

THE INFLUENCE OF VISIONARY LEADERSHIP, DIGITAL GOVERNANCE, AND DIGITAL COMPETENCE ON EMPLOYEE PERFORMANCE THROUGH WORK EFFICIENCY AS AN INTERVENING VARIABLE IN VILLAGE GOVERNMENT IN SOOKO DISTRICT, MOJOKERTO REGENCY

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Abstract: This study examines the influence of visionary leadership, digital governance, and digital competence on employee performance through work efficiency as an intervening variable among village government employees in Sooko District, Mojokerto Regency. The population consists of 124 employees, with a sample of 95 respondents selected using Slovin's formula. The data were analysed using structural equation modelling (SEM) with a partial least square (PLS) approach. The findings reveal that visionary leadership significantly affects employee performance but does not significantly impact work efficiency. Digital governance shows no significant effect on either employee performance or work efficiency. Conversely, digital competence significantly influences both employee performance and work efficiency. Additionally, work efficiency significantly impacts employee performance. Regarding the mediating role, work efficiency does not mediate the effects of visionary leadership or digital governance on employee performance. However, it significantly mediates the relationship between digital competence and employee performance. In conclusion, digital competence and work efficiency are essential factors in improving employee performance. However, visionary leadership and digital governance require further strategic refinement to produce significant impacts. These results highlight the importance of enhancing digital competence and optimising work efficiency to support the performance of village government employees.

Keywords: Visionary Leadership, Digital Governance, Digital Competence, Work Efficiency, Employee Performance

INTRODUCTION

The advancement of the digital era has required village governments in Indonesia to progressively adapt by strengthening digitalisation across various aspects of work. The success of digital transformation heavily depends on leadership commitment, the development of technological infrastructure, and the enhancement of human resource capacities (Afrilia et al., 2024). However,

The implementation of policies and programmes related to digital transformation at the village level continues to face numerous obstacles. (Sihombing and Lumbantobing, 2024) revealed that many village officials still lack the knowledge and skills required to carry out administrative tasks digitally, as they rely heavily on traditional, non-digitalised methods.

In the village governments within Sooko District, Mojokerto Regency, a common phenomenon observed is the low

level of digital competence among employees. This has resulted in suboptimal use of technology, reduced efficiency, and consequently, decreased employee performance. This study is grounded in several key theories. The theory of visionary leadership emphasises the crucial role of leaders in formulating a clear vision that provides meaning and purpose to an organisation's work (Nanus and Bennis, 1992). Digital governance denotes a framework for defining accountability, roles, and explicit decision-making authority regarding digital strategies, policies, and standards that encompass contemporary information and communication technologies, including the internet, local area networks, and mobile devices, aimed at improving effectiveness, efficiency, and service delivery across political, social, and administrative spheres.

(Kumari et al., 2024). Competence is characterised by a collection of information, skills, and attitudes that empower professionals to achieve high performance and address labour market challenges from personal, cognitive, social, technological, global, and sustainable perspectives. The competencies required for employees to attain corporate objectives are dictated by digital technology. (Ochoa Pacheco and Coello-Montecel, 2023). Furthermore, work efficiency is a fundamental principle for carrying out organisational activities, aiming to achieve desired outcomes with minimal effort while adhering to existing standards (Helmy et al., 2020). Lastly, employee performance is the result of employees' work, which can be evaluated in terms of quality, quantity, working time, and teamwork to achieve the objectives set by the organisation (Mujanah et al., 2023). Previous research highlights the urgency of this study. (Elmi

et al., 2017) found that visionary leadership significantly improves employee performance by up to 62.4%. Caesario (2022) said that employee performance is enhanced with the adoption of digital work technologies and information systems. Digital work systems streamline employee activities, whilst information systems improve the efficiency of communication and coordination, facilitating more efficient work processes. (Saeful and Ekhsan, 2024) concluded that digital competence significantly affects employee performance. However, in practice, challenges in implementing these concepts at the village government level—particularly the lack of training and technological support remain major obstacles. This gap between theory and practice highlights the need to further explore these issues by introducing work efficiency as an intervening variable in the relationship between visionary leadership, digital governance, digital competence, and employee performance. This study aims to comprehensively understand the interrelation of these variables, particularly in the context of village governments, which are often underrepresented in previous research. This study is expected to contribute both theoretically and practically to addressing the challenges of digital transformation in village governance. By positioning work efficiency as an intervening variable, it offers insights to improve the performance of village government employees. Ultimately, the findings may support the strengthening of village governance in the digital era, particularly in Sooko District, Mojokerto Regency.

LITERATURE REVIEW

Human Resource Management

According to Hasibuan and Malayu (2019), Human Resource Management (HRM) is both a science and an art that governs the relationships and roles of employees to actively and efficiently support the achievement of organisational, employee, and societal goals. Similarly, Mangkunegara et al. (2008) describe HRM as the process of managing and utilising individual resources. This process involves maximising individuals' potential in the workplace to achieve organisational objectives while also supporting employees' personal development.

Drawing on these perspectives, human resource management can be summarised as the strategic and efficient management of an organisation's human resources to contribute effectively to achieving corporate goals.

Visionary Leadership

According to Zaker et al. (2016), visionary leadership is a leadership style that seeks to provide meaning to organisational members' work and collective efforts by offering direction and significance grounded in a clear vision. This type of leadership requires specific competencies. Similarly, Karwan et al. (2021) describe visionary leadership as leadership behaviour characterised by personal attributes and the ability to see holistically.

Based on these perspectives, visionary leadership can be understood as a leadership style that establishes a shared vision in response to societal changes and guides organisational members to work in alignment with this collective vision. This approach ensures that the outcomes achieved are consistent with the agreed-upon vision.

Digital Governance

Digital governance refers to the use of technology to manage and improve governance processes within a country. Digital governance played a crucial role in ensuring inclusive economic development. The focus was on leveraging technology to enhance the delivery of government services and facilitate communication (Jain et al., 2023).

Digital governance refers to the mechanisms and processes put in place to effectively manage and regulate digitally enabled exchange relationships (Hanisch et al., 2023).

Drawing from these perspectives, digital governance is a multifaceted concept that encompasses the use of digital technologies to enhance the efficiency, transparency, and accountability of governance processes. It involves integrating digital tools and platforms to facilitate the delivery of government services, enhance public sector capabilities, and ensure inclusive economic development. The concept is distinct from digital government, which primarily focuses on the digitisation of government services. Digital governance, on the other hand, includes broader mechanisms and frameworks that govern the use of digital technologies in public administration and beyond.

Digital Competence

Accessing, analysing, evaluating, reflecting critically, creating, and communicating successfully in four crucial areas—technological, informational

multimedia and communicative skills are what is called digital competence. (Marrero-Sánchez and Vergara-Romero, 2023).

(Shakhlo F. Davronova, 2020) defines "digital competencies" as the skills and knowledge required to effectively use digital technologies in various contexts. These competencies encompass a range of abilities, including communicating, collaborating, and creating content with digital tools, as well as understanding digital security and data management. The classification of digital competencies helps identify the specific skills individuals need to thrive in a digital environment, ultimately supporting the digital transformation of businesses and the economy.

Drawing on these perspectives, digital competence is a multifaceted concept encompassing the knowledge, skills, and attitudes necessary to effectively use digital technologies across contexts. It involves the ability to access, analyse, evaluate, and create digital content, as well as communicate and collaborate using digital tools. This competence is crucial in educational settings, professional environments, and everyday life, as it enables individuals to navigate the digital world efficiently and responsibly.

Work Efficiency

Work efficiency refers to the effective management of human resources within an organisation to achieve key goals and optimise performance. It involves maximising employee engagement, ensuring proper working conditions, and providing regular feedback to enhance productivity (Szejniuk, 2019).

Work efficiency is defined as doing the right work at the right time,

representing a crucial aspect of modern management (Arya and Pincha, 2012).

Based on these definitions, the work efficiency of employees can be concluded as the output both in terms of quality and quantity achieved by human resources within a specific period while performing their duties in accordance with the responsibilities assigned to them.

Employee Performance

According to A.A. Anwar Prabu Mangkunegara (2017), performance is defined as work achievement or output, encompassing both quality and quantity, attained by employees within a specific time period (typically measured per hour) while executing tasks in alignment with their responsibilities. Similarly, Mujanah et al. (2023) state that employee performance refers to the outcomes of employees' work, which can be evaluated based on quality, quantity, timeliness, and teamwork to achieve the goals established by the organisation.

Based on existing definitions, employee performance is the work outcome achieved by employees within a specific timeframe to accomplish a defined goal.

RESEARCH METHODOLOGY

This study employs a quantitative approach with an explanatory research type and a Structural Equation Modelling (SEM) model based on Partial Least Square (PLS). This approach was chosen due to its capability to analyse complex relationships between latent variables, both directly and indirectly, as well as its flexibility in handling non-normally distributed data (Hair Jr. et al., 2021a). PLS is particularly suitable for studies with small sample sizes.

The population of this research consists of 124 village government employees in Sooko District, Mojokerto Regency. The sample was determined using the Slovin formula, with a 5% margin of error, yielding 95 respondents. The sample was selected using purposive sampling based on specific criteria, such as job position, involvement in administrative tasks, and work experience, to ensure that the data collected is relevant and representative of the phenomenon being studied. Purposive sampling was necessary in this context because not all members of the population possess the knowledge or direct experience relevant to the research variables, particularly concerning digital payment usage, trust, and service satisfaction. Unlike probabilistic methods such as simple random or stratified sampling, purposive sampling allows the researcher to deliberately target individuals with direct involvement in e-governance or financial transaction-related roles. This focused inclusion improves construct validity and ensures that the constructs being measured reflect actual experiential knowledge.

However, purposive sampling introduces potential biases, notably selection bias and limited generalisability beyond the study sample. To mitigate these risks and enhance representativeness, stratification was applied within the purposive framework. For instance, participants were proportionally selected from different villages and job classifications (e.g., administrative officers, finance staff, secretaries), ensuring that each subgroup was represented in proportion to its prevalence in the population. This hybrid approach enhances the credibility and applicability of the findings while maintaining methodological rigour.

The analysis in this study includes evaluations of the outer and inner models. The outer model assessment ensures the validity and reliability of the research constructs by evaluating convergent validity through loading factors (>0.7) and AVE values (≥ 0.5), and discriminant validity using the Fornell-Larcker criterion, in which the square root of each construct's AVE must exceed the correlation between constructs. Construct reliability was assessed using Composite Reliability (CR) and Cronbach's Alpha, with values ≥ 0.7 indicating internal consistency of the indicators (Hair Jr. et al., 2021b).

The inner model assessment aims to evaluate the strength of relationships between latent variables using R-Square (R^2) values, categorised as strong (>0.67), moderate ($0.33-0.67$), or weak (<0.33), along with Q-Square Predictive Relevance to assess the model's predictive relevance ($Q^2 > 0$). Significance testing was performed through the path coefficient using the bootstrapping method to obtain t-statistics (>1.96) and p-values (<0.05). Mediation analysis was conducted to verify the role of the intervening variable in mediating the relationship between independent and dependent variables. The combination of outer and inner model evaluations ensures that the research model is valid, reliable, and capable of empirically explaining the relationships between variables (Hair Jr. et al., 2021c). All analytical processes were conducted using SmartPLS software.

RESULTS AND DISCUSSION

Respondent Description

The respondents in this study are village government employees from 15 villages in Sooko Subdistrict, Mojokerto Regency, totalling 95 individuals. The respondents' profiles will be described

based on gender, age, highest educational attainment, and years of service. The

details of the respondents are presented in Table 1 below.

Table 1. Descriptive Analysis of Respondents

Item Statement	Frequency	Percentage
Gender		
Male	70	74%
Female	25	26%
Age		
18–24 years	1	1%
25–34 years	18	19%
35–44 years	31	33%
45–54 years	26	27%
55–64 years	19	20%
≥ 65 years	0	0%
Highest Education Level		
Junior High School Equivalent	0	0%
Senior High School Equivalent	53	56%
Diploma (D1/ D2/ D3)	6	6%
Bachelor's Degree (D4/ S1)	33	35%
Master's Degree (S2)	3	3%
Doctoral Degree (S3)	0	0%
Years of Service		
1–3 years	3	3%
4–7 years	13	14%
8–15 years	37	39%
≥ 16 years	42	44%

Based on the table above, the village government employees in Sooko Subdistrict who participated as respondents in this study are predominantly male (74%), aged 35–44 years (33%), with a senior high school equivalent education level (56%), and more than 16 years of service (44%).

Convergent Validity

Convergent validity in PLS with reflective indicators is assessed based on outer loadings. The rule of thumb for convergent validity requires outer loadings > 0.70 and Average Variance Extracted (AVE) ≥ 0.5. The following are the outlier loading values for each indicator: visionary leadership, digital governance, digital competence, work efficiency, and employee performance.

Table 2. Outer Loadings and AVE values

Variable	Indicators	Outer Loadings	AVE
Visionary Leadership	X1.1	0,909	0,838
	X1.2	0,921	
Digital Governance	X2.1	0,860	0,778
	X2.2	0,896	
	X2.3	0,890	
Digital Competence	X3.1	0,909	0,834
	X3.2	0,918	
Work Efficiency	Z1.1	0,906	0,837
	Z1.2	0,923	
Employee performance	Y1.1	0,844	0,743
	Y1.2	0,885	
	Y1.3	0,857	

Based on the evaluation of convergent validity, all indicators in the research variables had outer loadings greater than 0.70 and AVEs greater than 0.5. Thus, all indicators were deemed valid.

Discriminant Validity

Discriminant validity is evaluated based on cross-loading values for each

indicator within the constructed constructs. An indicator meets discriminant validity if it has a higher cross-loading value for the construct it forms compared to other constructs. The following are the results of the discriminant validity test using cross-loading calculations.

Table 3. Discriminant Validity Test Results

Indicators	Visionary Leadership	Digital Governance	Digital Competence	Work Performance	Work Efficiency
X1.1	0,909	0,695	0,545	0,580	0,589
X1.2	0,921	0,719	0,585	0,642	0,609
X2.1	0,647	0,860	0,583	0,488	0,565
X2.2	0,685	0,896	0,613	0,474	0,642
X2.3	0,708	0,890	0,723	0,598	0,676
X3.1	0,551	0,672	0,909	0,588	0,693
X3.2	0,577	0,662	0,918	0,650	0,694
Y1.1	0,554	0,501	0,578	0,844	0,653
Y1.2	0,623	0,548	0,631	0,885	0,683
Y1.3	0,549	0,483	0,541	0,857	0,595
Z1.1	0,552	0,602	0,714	0,624	0,906
Z1.2	0,641	0,701	0,676	0,740	0,923

Based on the results of the discriminant validity test, all indicators showed generally high cross-loadings within their respective constructs and low cross-loadings on other constructs. Therefore, it was concluded that all indicators are valid in forming the constructs of visionary leadership, digital governance, digital competence, work efficiency, and employee performance.

Composite Reliability

Composite Reliability (CR) is a measure used to assess the internal

consistency of indicators forming a construct in the research model. The CR value indicates how well these indicators collectively represent the measured construct. Generally, a good CR value exceeds 0.7, although values between 0.6–0.7 are still acceptable for exploratory research. CR is considered superior to Cronbach's Alpha because it accounts for indicator weights, thereby providing a more accurate estimate of construct reliability. The following are the composite reliability values..

Table 4. Composite Reliability Values

Variable	Composite Reliability
Visionary Leadership	0,912
Digital Governance	0,913

Digital Competence	0,802
Employee performance	0,827
Work Efficiency	0,805

Based on the CR test results, all variables had Composite Reliability values greater than 0.70, indicating that the variables—visionary leadership, digital governance, digital competence, work efficiency, and employee performance—are reliable.

R-Square (R²)

R-Square (R²) is a measure indicating the extent to which the variation in the dependent variable can be explained by the independent variables in a regression model. R² values range from 0 to 1, with higher values indicating a better model's ability to explain data variation. The R² values are presented in the following table.

Table 5. Nilai R-Square (R²)

Variable	R-Square
Employee performance	0,641
Work Efficiency	0,645

The R-squared value for the employee performance variable is 0.641, indicating that 64.1% of the variance in employee performance is explained by visionary leadership, digital governance, digital competence, and work efficiency, while 35.9% is explained by other variables. Similarly, the R-squared value for work efficiency is 0.645, indicating that 64.5% of the variance in work efficiency is explained by visionary leadership, digital governance, and digital competence, while 35.5% is explained by other variables.

Q-Square (Q²)

In the PLS model, goodness-of-fit can be assessed using the Q² value. Q² has the same interpretation as the coefficient of determination (R²) in regression analysis, where higher R² values indicate a better fit of the model to the data. Based on Table 4, the Q² value was calculated as follows:

$$Q^2 = 1 - [(1 - 0,641) \times (1 - 0,645)]$$

$$Q^2 = 1 - [0,359 \times 0,355]$$

$$Q^2 = 1 - 0,127445$$

$$Q^2 = 0,872555$$

From the calculations, the Q² value was found to be 0.8725, indicating that 87.25% of the data variance in the research can be explained by the structural model developed in this study. Based on these results, the structural model in this research has a good goodness of fit.

Path Coefficient

In a research model based on Structural Equation Modelling (SEM), the path coefficients show the intensity and direction of the direct link between the independent and dependent variables. A direct relationship is shown by a positive number, while an inverse relationship is indicated by a negative value; the values range from -1 to 1. At a 5% significance level, a route coefficient is deemed significant if either the p-value is less than 0.05 or the t-statistic is greater than 1.96. How much of an impact the independent variable has on the dependent variable is proportional to the coefficient's size. The results of the path coefficient analysis are as follows:

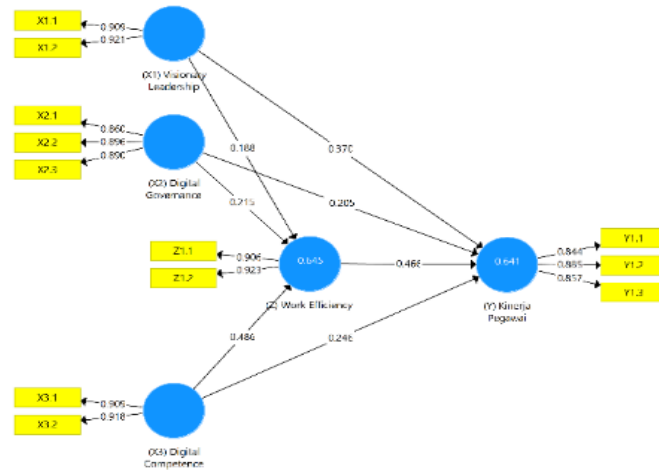


Figure 1. Path Coefficient

Table 6. Path Coefficient Values

Hip.	The Influence Among Variables	Original Sampel (O)	T-Statistics	P- V values
H1	Visionary Leadership " Employee Performance	0,370	3,348	0,001
H2	Visionary Leadership " Work Efficiency	0,188	1,664	0,114
H3	Digital Governance " Employee Performance	-0,205	1,600	0,097
H4	Digital Governance " Work Efficiency	0,215	1,412	0,171
H5	Digital Competence " Employee Performance	0,246	2,323	0,023
H6	Digital Competence " Work Efficiency	0,486	4,162	0,000
H7	Work Efficiency " Employee Performance	0,466	5,207	0,000
H8	Visionary Leadership " Work Efficiency " Employee Performance	0,008	1,529	0,127
H9	Digital Governance " Work Efficiency " Employee Performance	0,100	1,337	0,182
H10	Digital Competence " Work Pfficiency " Employee Performance	0,226	2,748	0,006

1. Visionary Leadership on Employee Performance

Visionary leadership has a positive and significant effect on employee performance, with a coefficient value of 0.370 and a t-statistic of 3.348 (>1.96). This indicates that the better the visionary leadership, the higher the employee performance. Thus, the first hypothesis (H1) is accepted.

2. Visionary Leadership on Work Efficiency

Visionary leadership does not have a significant effect on work efficiency, with a coefficient value of 0.188 and a t-statistic of 1.664 (<1.96). This shows that good visionary leadership does not have a tangible impact on work efficiency. Hence, the second hypothesis (H2) is rejected.

3. Digital Governance on Employee Performance

Digital governance has a negative, insignificant effect on employee performance, with a coefficient of -0.205 and a t-statistic of 1.600 (<1.96). This implies that better digital governance tends to decrease employee performance. Consequently, the third hypothesis (H3) is rejected.

4. Digital Governance on Work Efficiency

Digital governance does not significantly affect work efficiency, with a coefficient value of 0.215 and a t-statistic of 1.412 (<1.96). This indicates that digital governance has no significant impact on work efficiency. Therefore, the fourth hypothesis (H4) is rejected.

5. Digital Competence on Employee Performance

Digital competence positively and significantly affects employee performance, with a coefficient value of 0.246 and a t-statistic of 2.323 (>1.96). This demonstrates that better digital competence enhances employee performance. As a result, the fifth hypothesis (H5) is accepted.

6. Digital Competence on Work Efficiency

Digital competence positively and significantly affects work efficiency, with a coefficient value of 0.486 and a t-statistic of 4.162 (>1.96). This confirms that higher digital competence improves work efficiency. Thus, the sixth hypothesis (H6) is accepted.

7. Work Efficiency on Employee Performance

Work efficiency positively and significantly affects employee performance, with a coefficient value of 0.466 and a t-statistic of 5.207 (>1.96).

Higher work efficiency leads to better employee performance. Hence, the seventh hypothesis (H7) is accepted.

8. The Mediating Role of Work Efficiency on Visionary Leadership and Employee Performance

Visionary leadership does not have an indirect effect on employee performance through work efficiency, with a coefficient of 0.008 and a t-statistic of 1.529 (<1.96). This indicates that work efficiency does not mediate this relationship. The eighth hypothesis (H8) is rejected.

9. The Mediating Role of Work Efficiency on Digital Governance and Employee Performance

Digital governance does not have an indirect effect on employee performance through work efficiency, with a coefficient of 0.100 and a t-statistic of 1.337 (<1.96). This shows that digital governance is not relevant in improving employee performance. The ninth hypothesis (H9) is rejected.

10. The Mediating Role of Work Efficiency on Digital Competence and Employee Performance

Digital competence has an indirect effect on employee performance through work efficiency, with a coefficient of 0.226 and a t-statistic of 2.478 (>1.96). This indicates that work efficiency is highly relevant and effective in mediating improvements in employee performance. Thus, the tenth hypothesis (H10) is accepted.

CONCLUSIONS

Based on the research results examining the influence of visionary leadership, digital governance, and digital competence on employee performance through work efficiency as an intervening variable within the village government in

Sooko Subdistrict, Mojokerto Regency, the following conclusions are drawn:

1. The results indicate that visionary leadership has a positive and significant effect on employee performance. This suggests that visionary leadership enhances employee performance in the context of village government. The majority of respondents, aged 35–44 years (33%) and with more than 16 years of service (44%), demonstrate experience and maturity in their roles, making them more likely to respond positively to visionary leadership that provides strategic direction and clear objectives.
2. The study finds no significant influence of visionary leadership on work efficiency. While visionary leadership is crucial for overall performance, its direct impact on efficiency is less pronounced. Given that most respondents have an educational background equivalent to senior high school (56%), additional interventions such as technical training may be required to enhance work efficiency.
3. The influence of digital governance on employee performance is not significant. This could be attributed to the suboptimal implementation of digital governance at the village government level. With the majority of employees holding a senior high school education (56%), their ability to adapt to digital systems might be insufficient to support enhanced performance.
4. The results also reveal no significant effect of digital governance on work efficiency. This limited contribution may stem from inadequate digital infrastructure and insufficient employee training, particularly among those with over 16 years of service (44%), who may require more time to adapt to new technologies.
5. Digital competence has a positive and significant influence on employee performance. Employees with strong digital competence can leverage technology to improve their productivity and work quality. Respondents with higher levels of education (35% hold bachelor's degrees) are likely more adaptable to technology, directly contributing to improved performance.
6. The findings show that digital competence significantly influences work efficiency. Strong digital skills enable employees to work more efficiently, particularly in utilising digital systems for administrative tasks and communication. This aligns with the profile of respondents with long service durations (44% with more than 16 years), where digital expertise becomes a necessity to support efficiency.
7. Work efficiency significantly influences employee performance. Efficient employees tend to achieve higher performance. The majority of respondents with extensive work experience (over 16 years) likely achieve efficiency through experience and mastery of their tasks, which directly impacts their performance.
8. No significant mediation effect of work efficiency is found between visionary leadership and employee performance. This suggests that while visionary leadership has a direct impact on performance, the indirect path through work efficiency is not yet strong.
9. The mediation effect of work efficiency between digital governance and

Employee performance is also insignificant. The limited impact of this pathway might be due to underdeveloped digital governance practices. Improvements in technological infrastructure and digital training are necessary to address this gap.

10. A positive and significant mediation effect is observed for digital competence through work efficiency to employee performance. High digital competence not only enhances work efficiency but also contributes to overall performance. The majority of employees with higher educational qualifications (bachelor's and master's degrees) are better equipped to utilise digital skills to support their work.

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