job satisfaction. Job satisfaction itself does not significantly affect performance and fails to mediate the relationship between digital competence or leadership and employee performance. Out of the seven hypotheses proposed, only one was accepted: leadership significantly influences job satisfaction. These results imply that while leadership can foster job satisfaction, it is not sufficient to enhance employee performance directly or indirectly. Furthermore, digital competence has not yet become a key factor in improving performance or satisfaction in this context. This study contributes to the understanding of how human resource variables interact in public organizations undergoing digital change and provides insight for policymakers aiming to improve performance through leadership and digital skill development.

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INTRODUCTION

The advancement of information technology has driven digital transformation across various sectors, including the public bureaucracy. The Indonesian government emphasizes the importance of enhancing the quality of civil servants (ASN) in responding to the challenges of the digital era by improving digital competence and strengthening adaptive leadership. In this context, the success of public organizations is determined not only by the availability of technology but also by the quality of human resources capable of managing and utilizing it effectively and efficiently (Muchtar et al., 2024).

Digital competence has become a key factor in supporting work efficiency and public service delivery. However, studies such as Baharuddin et al. (2021) have shown that digital competence does not always significantly contribute to employee performance, especially when technological literacy is still limited. On the other hand, strong leadership has been proven to influence the achievement of organizational goals and employee job satisfaction. Hasni et al. (2020) and Widiyanto & Supriyono (2018) found that leadership plays a direct and indirect role in enhancing employee performance, with job satisfaction acting as a mediating variable.

Job satisfaction, as a positive psychological condition experienced by employees toward their work, is believed to be a critical factor bridging the relationship between competence, leadership, and performance. Retnowati et al. (2023) and Fatimah et al. (2022) emphasized that employees who are satisfied with their work tend to exhibit better performance, higher loyalty, and stronger organizational commitment. However, previous studies have mostly examined these relationships partially and within private or regional organizational contexts.

In central government institutions, such as the Human Resources Development Agency (BPSDM) of the Ministry of Communication and Digital, digitalization initiatives have been intensively implemented. Based on the Government Agency Performance Accountability Report (LAKIP) from 2020 to 2024, employee performance has shown an increasing trend, although it experienced a slight decline in 2022 due to bureaucratic restructuring. This indicates the need to ensure that performance improvement is not merely administrative but also driven by strategic factors such as competence development and effective leadership.

Nevertheless, there is still a lack of comprehensive research that examines the influence of digital competence and leadership on employee performance with job satisfaction as a mediating variable, particularly in the context of central government bureaucracy. Therefore, this study seeks to fill that gap by focusing on the BPSDM of the Ministry of Communication and Digital. It aims to contribute theoretically to the development of human resource management studies in the public sector and offer practical insights for formulating digital-based human capital development policies.

METHOD

This study employs a quantitative, descriptive, and causal approach. The quantitative method is used to collect measurable data from respondents and analyze it statistically to test the proposed hypotheses. The descriptive aspect is applied to explain the relationships among digital competence, leadership, job satisfaction, and employee performance. In addition, a causal research design is used to examine both direct and indirect effects, particularly the mediating role of job satisfaction in the influence of digital competence and leadership on employee performance.

Research Location and Site

This research was conducted at the office of the Human Resources Development Agency (BPSDM) of the Ministry of Communication and Digital, located at Jalan Medan Merdeka Barat No. 9, West Jakarta. BPSDM of the Ministry of Communication and Digital consists of several main centers: the Center for Communication and Digital Human Resource Ecosystem Development, the Center for Digital Talent Development, the Center for Digital Literacy Development, and the Center for Apparatus Development in Communication and Digital. In addition, BPSDM oversees a higher education institution Sekolah Tinggi Multi Media located in Yogyakarta.

BPSDM Kominfo also supervises two Regional Centers for Communication and Informatics Human Resource Development (BBPSDMP Kominfo) located in Makassar and Medan, as well as seven other technical implementation units (BPSDMP Kominfo) spread across various cities, namely Surabaya, Yogyakarta, Bandung, Jakarta, Banjarmasin, Manado, and Cikarang.

Data Collection Methods

1. Questionnaire. Data were collected using a structured questionnaire distributed to selected respondents. This instrument was designed to measure digital competence, leadership, job satisfaction, and employee performance using a Likert scale (Sugiyono, 2019).
2. Documentation. Secondary data were obtained through documentation, including organizational reports and official records relevant to the research context, such as performance reports and internal policy documents.

Population and Sample

The determination of the population in this study refers to Sugiyono (2019), who defines population as a group of individuals possessing certain characteristics specified by the researcher to be studied and generalized. The population in this research consists of all employees at the Human Resources Development Agency (BPSDM) of the Ministry of Communication and Digital, totaling 725 individuals.

For sampling, a probability sampling technique was used, specifically simple random sampling, as the population is considered homogeneous. This method provides each individual in the population an equal chance of being selected as a respondent. The sample size was calculated using the Slovin formula (Sugiyono, 2013) with a 10% margin of error, resulting in a minimum sample size of 88 respondents, which is deemed sufficient and representative of the entire population.

Data Analysis

The data collected in this study were analyzed using Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) approach, processed through SmartPLS software. Path analysis was used to examine both direct and indirect effects among the variables: digital competence, leadership, job satisfaction, and employee performance. The analysis process included:

1. Measurement Model Evaluation (Outer Model) – to assess the validity and reliability of indicators using convergent validity, discriminant validity, Cronbach's Alpha, and Composite Reliability.

2. Structural Model Evaluation (Inner Model) – to evaluate the relationships between constructs using R-Square, F-Square, and Goodness of Fit (GoF).
3. Path Coefficients Estimation – using bootstrapping to test the significance of each hypothesized path in the model.
4. Total Effect Analysis – to understand the overall impact of independent variables on the dependent variable, both directly and through the mediating variable (job satisfaction).

Through this process, the study was able to identify the strength, direction, and significance of relationships between variables and determine which hypotheses were supported by the data.

Research Instrument

The primary research instrument used in this study was a structured questionnaire designed to measure four variables: digital competence, leadership, job satisfaction, and employee performance. Each variable was measured using several indicators adopted from previous validated studies and assessed using a 5-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

RESULT AND DISCUSSION

Research Findings

Respondent Profile

Table 1. Employee Age of BPSDM

No.	Age Range	Number of Employee
1	< 25 Years	4 employees
2	25 – 29 Yeas	15 employees
3	30 – 34 Years	13 employees
4	35 – 39 Years	15 employees
5	40 – 44 Years	17 employees
6	45 – 49 Years	8 employees
7	50 – 54 Years	5 employees
8	> 55 Years	11 employees
Total		88 employees

Source: Questionnaire Results (2025)

Table 2. Employee Education of BPSDM

No.	Education	Number of Employee
1	SMA / SMK	13 employees
2	D1 / D2 / D3	2 employees
3	S1 / D4	40 employees
4	S2	27 employees
5	S3	6 employees
Total		88 employees

Source: Questionnaire Results (2025)

Table 3. Years of Service of BPSDM Employees

No.	Years of Service	Number of Employee
1	< 5 Years	25 employees
2	6 – 10 Years	16 employees

No.	Years of Service	Number of Employee
3	11 – 15 Years	16 employees
4	16 – 20 Years	14 employees
5	> 20 Years	17 employees
Total		88 employees

Source: Questionnaire Results (2025)

Table 4. Employee Positions at BPSDM

No.	Position Title	Number of Employee
1	Senior Executive Position (Madya)	0 employees
2	Primary Executive Position (Pratama)	3 employees
3	Administrato	4 employees
4	Supervisor	1 employees
5	Specific Functional Position	38 employees
6	General Functional Position	42 employees
Total		88 employees

Source: Questionnaire Results (2025)

Descriptive Analysis

Table 5. Frequency Distribution of Digital Competence

Statement	Respondent Respos					Mean	Interpretation
	SD	D	N	A	SA		
X1.1	0	2	13	36	37	4.22	Strongly Agree
X1.2	1	4	15	33	35	4.10	Agree
X1.3	3	4	14	38	29	3.97	Agree
X1.4	2	4	11	45	26	4.01	Agree
X1.5	1	5	14	41	27	4.00	Agree
X1.6	3	5	18	34	28	3.89	Agree
X1.7	1	4	12	40	31	4.09	Agree
X1.8	0	4	15	44	25	4.02	Agree
X1.9	0	4	10	45	29	4.12	Agree
X1.10	2	7	18	39	22	3.81	Agree
Mean						4.02	Agree

Source: Questionnaire Results (2025)

Table 6. Frequency Distribution of Leadership

Statement	Respondent Respos					Mean	Interpretation
	SD	D	N	A	SA		
X2.1	0	2	13	36	37	4.22	Strongly Agree
X2.2	1	4	15	31	37	4.12	Agree
X2.3	3	4	14	35	32	4.01	Agree
X2.4	2	4	12	38	32	4.06	Agree
X2.5	1	5	14	35	33	4.06	Agree
X2.6	3	4	19	33	29	3.92	Agree
X2.7	1	3	14	37	33	4.11	Agree
X2.8	0	5	13	43	27	4.04	Agree
X2.9	0	1	14	42	31	4.17	Agree

Statement	Respondent Respons					Mean	Interpretation
	SD	D	N	A	SA		
X2.10	2	7	17	38	24	3.85	Agree
<i>Mean</i>						4.06	Agree

Source: Questionnaire Results (2025)

Table 7. Frequency Distribution of Job Satisfaction

Statement	Respondent Respons					Mean	Interpretation
	SD	D	N	A	SA		
Z1	1	3	14	37	33	4.11	Agree
Z2	1	3	14	38	32	4.10	Agree
Z3	0	2	13	37	36	4.21	Strongly Agree
Z4	1	4	15	31	37	4.12	Agree
Z5	3	4	15	34	32	4.00	Agree
Z6	1	4	18	40	25	3.95	Agree
Z7	1	4	17	40	26	3.97	Agree
Z8	1	2	17	42	26	4.02	Agree
Z9	1	1	17	40	29	4.07	Agree
Z10	1	1	17	42	27	4.05	Agree
<i>Mean</i>						4.06	Agree

Source: Questionnaire Results (2025)

Table 8. Frequency Distribution of Employee Performance

Statement	Respondent Respons					Mean	Interpretation
	SD	D	N	A	SA		
Y1	0	0	9	46	33	4.27	Strongly Agree
Y2	0	0	16	48	24	4.09	Agree
Y3	0	0	16	47	25	4.10	Agree
Y4	1	1	11	47	28	4.13	Agree
Y5	1	1	15	44	27	4.07	Agree
Y6	1	1	17	47	22	4.00	Agree
Y7	0	2	7	40	39	4.31	Strongly Agree
Y8	0	0	6	45	37	4.35	Strongly Agree
Y9	0	0	6	46	36	4.34	Strongly Agree
Y10	1	0	6	36	45	4.40	Strongly Agree
<i>Mean</i>						4.21	Strongly Agree

Source: Questionnaire Results (2025)

Outer Model

Table 9. AVE

Variable	AVE	Remark
Digital Competence	0.730	Valid
Leadership	0.790	Valid
Job Satisfaction	0.658	Valid
Employee Performance	0.714	Valid

Source: Processed Data (2025)

Table 10. Cross Loading

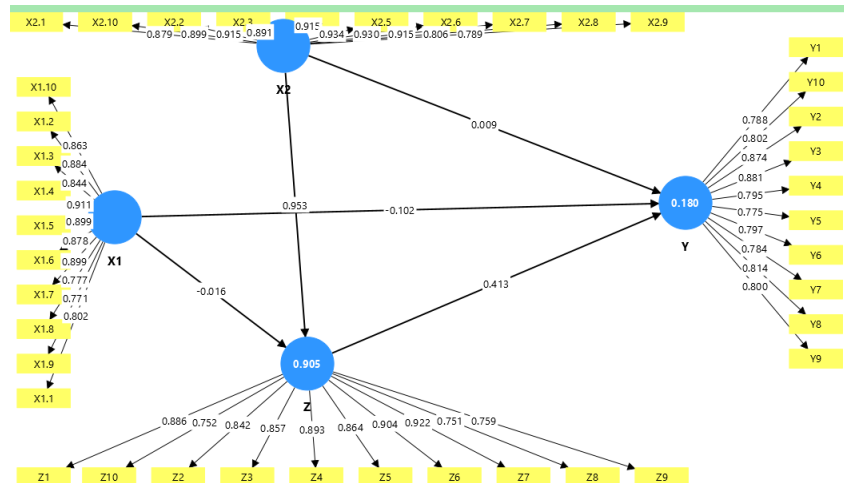
Variable	Code	Digital Competence	Leadership	Job Satisfaction	Employee Performance
Digital Competence	X1.1	0.803			
	X1.2	0.884			
	X1.3	0.845			
	X1.4	0.911			
	X1.5	0.900			
	X1.6	0.879			
	X1.7	0.898			
	X1.8	0.775			
	X1.9	0.771			
	X1.10	0.864			
Leadership	X2.1		0.879		
	X2.2		0.915		
	X2.3		0.891		
	X2.4		0.916		
	X2.5		0.934		
	X2.6		0.930		
	X2.7		0.915		
	X2.8		0.805		
	X2.9		0.789		
	X2.10		0.899		
Job Satisfaction	Z1			0.890	
	Z2			0.846	
	Z3			0.859	
	Z4			0.897	
	Z5			0.867	
	Z6			0.903	
	Z7			0.921	
	Z8			0.743	
	Z9			0.752	
	Z10			0.744	
Employee Performance	Y1				0.789
	Y2				0.878
	Y3				0.885
	Y4				0.792
	Y5				0.776
	Y6				0.793
	Y7				0.773
	Y8				0.816
	Y9				0.802
	Y10				0.801

Source: Processed Data (2025)

Table 11. Reliability Test

Variable	Cronbach Alpha's	Composite Reliability	Remark
Digital Competence	0.960	0.993	Reliable
Leadership	0.970	0.971	Reliable
Job Satisfaction	0.943	0.953	Reliable
Employee Performance	0.955	0.963	Reliable

Source: Processed Data (2025)

Inner Model**Figure 2. Inner Model**

Source: Processed Data (2025)

Table 12. R Square

Variable	R-Square	R-Square Adjusted
Job Satisfaction	0.905	0.903
Employee Performance	0.180	0.151

Source: Processed Data (2025)

Table 13. Effect Size (f²)

Variable	f-Square	
	Employee Performance	Job Satisfaction
Digital Competence	0.012	0.003
Leadership	0.000	9.448
Job Satisfaction	0.020	

Source: Processed Data (2025)

Godness of Fit

$$GoF = \sqrt{AVE \times R^2} = \sqrt{0.5425 \times 0.3655} = \sqrt{0.198284} = 0.445291$$

The Goodness of Fit (GoF) calculation resulted in a value of 0.445, obtained from the square root of the product between the Average Variance Extracted (AVE) value of 0.5425 and the R² value of 0.3655. This GoF value falls into the moderate category, based on the criteria proposed by Wetzels et al. (2009), which classify GoF into three levels: small (0.1), medium (0.25), and large (0.36). Therefore, a GoF value of 0.445 indicates that the research model has a good overall fit and is capable of explaining the relationships among latent variables with an adequate level of validity.

Q Square

Table 13. Q Square

Variable	Q-Square
Job Satisfaction	0.624
Employee Performance	0.107

Source: Processed Data (2025)

Total Effect

Table 14. R Square

Variable	Employee Performance	Job Satisfaction
Digital Competence	-0.108	-0.016
Leadership	0.403	0.953
Job Satisfaction	0.413	

Source: Processed Data (2025)

Hypotheses Test

Hypotheses Path	Original Sample (O)	T Statistics (O/STDEV)	P-values	Test Result
X1 → Y	-0.102	0.862	0.389	Rejected
X1 → z	-0.016	0.468	0.639	Rejected
X2 → Y	0.009	0.022	0.983	Rejected
X2 → Z	0.953	77.587	0.000	Accepted
Z → Y	0.413	0.955	0.340	Rejected
X1 → Z → Y	-0.007	0.288	0.774	Rejected
X2 → Z → Y	0.394	0.956	0.339	Rejected

Source: Processed Data (2025)

Discussion

The Influence of Digital Competence on Job Satisfaction

The hypothesis testing shows that digital competence does not significantly affect job satisfaction. The original sample (O) value was -0.016, with a T-statistic of 0.468 and a p-value of 0.639, exceeding the 0.05 significance threshold. This indicates that, in the context of BPSDM, digital competence does not directly translate into higher job satisfaction. Other factors such as managerial systems, workload, work environment, or incentives may have a more substantial influence. Although employees may possess adequate digital skills, these abilities are not always integrated into their daily job functions, resulting in digital competence being seen as complementary rather than essential.

The Influence of Leadership on Job Satisfaction

The findings indicate that leadership significantly and positively influences job satisfaction. When leadership is adaptive, communicative, and inclusive as observed in BPSDM Komdigi employees report higher satisfaction. Leaders who provide clear direction, emotional support, and encourage participation create a psychologically safe and engaging work environment. Empowering leadership builds trust and motivation, fostering job satisfaction beyond technical functions.

The Influence of Digital Competence on Employee Performance

The study found no significant relationship between digital competence and employee performance ($p = 0.389$). Despite its importance in the digital era, digital competence may not directly influence performance due to limited application in daily work tasks, lack of integration into performance assessment systems, or an organizational culture that does not emphasize innovation. This suggests that digital competence must be aligned with work systems and KPIs to have a measurable impact on performance. If performance is still evaluated administratively, technical competence may be undervalued. Thus, digital training should be linked to practical performance goals to ensure meaningful outcomes.

The Influence of Leadership on Employee Performance

Leadership was not found to have a significant influence on employee performance ($p = 0.983$). The negligible effect may be due to leadership styles that do not foster active engagement or lack alignment with employee expectations. In bureaucratic settings, leadership is often administrative rather than developmental, which weakens its influence on performance outcomes. A mismatch between leadership styles and generational needs (e.g., younger employees preferring participative leadership) may also explain this result. Therefore, leadership development must include interpersonal, emotional, and communicative competencies to enhance its impact on performance.

The Influence of Job Satisfaction on Employee Performance

Although the relationship was positive ($O = 0.413$), job satisfaction did not significantly affect employee performance ($p = 0.340$). This indicates that emotional or social comfort does not necessarily lead to improved productivity. Employees might be satisfied with work conditions but remain unmotivated to exceed performance standards, especially if incentives and evaluations are not performance-based. This highlights the need for integrated HR policies that connect satisfaction with measurable career development and rewards, enabling job satisfaction to serve as a motivator, not just a psychological condition.

The Mediating Role of Job Satisfaction between Digital Competence and Performance

The mediation effect of job satisfaction in the relationship between digital competence and performance was not statistically significant ($p = 0.774$). This implies that while employees may be digitally competent, such competence does not lead to job satisfaction, and thus does not enhance performance through that path. This could stem from digital skills not being fully recognized, appreciated, or utilized in daily tasks. For digital competence to enhance performance via job satisfaction, it must be part of meaningful work experience and aligned with employee recognition and motivation.

The Mediating Role of Job Satisfaction between Leadership and Performance

Job satisfaction was also not a significant mediator in the relationship between leadership and employee performance ($p = 0.339$). While leadership may influence satisfaction, and satisfaction may impact performance, the mediating path is not empirically supported in this context. This may be due to leadership not addressing emotional or psychological needs effectively. Formal structures and limited leader-employee interaction in bureaucracies could weaken the perceived leadership impact.

Leadership training should therefore focus on building supportive, participative, and trust-based relationships to enable job satisfaction to serve as a bridge toward better performance.

CONCLUSION

The first finding indicates that digital competence has no significant effect on job satisfaction. The second finding reveals that leadership has a significant and positive effect on job satisfaction. The third finding shows that digital competence does not significantly influence employee performance. The fourth finding demonstrates that leadership does not significantly affect employee performance. The fifth finding indicates that job satisfaction does not significantly influence employee performance. The sixth finding shows that job satisfaction does not significantly mediate the relationship between digital competence and employee performance. The seventh finding reveals that job satisfaction does not significantly mediate the relationship between leadership and employee performance.

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