

The Impact of Digital Leadership on Motivation and Work Productivity in the Subang Refional Government, West Java

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Abstrack

Digital transformation in the public sector requires leadership that is adaptive to technological developments, as well as high work motivation in order to increase employee productivity. This study uses a quantitative approach with multiple linear regression methods to examine the relationship between the independent variables, namely digital leadership and motivation, on the dependent variable, namely ASN work productivity. The results showed that digital leadership has a significant influence on work productivity with a value of $B=0.265$, $\text{Beta}=0.492$, and a significance level of 0.000. This indicates that the better digital leadership is implemented, the higher employee productivity. In addition, work motivation is also proven to have a significant effect on productivity with a value of $B=0.341$, $\text{Beta}=0.340$, and a significance level of 0.000. The ANOVA test shows that the overall regression model is significant ($F=71.719$, $\text{Sig. }=0.000$), which means that digital leadership and motivation together contribute to increasing work productivity. The R Square test result of 0.594 indicates that 59.4% of the variation in work productivity can be explained by digital leadership and motivation, while the remaining 40.6% is influenced by other factors outside this study. The findings imply that the Subang local government needs to improve digital leadership competencies through training for structural officials and strengthen the work motivation system through incentives, career development, and a conducive work environment. In addition, optimizing technology in public administration can be a strategic step in improving the effectiveness and efficiency of employee work. This research recommends further studies by including other factors, such as organizational culture and work-life balance, to obtain a more comprehensive picture of the factors that influence ASN work productivity.

Keywords: Digital Leadership, Motivation and Work Productivity.

Introduction

The emergence of digital technology has fundamentally transformed governance, emphasizing the importance of digital leadership in enhancing the effectiveness, efficiency, and transparency of the public sector. Digital leadership is crucial for fostering innovation and increasing employee engagement, which are essential for creating a responsive work environment that adapts to changing citizen needs (Meijer & Zouridis, 2004). This transformation is closely linked to e-government initiatives, which leverage digital technology

to provide accessible public services and facilitate citizen engagement, ultimately leading to higher satisfaction and participation in the democratic process (Crawford & Walters, 2013). Furthermore, citizen-centered governance, which focuses on designing services that meet citizen expectations, is enhanced through digital tools that promote personalized interactions (Scupola & Zanfei, 2016). To support these advancements, public sector employees must develop digital skills, enabling them to effectively utilize technology in their roles and improve service delivery (Virkar et al., 2019). Thus, digital leadership is a crucial element in navigating the complexities of modern governance.

The Subang Regional Government, West Java, must embrace digital leadership to improve the quality of public services. Digital leadership is crucial for fostering a culture of innovation and collaboration, which can lead to more agile and responsive governance (Susilowati et al., 2025). By integrating digital technology into all aspects of public administration, Subang can improve efficiency, transparency, and citizen engagement (Ramdhani, 2024). This transformation is further supported by digital innovation, which enables the development of new or improved public services and processes, ultimately improving internal operations and decision-making (Maulana et al., 2024). Furthermore, implementing effective e-government services can streamline service delivery, reduce bureaucratic hurdles, and increase citizen satisfaction (Madjid et al., 2024). A well-defined government digital strategy will provide a roadmap for these initiatives, ensure alignment with organizational goals, and facilitate progress measurement (Priyowidodo et al., 2024). Thus, the combination of digital leadership and strategic planning is crucial for Subang's successful adaptation to digital advancements.

Within the government environment, effective digital leadership plays a crucial role in enhancing employee motivation, which directly impacts performance. Leaders who leverage technology-based empowerment can provide employees with the autonomy and resources

necessary to take ownership of their work, thereby increasing their motivation and productivity (Saputrabey et al., 2025). Furthermore, increased access to information allows employees to engage more fully with their tasks, fostering a sense of accountability and commitment to organizational goals (Chen, 2024). Furthermore, implementing flexible work systems, such as telecommuting and flexible working hours, can significantly improve employee satisfaction and engagement, leading to higher levels of productivity (Husain et al., 2024). By adopting these strategies, government leaders can create an environment that not only motivates employees but also encourages them to contribute effectively to organizational goals, ultimately achieving greater success (Siswanto & Dinda Nadia, 2024). Employee productivity in government is also a crucial aspect of achieving good governance. Effective digital leadership can increase productivity through operational efficiency, the use of technology to enhance collaboration, and the implementation of performance-based work systems. However, the extent to which digital leadership influences employee motivation and productivity in the Subang Regional Government remains a question that needs to be answered through more in-depth research.

Digital leadership plays a crucial role in enhancing employee motivation and productivity in the Subang Regional Government, which is crucial for improving the quality of public services. By effectively leveraging digital technology, leaders can foster a motivating environment for employees, thus directly impacting their productivity and job satisfaction (Susarianto, 2024). This study highlights that motivated employees are more likely to deliver high-quality public services, which is crucial for citizen satisfaction and trust in government (Irfan & Djabbari, 2024). Furthermore, the integration of digital leadership strategies can drive organizational change and innovation, addressing challenges faced by public sector organizations and ensuring they remain responsive to public needs (Nwaham, 2023). Ultimately, these findings aim to guide policymakers in developing effective digital leadership approaches that enhance employee performance and contribute to the overall efficiency of

government services (Lekatompessy et al., 2023). Thus, this study underscores the transformative potential of digital leadership in the public sector (Susarianto, 2024).

Literature Review

Digital leadership encompasses the ability to leverage digital technologies to effectively manage an organization while also inspiring and motivating teams in a digital environment. This dual focus is crucial because leaders must not only implement digital transformation strategies but also foster a culture of innovation and collaboration among their teams (Badada et al., 2025). A high level of digital literacy is essential for leaders to navigate the complexities of the digital landscape, enabling them to make informed decisions and engage effectively with stakeholders (Ören & Atik, 2025). Furthermore, skills in virtual team management and digital communication are crucial, as they facilitate collaboration and ensure that teams remain motivated despite geographic barriers (Nugroho et al., 2024). Ultimately, successful digital leadership requires a comprehensive understanding of change management to guide organizations through the challenges posed by digital transformation (Albannai et al., 2024). This multifaceted approach positions leaders to drive organizational success in an increasingly digital world.

Work motivation is a complex interaction of intrinsic and extrinsic factors that significantly impact employee behavior and organizational outcomes. According to Herzberg's two-factor theory, intrinsic motivators such as achievement and responsibility are crucial for fostering job satisfaction, while extrinsic factors such as working conditions and rewards also play a significant role in enhancing motivation (Rozi et al., 2024). In the context of digital leadership, leveraging technology can further strengthen motivation by promoting transparency, facilitating faster feedback, and providing flexibility in work arrangements (Dewiana et al., 2024). This approach not only increases employee engagement but also creates a positive work environment that encourages individuals to invest in their roles, ultimately driving organizational success (Ain, 2024). By understanding and integrating intrinsic and

extrinsic motivators, digital leaders can effectively cultivate a motivated workforce aligned with organizational goals (Dabrai, 2025).

Work productivity is fundamentally influenced by the effective use of digital technology, which improves task management and streamlines workflows. Digital work tools, such as project management software and virtual meeting platforms, facilitate collaboration and communication, thereby increasing productivity (Tasya et al., 2024). Furthermore, data-driven decision-making empowers leaders to leverage analytics for informed choices, optimize resources, and identify areas for improvement (Khawaja & Karimi, 2024). Furthermore, effective task management strategies enable employees to prioritize and organize their work, minimizing distractions and increasing focus (Khawaja & Karimi, 2024). Reducing bureaucracy is also crucial, as excessive regulations can hinder innovation and productivity; thus, streamlining processes can empower employees to make decisions more efficiently (Candana et al., 2024). Finally, automation technologies play a crucial role by minimizing manual work and errors, allowing employees to concentrate on strategic activities (Dhawan, 2024). Together, these elements create a robust framework for improving work productivity in modern organizations.

The Relationship Between Digital Leadership and Work Motivation and Productivity

Several previous studies have shown that digital leadership has a positive correlation with work motivation and productivity (Tarabasz et al., 2018). Leaders who implement digital leadership can increase employee engagement through more open and transparent communication and the use of technology that supports work flexibility (Gandolfi & Stone, 2018). In the public sector context, digital leadership also contributes to increased service efficiency and employee satisfaction (Mergel et al., 2019).

Building on this literature review, this study will further examine how the implementation of digital leadership in the Subang Regional Government affects employee motivation and

productivity, as well as the policy implications that can be implemented to improve leadership effectiveness in the public sector.

Methods

This study uses a quantitative approach with a survey method to measure the influence of Digital Leadership on Motivation and Work Productivity in the Subang Regional Government, West Java. The population in this study is the Civil Servants of the Subang Regional Government, West Java. The sample will be taken using a random sampling method, namely a method in using samples that are carried out randomly. The number of samples in this study is 100 respondents. The variables in this study involve the Independent Variable: Digital Leadership (X2), Motivation (X2) and the Dependent Variable: Work Productivity (Y).

Results and Discussion

Validity and Reliability Test

Table Validity Test

Correlations	Sig. (2-tailed)	Information
Digital Leadership	0,000	Valid
Motivation	0,000	Valid
Work Productivity	0,000	Valid

**. Correlation is significant at the 0.01 level (2-tailed).

Interpretation

The results of data processing show that all items in this study have a significance value of 0.000 (<0.005), thus all items in this study are declared valid and worthy of being continued in the study.

Table Reliability Test

Reliability Statistics	
Cronbach's Alpha N of Items	
.828	3

Interpretation

The results of statistical data processing show that all items in this study have a Cronbach's Alpha value of 0.828 (> 0.700), thus all items in this study are declared reliable and therefore worthy of being continued to the next stage.

Table Multiple Linear Regression Test

Model	Coefficients^a				
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1	(Constant)	2.823	2.521		.265
	Digital Leadership	.265	.049	.492	5.400
	Motivation	.341	.091	.340	3.728

a. Dependent Variable: Work Productivity

Interpretation

1. Digital Leadership Variable

T-statistic value = 5.400, Sig. (p-value) = 0.000. Since this value is significantly greater than the critical value of ± 1.96 (for a 5% significance level), it can be concluded that Digital Leadership has a significant influence on Work Productivity.

2. Motivation Variable

T-statistic value = 3.728, Sig. (p-value) = 0.000. This value is greater than 1.96, indicating that Motivation has a significant influence on Work Productivity.

Table F Test

ANOVA^a					
Model		Sum Squares	of df	Mean Square	F
1	Regression	1760.120	2	880.060	71.719
	Residual	1202.553	98	12.271	
	Total	2962.673	100		

a. Dependent Variable: Work Productivity
b. Predictors: (Constant), Motivation, Digital Leadership

Interpretation

Nilai F-Statistic = 71,719, Sig. (p-value) = 0,000, Karena nilai p<0,05, ini berarti model regresi secara keseluruhan signifikan pada tingkat kepercayaan 98%. Dengan demikian maka Digital Leadership dan Motivation secara bersama-sama memiliki pengaruh yang signifikan terhadap Work Productivity.

Tabel R Square

Model Summary					
Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.771 ^a	.594	.586	3.503	

a. Predictors: (Constant), Motivation, Digital Leadership

Interpretation

The R Square value = 0.594, this means that the Digital Leadership and Motivation variables contribute 59.4% to Work Productivity. The remaining 40.6% is influenced by other factors not included in this study.

Conclusion

This study aims to analyze the influence of Digital Leadership and Motivation on Work Productivity in the Subang Regional Government (Pemda), West Java. In the era of digital transformation, leadership that adapts to technology is a key factor in increasing the efficiency and effectiveness of civil servants (ASN). Furthermore, work motivation is also considered a crucial factor in driving employee performance in providing optimal public services.

Based on the results of the regression analysis, this study found that Digital Leadership has a significant influence on ASN Work Productivity. With a coefficient value of $B = 0.265$ and a significance level of 0.000, it can be concluded that the higher the quality of Digital Leadership implemented in the workplace, the higher employee productivity will be. A Beta value of 0.492 indicates that Digital Leadership has a strong influence on improving ASN performance in the Subang Regional Government.

Furthermore, work motivation also proved to have a significant influence on productivity, with a B value of 0.341 and a significance level of 0.000. The Beta value of 0.340 indicates that work motivation has a positive impact on productivity, although the effect is slightly smaller than that of Digital Leadership. Thus, employees with high motivation tend to be more productive in carrying out their duties and responsibilities.

The ANOVA test showed that this regression model was significant with an F value of 71.719 and a Sig. of 0.000, indicating that Digital Leadership and Motivation jointly influence ASN Work Productivity. Furthermore, the R -squared test result of 0.594 indicates that 59.4% of the variation in Work Productivity can be explained by Digital Leadership and Motivation, while the remaining 40.6% is influenced by other factors not included in this study.

The results of this study provide several implications for the Subang Regional Government in its efforts to improve ASN Work Productivity. First, it is necessary to improve Digital Leadership competency through training for structural officials to enable them to adopt technology in government governance. Second, it is crucial for the regional government to strengthen its work motivation system, both through awards, a conducive work environment, and career development opportunities for ASN. Furthermore, optimizing digital transformation in public administration can also be a strategic step to improve the efficiency and effectiveness of public services. As a follow-up, this study recommends that further research consider other factors that can influence work productivity, such as organizational culture, workload, and work-life balance. Thus, this study confirms that digital leadership and motivation are two key

factors that play a role in increasing the work productivity of civil servants in the Subang regional government, while also providing insights for local governments in developing more effective and innovative HR policies.

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