



Leadership Style and Digital Transformation on Employee Performance through Technology Adoption as an Intervening Variable

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ABSTRACT

Research Aims: This study aims to examine the extent to which leadership style and digital transformation affect employee performance through the application of technology as an intervening variable in West Sumatra.

Design/methodology/approach: This study used a saturated sample with a of 55 respondents. The data collection technique in this study used a questionnaire distributed to respondents with a 5 point Likert scale. The data were analyzed using the SEM-PLS method with Smartpls 4 software.

Research Findings: The results of the study indicate that there is a positive and significant influence of leadership style on the application of technology, there is a positive and insignificant influence of digital transformation on the application of technology, there is a positive and significant influence of leadership style on employee performance, there is a negative and insignificant influence of digital transformation on employee performance, there is a positive and significant influence of technology application on employee performance, technology application is able to mediate the influence of leadership style on employee performance, technology application is unable to mediate the influence of digital transformation on employee performance

Theoretical Contribution/Originality: This study contributes theoretically to how leadership style and digital transformation influence employee performance through the application of technology as a mediator. The results of this study enrich the study of human resource management, particularly in local government agencies such as Regional Police West Sumatra.

Keywords: Leadership Style, Digital Transformation, Employee Performance, Technology Implementation

Introduction

The success of a government agency in achieving its objectives and performing its functions effectively cannot be separated from the quality of its employees' performance.

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The role of human resources in a government agency is very important because it is a determining factor in the agency's success in achieving its objectives. Employee performance is a reflection of their ability, responsibility, and dedication in carrying out the tasks assigned to them in accordance with organizational standards and procedures. Employees with high performance will be able to contribute optimally to increasing productivity and achieving organizational goals (Pratama et al., 2024).

Therefore, a clear, measurable, and objective performance appraisal system is needed to assess the effectiveness of employees in achieving their targets. This performance appraisal not only serves to measure individual success but also provides a basis for leaders to evaluate the effectiveness of the organization as a whole. With a good assessment system in place, agencies can identify the strengths and weaknesses of employees and provide guidance to those who have not yet reached the expected work standards. This is important so that all employees are able to work in harmony with the vision, mission, and values of the organization (Iriyanti et al., 2022).

Table 1. Performance Achievements in the Field of Information and Communication Technology of the West Sumatra Regional Police for 2022-2024

Performance Indicators	Year 2022			Year 2023			Year 2024		
	Target	Realization	Reach	Target	Realization	Reach	Target	Realization	Reach
Percentage of discipline and attendance of ICT personnel	95%	98%	103,1%	95%	93%	98%	100%	95%	95%
Percentage of completion of tasks and responsibilities on time	90%	87%	97%	90%	87%	97%	80%	65%	81,2%
Percentage increase in technical and digital competence of ICT personnel	85%	80%	94,1%	90%	85%	94,4%	90%	85%	94,4%
Percentage of innovation implementation and contribution to ICT system development	90%	80%	89%	90%	88%	98%	90%	85%	94,4%
Percentage of internal	100%	95%	95%	100%	93%	93%	100%	97%	97%

Performance Indicators	Year 2022			Year 2023			Year 2024		
	Target	Realization	Reach	Target	Realization	Reach	Target	Realization	Reach
satisfaction level with ICT HR services and support									
Percentage of personnel capability development and professionalism	95%	85%	89,4%	95%	90%	95%	95%	92%	97%
The percentage of reward and punishment on the performance of BID ICT employees	5%	1,5%	30%	5%	1,5%	30%	5%	4%	80%

Source : Information and Communication Technology Division of the West Sumatra Police

In table 1 regarding performance achievements, based on performance indicators, there were increases and decreases in each indicator per year. In the first indicator, the achievement in 2022 was 103.1%, then decreased again in 2023 and 2024. For the second indicator, the achievement in 2022 and 2023 was 97% and declined in 2024. Furthermore, for the third indicator, the achievement in 2022 was 94.1% and increased in 2023 and 2024. For the fourth indicator, the achievement in 2022 is 89% and increases in 2023, then decreases again in 2024. The fifth indicator shows that the achievement in 2022 is 95% and decreases in 2023, then increases again in 2024. For the sixth indicator, the achievement in 2022 was 89.4% and increased in 2023 and 2024. Furthermore, for the seventh indicator, the achievement in 2022 and 2023 was 30% and then increased in 2024.

Previous studies have extensively examined the effects of leadership style and digital transformation on employee performance, both directly and through various mediating variables. However, the findings remain inconsistent, particularly regarding the effectiveness of digital transformation in improving employee performance within public sector organizations. While several studies report positive effects, others indicate insignificant or even negative relationships, suggesting the presence of contextual and managerial factors that have not been adequately addressed.

Furthermore, prior research tends to treat leadership style, digital transformation, and technology implementation as independent predictors rather than as an integrated mechanism. Limited attention has been given to the role of technology implementation

as a mediating variable that translates leadership influence and digital initiatives into actual performance outcomes. This gap is especially evident in public sector institutions characterized by high formalization and procedural work systems.

Therefore, the explicit research gap of this study lies in the lack of an integrated theoretical and empirical model that explains how leadership style and digital transformation jointly influence employee performance through technology implementation, particularly within a public sector context.

This study contributes theoretically by integrating Job Demands–Resources (JD-R) Theory and Social Exchange Theory (SET) to explain the mechanisms linking leadership style, digital transformation, technology implementation, and employee performance. Empirically, this study provides evidence that leadership style plays a more critical role than digital transformation in enhancing employee performance through effective technology implementation. Practically, the findings offer insights for public sector organizations by emphasizing that digital initiatives must be supported by strong leadership to achieve performance improvement.

Based on the background described above, the researcher wishes to conduct research entitled "Leadership Style and Digital Transformation on Employee Performance through Technology Adoption as an Intervening Variable."

Accordingly, the study seeks to answer the following research questions:

1. What is the influence of leadership style on technology implementation in the Information and Communication Technology Division of the West Sumatra Regional Police?
2. What is the influence of digital transformation on technology implementation in the Information and Communication Technology Division of the West Sumatra Regional Police?
3. What is the influence of leadership style on employee performance in the Information and Communication Technology Division of the West Sumatra Regional Police?
4. What is the influence of digital transformation on employee performance in the Information and Communication Technology Division of the West Sumatra Regional Police?
5. What is the influence of technology implementation on employee performance in the Information and Communication Technology Division of the West Sumatra Regional Police?
6. Does technology implementation mediate the influence of leadership style on employee performance in the Information and Communication Technology Division of the West Sumatra Regional Police?
7. Does technology implementation mediate the influence of digital transformation on employee performance in the Information and Communication Technology Division of the West Sumatra Regional Police?

Literature Review

Job Demands Theory: Resource and Social Exchange Perspective

This study is grounded in an integrated theoretical framework that combines the Job Demands–Resources (JD-R) Theory and Social Exchange Theory (SET) to explain the relationships among leadership style, digital transformation, technology implementation, and employee performance. According to JD-R theory, employee performance is influenced by the balance between job demands and job resources, where leadership quality and technological support function as key resources that enhance motivation and work effectiveness. SET further explains that employees respond to organizational support through reciprocal behavior, such as increased effort, technology utilization, and improved performance.

Within this framework, leadership style is conceptualized as a primary social and psychological resource that shapes employees' readiness to adopt and use technology. Effective leadership provides direction, support, and trust, which reduces perceived job demands and strengthens employees' willingness to engage with technological systems. Technology implementation therefore acts as a critical mechanism that translates leadership influence into improved work efficiency and performance outcomes. In contrast, digital transformation represents a structural organizational initiative that may increase job demands if it is not accompanied by sufficient leadership support and human resource readiness.

The mediating role of technology implementation is theoretically justified through the integration of JD-R and SET. Leadership-driven support encourages reciprocal employee behavior in the form of effective technology use, which subsequently enhances performance. However, when digital transformation is implemented without strong leadership and supportive exchanges, its impact on technology use and performance becomes limited. This integrated theoretical model advances prior studies by offering a coherent explanation of how leadership, technology, and organizational change interact to influence employee performance, particularly in public sector organizations.

The Influence of Leadership Style on Technology Implementation

According to Raymond, (2024), leadership style is a leader's behavioral pattern in influencing followers, and this style can change depending on the followers and the situation. According to Harefa et al., (2025), technology is a key foundation in supporting an organization's digital transformation, as it can improve operational performance efficiency, accelerate product and service innovation, and enhance the quality of the customer experience. Research by Ramadhan Lubis et al., (2024) indicates that leadership style has a positive and significant effect on technology. Meanwhile, research by Indah et al., (2024) indicates that leadership style has a positive and significant effect on technology. Based on the above description, the following hypothesis is derived:

H1: Leadership style is suspected to have a significant effect on technology implementation.

The Impact of Digital Transformation on Technology Implementation

According to Rino Subekti, Daniel Adolf Ohyver et al., (2024), digital transformation describes an organization's journey in transforming its operations from manual to digital processes using digital technology. The goal is to increase efficiency, create innovation, and add value to the organization. According to Fauzan, (2025), technology is a set of digital-based tools, systems, and processes used to automate work, increase operational efficiency, and support faster and more accurate decision-making within an organization. Research Sari, (2024) states that digital transformation has a positive and significant impact on technology. Meanwhile, research Cut Putroe Yuliana, (2022) states that digital transformation has a positive and significant impact on technology. Based on the above description, the following hypothesis is derived:

H2: Digital transformation is suspected to have a significant impact on technology implementation.

The Influence of Leadership Style on Employee Performance

According to Siahaan, (2024), leadership style is the method, attitude, and behavioral pattern of a leader in influencing, directing, and serving members of their organization to achieve common goals. According to Maludin Panjaitan, Wahid, (2023), performance is a series of actions, starting from action planning, the process of carrying out the actions, and evaluating the results of these actions, involving various elements, including human and organizational behavior, as well as the environment that influences the process. Research Rasjid, (2021) states that leadership style has a positive and significant effect on employee performance. Meanwhile, research I. Sari et al., (2025) indicates that leadership style has a positive and significant effect on employee performance. Based on the above description, the following hypothesis is derived:

H3: Leadership style is suspected to have a significant effect on employee performance.

The Impact of Digital Transformation on Employee Performance

According to Hariyono, Iwan Adi Candra et al., (2024), digital transformation is a fundamental change in the way an organization conducts operations and interacts with customers, driven by the use of digital technology. According to Lestari, (2023), employee performance is the result of individual achievement in carrying out tasks and responsibilities in accordance with organizational goals, reflecting abilities, skills, and work motivation and serving as an important indicator of human resource effectiveness and increased organizational productivity. Research Cahyani & Mannu, (2025) indicates that digital transformation has a positive and significant impact on employee performance. Meanwhile, research Eka Panji Saptaprasetya et al., (2025) indicates that digital transformation has a positive and significant impact on employee performance. Based on the above description, the following hypothesis is derived:

H4: Digital transformation is suspected to have a significant impact on employee performance.

The Impact of Technology Implementation on Employee Performance

According to Nisa et al., (2024), technology is the application of human knowledge and skills through tools, methods, and systems to simplify work and improve the quality of life. It functions as a tool that helps people solve various problems, accelerate work processes, and create innovation in various areas of life. According to Sari et al.,(2022), employee performance is the work results achieved by an employee in carrying out their duties and responsibilities based on the targets and goals set by the organization. Research Ahmad Afandi, Nurdin Brasit, (2021) indicates that technology has a positive and significant impact on employee performance. Meanwhile, research Hafifa, (2023) indicates that technology has a positive and significant impact on employee performance. Based on the above description, the following hypothesis is derived:

H5: The application of technology is suspected to have a significant impact on employee performance.

Technology Implementation Mediates the Influence of Leadership Style on Employee Performance

According to Pramudya et al., (2023), leadership style is the method used in the leadership process, implemented through a person's leadership behavior to influence others to act according to their wishes. According to Zulkifli, (2022), employee performance is the overall success of an individual over a specific period of time, or, more simply, a measure of work output, targets, or pre-agreed goals. According to Agustika et al., (2023), technology is the sum of all the tools, methods, and scientific processes used by humans to create, develop, and implement tools or systems to solve problems, increase efficiency, and simplify work in various aspects of life. This includes the application of science to produce goods, services, and solutions that benefit humans.

Research Aldi et al., (2024) indicates that leadership style has a direct, positive and significant influence on employee performance through technology. Furthermore, research Indah et al., (2024) indicates that leadership style has a positive and significant influence on performance through the use of technology. Based on the description above, the following hypothesis is derived:

H6: It is suspected that the application of technology can mediate the influence of leadership style on employee performance.

Technology Implementation Mediates the Impact of Digital Transformation on Employee Performance

According to Erwin, M. Afdhal Chatra et al., (2023), digital transformation is a process of major and fundamental change in the way an organization or business operates, interacts with customers, and achieves its strategic goals through the use of digital technology. According to Rumawas, (2021), performance is the achievement of work achievements and the attainment of work results, whether individually, in groups, or as an organization, synergizing to connect a series of organizational or company activities in implementing strategies to develop feedback systems with various pre-designed performance capabilities. According to Julia & Jiddal Masyruoh, (2022), technology is a combination of skills, knowledge, equipment, machines, and computers used to design, produce, and distribute goods and services. The more sophisticated the

technology used, the more flexible organizational structures are needed to enhance managers' ability to respond to unforeseen situations and provide the freedom to find new solutions to emerging problems or issues.

Research Annisa et al., (2025) states that digital transformation has a partial and significant positive effect on employee performance through technology. Meanwhile, research results Narastri & Hidayat, (2025) indicate that digital transformation has a positive and significant impact on employee performance through the use of technology. Based on the above description, the following hypothesis is derived:

H7: It is suspected that the application of technology can mediate the effect of digital transformation on employee performance.

Method

The use of a saturated sampling technique in this study is methodologically justified due to the relatively small population size of 55 employees. In accordance with sampling theory, when the population is limited and accessible, using the entire population as respondents is recommended to minimize sampling error and increase the accuracy of parameter estimation. Therefore, the sample size used in this study adequately represents the population and supports the robustness of the analysis.

This study applied the Partial Least Squares–Structural Equation Modeling (PLS-SEM) approach due to several methodological considerations. First, PLS-SEM is suitable for studies with relatively small sample sizes and complex models involving mediation effects. Second, the primary objective of this research is prediction and explanation of variance in employee performance rather than theory confirmation, making PLS-SEM more appropriate than Covariance-Based SEM (CB-SEM). Additionally, PLS-SEM does not require strict assumptions of multivariate normality, which aligns with the characteristics of the collected data.

To address potential common method bias, several procedural and statistical considerations were applied. Procedurally, the questionnaire items were designed clearly and anonymously to reduce respondents' evaluation apprehension. Statistically, the high explanatory power of the model is interpreted with caution, considering that data were collected from a single source using self-reported measures. Therefore, although common method bias cannot be fully eliminated, its potential impact is acknowledged as a limitation of this study. Multicollinearity among latent variables was assessed using the Variance Inflation Factor (VIF). The results indicate that all VIF values were below the recommended threshold, suggesting that multicollinearity is not a concern and that each construct contributes uniquely to the structural model. This confirms the stability of the estimated path coefficients.

Construct validity was established through convergent and discriminant validity testing. Convergent validity was confirmed by outer loading values exceeding the recommended threshold, indicating that the indicators adequately represent their respective constructs. The measurement scales used in this study were adapted from established and validated sources in prior research, ensuring theoretical consistency and

construct reliability. Discriminant validity further confirms that each construct captures distinct conceptual dimensions within the model.

Overall, these methodological considerations support the reliability and validity of the research findings and strengthen the credibility of the analytical approach employed in this study. This study uses a quantitative research design. Data were collected through structured questionnaires measured using a Likert scale (1-5). Data analysis was conducted using Structural Equation Modeling (SEM) with Partial Least Squares (PLS) version 4.0 to test the proposed hypotheses.

Result and Discussion

Outer Model Testing After Elimination

Based on the results of the outer model test using SmartPLS, the correlation value between the items of the research variable statements was obtained as follows. In the study, the convergent validity values were >0.7 . Several indicators were eliminated from the leadership style variable, namely X1.9 and digital transformation, namely X2.7 and X2.8.

Table 2 Outer Loading Results After Elimination

Variable	Indicator	Value		Description
		Convergent Validity	Comparator	
Employee Performance	Y.1	0.880	0.7	Valid
	Y.2	0.900	0.7	Valid
	Y.3	0.846	0.7	Valid
	Y.4	0.929	0.7	Valid
	Y.5	0.900	0.7	Valid
	Y.6	0.880	0.7	Valid
Leadership Style	X1.1	0.929	0.7	Valid
	X1.2	0.914	0.7	Valid
	X1.3	0.891	0.7	Valid
	X1.4	0.918	0.7	Valid
	X1.5	0.860	0.7	Valid
	X1.6	0.913	0.7	Valid
	X1.7	0.874	0.7	Valid
	X1.8	0.830	0.7	Valid
	X1.10	0.721	0.7	Valid
	X1.11	0.914	0.7	Valid
	X1.12	0.891	0.7	Valid
Digital Transformation	X2.1	0.911	0.7	Valid
	X2.2	0.919	0.7	Valid
	X2.3	0.927	0.7	Valid
	X2.4	0.936	0.7	Valid
	X2.5	0.879	0.7	Valid
	X2.6	0.883	0.7	Valid
	Z.1	0.868	0.7	Valid

Variable	Indicator	Value		Description
		Convergent Validity	Comparator	
Application of Technology	Z.2	0.833	0.7	Valid
	Z.3	0.930	0.7	Valid
	Z.4	0.908	0.7	Valid
	Z.5	0.900	0.7	Valid
	Z.6	0.876	0.7	Valid

Source: Results of SmartPLS data processing, (2026)

Results of the Analysis of Variance (R²) or R-Square Test

Variant analysis (R²) is to determine the extent of the influence of the independent variable on the dependent variable, the value of the determination coefficient can be shown as follows.

Table 3 Evaluation of R-Square Value

Variable	R-Square	R-Square Adjusted
Application of Technology (Z)	0.794	0.786
Employee Performance (Y)	0.960	0.958

Source: SmartPLS data processing results (2026)

The results of the structural model testing indicate that the research model has very strong predictive power. The coefficient of determination (R²) of 0.794 for the technology implementation variable indicates that leadership style and digital transformation are able to explain most of the variation in technology implementation. Meanwhile, the R² of 0.960 for the employee performance variable indicates that the combination of leadership style, digital transformation, and technology implementation has very high explanatory power for employee performance in the context of the organization studied.

Although the R² value is considered high for social science research, this finding should be interpreted with caution. The high explanatory power of the model is likely influenced by the homogenous characteristics of the respondents, the focus of the study on a single institution, and the use of perceptual data from a single source. These conditions can strengthen the relationship between variables, but also limit the generalizability of the research results.

The analysis of the intervariable relationships indicates that leadership style has a positive and significant effect on technology implementation. This finding confirms that leadership plays a crucial role in encouraging employee adoption and utilization of technology. Conversely, digital transformation did not significantly influence technology implementation, indicating that digital initiatives have not yet been fully followed by

readiness and behavior for technology use at the individual level.

Leadership style also proved to have a positive and significant effect on employee performance, confirming that the human factor remains the primary determinant of organizational performance. Conversely, digital transformation showed a negative and insignificant effect on employee performance, indicating that digitalization has not yet had a direct impact on performance improvement. Technology implementation, on the other hand, had a positive and significant effect on employee performance, indicating that technology functions effectively as a tool to support work productivity.

Mediation analysis showed that technology implementation mediated the effect of leadership style on employee performance, but not the effect of digital transformation on performance. This finding confirms that effective leadership encourages the use of technology, which impacts performance improvement, while digital transformation remains structural and has not yet been fully internalized in work behavior.

Based on effect size (f^2) analysis, leadership style and technology implementation have strong practical contributions to employee performance, while digital transformation showed a relatively small contribution. This emphasizes that statistical significance needs to be balanced with effect size analysis to understand the actual impact of variables within an organizational context.

Overall, the results of the study indicate that improving employee performance is more effectively achieved through strong leadership and optimal technology implementation than through digital transformation policies alone. These findings emphasize the importance of a balance between leadership, technology, and work systems in supporting the success of organizational transformation.

Hypothesis Testing

The hypothesis test in this study can be judged from the magnitude of the t-statistical value or t-count compared to the t-table of 1.96 at alpha 5%. If t-statistics/t-counts < t-table 1.96 at alpha 5%, then H_0 is rejected and If t-statistics/t-counts > t-table 1.96 at alpha 5%, then H_a is accepted. The following is the output result of SmartPLS, which describes the estimated output for structural model testing:

Direct Effect

The influence of leadership style on technology implementation is, where the t-statistic value > t-table 1.96 at alpha 5% or $4.189 > 1.96$ therefore H_0 is rejected and H_1 is accepted, in other words there is a positive and significant influence of leadership style on technology implementation. The results of this study are in line with the results of the research (Ramadhan Lubis et al., 2024) states that leadership style has a positive and significant effect on technology. Research results (Indah et al., 2024) states that leadership style has a positive and significant effect on technology. Meanwhile, this research is not in line with the results of the research (Marelda, 2021) stated that the leadership style has no significant effect on technology. Research results (Kusuma et al., 2025) stated that the leadership style has no significant effect on technology.

Table 4 Direct Effect

Description	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Value	Remarks
Leadership Style (X1) -> Technology Application (W)	0.688	0.690	0.164	4.189	0.000	Accepted
Digital Transformation (X2) -> Technology Deployment (Z)	0.215	0.210	0.164	1.308	0.191	Rejected
Leadership Style (X1) -> Employee Performance (Y)	0.453	0.430	0.107	4.239	0.000	Accepted
Digital Transformation (X2) -> Employee Performance (Y)	-0.060	-0.032	0.107	0.561	0.575	Rejected
Application of Technology (Z) -> Employee Performance (Y)	0.611	0.606	0.083	7.371	0.000	Accepted

Source: SmartPLS Inner Model Test Results, (2026)

The Influence of Digital Transformation on Technology Implementation, where the t-statistic value < t-table 1.96 at alpha 5% or $1.308 < 1.96$ therefore H_0 is accepted and H_2 is rejected, in other words digital transformation has a positive and insignificant effect on technology implementation. The results of this study are not in line with the results of the research (Sari, 2024) stated that digital transformation has a positive and significant effect on technology. Research results (Cut Putroe Yuliana, 2022) stated that digital transformation has a positive and significant effect on technology. Meanwhile, the results of this study are in line with the results of the research (Eri, 2024) stating that digital

transformation has no significant effect on technology. Research results (Arsa & Aryani, 2023) states that digital transformation has no effect on technology.

The Influence of Leadership Style on Employee Performance, Where the t-statistic value $>$ t-table 1.96 at alpha 5% or $4.239 > 1.96$ therefore H_0 is rejected and H_3 is accepted, in other words there is a positive and significant influence of leadership style on employee performance. The results of this study are in line with the results of the research (Rasjid, 2021) stating that the leadership style has a positive and significant effect on employee performance. Research results (I. Sari et al., 2025) stating that leadership style has a positive and significant influence on employee performance. While this research is not in line with the results of the research according to (Prihatin et al., 2024) stated that the leadership style does not have a significant effect on employee performance. Research results (Fitri et al., 2023) stating that the leadership style does not have a significant effect on employee performance.

The Influence of Digital Transformation on Employee Performance, Where the t-statistic value $<$ t-table 1.96 at alpha 5% or $0.561 < 1.96$ therefore H_0 is accepted and H_4 is rejected, in other words digital transformation has a negative and insignificant effect on employee performance. The results of this study are not in line with the results of the research (Cahyani & Mannu, 2025) stating that digital transformation positively and significantly affects employee performance. Research results (Eka Panji Saptaprasetya et al., 2025) stating that digital transformation has a positive and significant influence on employee performance. Meanwhile, the results of this study are in line with the results of the research (Raysharie et al., 2024) stating that digital transformation does not have a significant effect on employee performance. Research results (Triswandana et al., 2025) stating that digital transformation does not have a significant effect on employee performance.

The Effect of Technology Implementation on Employee Performance, Where the t-statistic value $>$ t-table 1.96 at alpha 5% or $7.371 > 1.96$ therefore H_0 is rejected and H_5 is accepted, in other words there is a positive and significant effect of technology implementation on employee performance. The results of this study are in line with the results of the research (Ahmad Afandi, Nurdin Brasit, 2021) stating that technology has a positive and significant effect on employee performance. Research results (Hafifa, 2023) stating that technology has a positive and significant influence on employee performance. Meanwhile, this research is not in line with the results of the research (Primary, 2025) stating that technology has no significant effect on employee performance. Research results (Herawati, 2021) stating that the use of technology does not have a significant effect on employee performance.

Indirect Effect

The Application of Technology Mediates the Effect of Leadership Style on Employee Performance, Where the t-statistic value $>$ t-table 1.96 at alpha 5% or $3.732 > 1.96$ therefore H_0 is rejected and H_6 is accepted, in other words the application of technology is able to mediate the effect of leadership style on employee performance. The results of this study are in line with the results of the research (Aldi et al., 2024) states that leadership style

has a direct positive and significant influence on employee performance through technology. Research results (Indah et al., 2024) stating that leadership style has a positive and significant effect on performance through the use of technology. The results of this study are not in line with the results of the research (Wandi, 2023) stating that the leadership style does not have a significant influence on employee performance with the use of technology. Research results (Callista, 2023) stating that the leadership style does not have a significant effect on employee performance mediated by technology.

Table 5 Indirect Effect

Description	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Value	Remarks
Leadership Style (X1) -> Application of Technology (Z)-> Employee Performance (Y)	0.420	0.417	0.113	3.732	0.000	Support
Digital Transformation (X2) -> Technology Application (Z) -> Employee Performance (Y)	0.131	0.127	0.101	1.296	0.195	Not Supported

Source: SmartPLS Inner Model Test Results, (2026)

The Application of Technology Mediates the Effect of Digital Transformation on Employee Performance, Where the t-statistic value $< t\text{-table } 1.96$ at alpha 5% or $1.296 < 1.96$ therefore H_0 is accepted and H_7 is rejected, in other words the application of technology is not able to mediate the effect of digital transformation on employee performance. The results of this study are not in line with the results of the research (Annisa et al., 2025) stated that digital transformation partially has a positive and significant effect on employee performance through technology. Research results (Narastri & Hidayat, 2025) stated that digital transformation has a positive and significant influence on employee performance through the use of technology. While the results of this study in line with the results of the research (Sheila, 2022) stated that digital transformation does not have a significant effect on employee performance with technological adaptation. Research results (Wati, 2024) stated that digital transformation does not have a significant effect on employee performance mediated by technology.

Conclusion

Based on the research findings, several conclusions can be drawn. First, leadership style has a positive and significant effect on technology implementation in the Information and Communication Technology Division of the West Sumatra Regional Police. Second, digital transformation has a positive but insignificant effect on technology implementation. Third, leadership style positively and significantly influences employee performance. Fourth, digital transformation has a negative and insignificant effect on employee performance. Fifth, technology implementation has a positive and significant effect on employee performance. Furthermore, technology implementation is proven to mediate the effect of leadership style on employee performance, while it does not mediate the effect of digital transformation on employee performance. Theoretically, this study strengthens the perspective that leadership plays a central role in ensuring the effective use of technology to improve employee performance, particularly in public sector organizations. The findings indicate that digital transformation alone is insufficient to enhance performance without strong leadership and effective technology implementation, supporting the alignment between human, technological, and organizational factors.

This study has several limitations. The research was conducted in a single public institution with a limited number of respondents, which may restrict the generalizability of the results. In addition, the study only examined leadership style and digital transformation as antecedent variables, while other relevant factors were not included. Based on these limitations, future research is recommended to involve broader research settings and include additional variables such as organizational culture, work motivation, or technological readiness to obtain more comprehensive and generalizable results.

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