ICOEMA 2025

Sustainable Business Transformation: Digital Leadership and Development Through Motivational Catalysts for Superior Performance

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Abstract

This study aims to determine the influence of digital leadership and skill development on motivation and performance at the DRAB hospital. This study uses a quantitative approach with Structural Equation Modeling (SEM) analysis. This study used a questionnaire with proportional random sampling techniques on 360 people from 718 total employees, with Likert scale measurements. The results of the study show that Digital Leadership, skill development has a significant positive effect on motivation, Digital Leadership, skill development and motivation have a significant positive effect on Superior Performance, Digital Leadership has a significant positive effect on Superior Performance through motivation, skill Development has a significant positive effect on Superior Performance through motivation.

Keywords*: Digital Leadership, Skill Development, Motivation, Superior Performance.*

INTRODUCTION

As strategic healthcare providers, hospitals face complex management challenges, thus requiring continuous updates in human resource management, (Robbins & Coulter, 2016). In today's digital era, healthcare organizations need to make fundamental adaptations in the management of various resources. Innovation in the field of management is very urgent to achieve the best results (Drucker, 2018). The presence of the millennial leadership style brings a new color to the management and organizational dynamics in hospitals. This approach is often transformational, flexible, and technology-based (Tapscott, 2009), Challenges in human resource management in the field of public health are not only related to administrative aspects. However, it has involved socio-cultural development that bridges diverse generations and values (Kotter, 2012). The three main elements that greatly affect the productivity and quality of services in hospitals are transformational leadership, a fair remuneration system, and sustainable development programs (Yukl, 2013). Research shows that strategic efforts in these aspects can improve individual and organizational performance, (Armstrong, 2017). The aim of this study was to investigate the dynamic relationship between transformational millennial leadership,XCZD and competency development, to

employee performance in hospitals (Cooper & Schindler, 2014). It is hoped that the results of this study can provide a reference for stakeholders in designing a responsive, flexible, and sustainable human resource management system (Ulrich, 2015).

Human Resource Management (HRM) in the Public Health Sector

Human Resource Management in the government-owned public sector, one of which is in the health sector such as hospitals, has distinctive management characteristics compared to the private sector, (Choi, 2009).Human Resource Management in public institutions emphasizes more on achieving the mission of public service, rather than solely pursuing profit as in private organizations, (Perry & Hambrick, 1986). In the context of health services, human resource management has a strategic role to improve the quality and effectiveness of medical services provided to the community, (Boselie, 2010). The main characteristics of Human Resource Management in the public sector have a different approach compared to the private sector, especially in the complexity of institutional responsibilities in managing public interests and needs, which distinguishes it from management practices in the private sector, (Farnham, 1994). In this context, human resource policies and regulations play a role as fundamental instruments that regulate the mechanism of interaction and governance between the government as an institution and employees who act as public service providers, (Rainey, 2009).

Superior Performance

Performance is a measure of an employee's ability to complete the work assigned to him, which can be assessed from the aspects of quality and quantity of work results, (Gibson et al., 2011). The manifestation of individual performance in an organization is superior performance, (Drucker, 2012). Performance is a multidimensional construct that not only measures the final results of work, but also includes the process of achieving organizational goals that involve aspects of individual behavior, competence, and contribution, (Campbell, 1990). Factors that affect employee performance can be classified into two main categories, namely internal factors that come from individuals and external factors related to the organizational environment, (Sedarmayanti, 2017). Various elements that contribute to work performance include psychological aspects (motivation, discipline, work ethic), personal competence (education, skills), leadership quality, compensation conditions (income, salary), welfare guarantee, work environment, supporting infrastructure, technological advancements, and achievement development opportunities, (Dessler, 2013). According to Gibson et al. (2011), there are several performance indicators, such as: the amount of work produced by employees, the quality of work results, efficiency in work, attitude towards work, quality standards set, and the ability of employees to carry out tasks, (Mathis & Jackson 2011). Comprehensive performance evaluation requires a systematic approach that considers both objective factors (quantity and quality of output) and subjective factors (attitude, motivation, and work commitment) in

understanding an employee's contribution to the success of the organization. (DeNisi & Murphy, 2017).

Previous studies that serve as references indicate that performance is influenced by several factors. For example, the study by Yuliharsasi, Suryanti, & Kistiyanto (2022) concluded that transformational leadership style has an effect on employee performance. The study by Sibarani, Sadalia, & Nazaruddin (2023) concluded that training has an effect on performance. Amaliyah's study (2021) indicated that compensation influences employee performance, and the research by Farisi, Irnawati, & Fahmi (2020) concluded that motivation affects employee performance

Digital Leadership

The concept of transformational leadership was first introduced by James MacGregor Burns in 1979, who described leadership as a dynamic process in which a leader is able to influence and inspire his followers to achieve a common goal through the transformation of values, motivations, and aspirations, (Burns, 1979). This concept was later expanded by Bernard M. Bass in 1985, who stated that transformational leadership involves the leader's efforts to elevate followers from one level of need to a higher level, in accordance with Abraham Maslow's motivational theory, (Wirawan, 2013). Bass and Avolio (1991), identified four key dimensions in transformational leadership: ideal (charismatic) influence, inspirational motivation, intellectual stimulation, and individual consideration, which constitute a comprehensive framework for understanding the dynamics of effective leadership. In the modern context, the transformational leadership of millennials is often equated with digital leadership because of its technology-adaptive and innovation-oriented nature (Avolio et al., 2014). Transformational leadership in the millennial context can be understood as a leadership approach that integrates the characteristics of the digital generation: adaptive to technology, collaborative, innovative, and leveraging digital advances to create organizational transformation, (Rudolph, et al., 2021). The millennial generation tends to prefer a transformational leadership style, (Yohanes, 2023). Millennial leadership or also known as digital, (Sheninger, 2019). Several previous studies serve as references indicating that transformational leadership affects employee performance, including studies by Yuliharsasi, Suryanti & Kistiyanto (2022), Firmansayah & Lestariningsih (2023), and Nasrip, Kirana & Hadi (2023).

Skill Development

Training is a key strategy in developing professional competencies, which enables employees to: Improve technical skills and soft skills, adapt to technology and dynamic job demands, develop individual capacity for organizational competitive advantage, encourage innovation and professional growth, (Greer and Plunkett, 2018). According to Garry Dessler (2013), the output of training is skill development. In the concept of "Human Capital", Becker (1993) emphasizes that investment in education and training is a fundamental strategy to increase the

capabilities, productivity, and economic value of individuals in the context of organizations and employment systems. Training has a significant influence on employee performance in healthcare organizations, as shown by research by Aksu and Caliskan (2016). Their study revealed that training plays an important role in improving the quality of medical services and the overall performance of a hospital or community health center. Pritchard and Ashwood, (2019) emphasize that the sustainable development of workforce skills contributes directly to organizational performance. Their research supports the idea that investing in human resource development through continuous training can have a real positive impact. Furthermore, Hargreaves and Fink (2017), highlight the importance of training in creating sustainable leadership in the health sector. They argue that a systematic approach to professional development can directly improve the quality of healthcare at the organizational level.

Motivation

Motivation is a complex concept that describes an individual's willingness to give maximum effort to achieve organizational goals, with personal needs as the main driving factor, (Robbins, 2015). Maslow's hierarchy of needs theory identifies five levels of interconnected human needs, ranging from basic physiological needs to the highest need for self-actualization, (Maslow, 1954). Motivation in the medical field is a critical factor that encourages health workers to provide excellent and sustainable services, (Herzberg, 1959; Maslow, 1954). The ability to understand and increase the motivation of medical professionals not only affects individual performance, but also fundamentally impacts the quality and effectiveness of the health care system as a whole, (McClelland, 1961; McGregor, 1960). Intrinsic motivation, such as satisfaction in providing quality services and empathy for patients, has been shown to have a more substantial influence than extrinsic motivation in the context of health services. The implementation of the right motivational strategy not only impacts individuals, but can also transform organizational culture, increase team effectiveness, and ultimately have a positive impact on clinical outcomes and patient satisfaction, (Ryan & Deci, 2000)

METHOD

This study employs a quantitative approach to test hypotheses regarding the relationships between the variables and their impact on employee performance. By understanding these dynamics, it is hoped that the results of the research will provide valuable insights for policymakers and managers in the public health sector in designing more effective and sustainable human resource development strategies. The type of research carried out is quantitative research, the analysis process emphasizes more on numerical data (numbers) and then it is processed with statistics. This approach is carried out on inferential type research (to test hypotheses) and bases the conclusion results on a possible error of

rejecting the null hypothesis, (Azwar, 2016). The sampling technique in this study used Proportionate stratified random on 360 people out of a total of 718 hospital employees. The advantage of proportional random sampling based on this stratification is that the sample obtained is more representative than the sample obtained by simple random sampling of the same amount for each category. Sampling by this method of stratification better illustrates the true state of the population because it has taken into account certain characteristics. Therefore, sampling errors will be reduced (Sanusi, 2013).

RESULTS

Based on the analysis in this study, the results indicate that the variables of transformational millennial leadership, training, and compensation influence employee motivation and performance.

Tabel 1. Instrument Validity and Reliability Test

(X1)			
Indicator	Correlation	Indicator	Correlation
Mixed	0.774	Instructor	0.396
Inspiration	0.779	Participants	0.449
Stimulation	0.782	Material	0.640
Attention	0.740	Method	0.630
Cronbach's Alpha = 0.893		Purpose	0.716
		Goal	0.617
		Cronbach's Alpha = 0.811	
Indicator	Correlation	Indicator	Correlation
Responsibility	0.366	Quality	0.827
Achievement	0.449	Quantity	0.857
Chance	0.445	Discipline	0.904
Confession	0.371	Initiative	0.921
Challenging	0.440	Standard	0.859
Cronbach's Alpha = 0.639		Ability	0.921
		Cronbach's Alpha = 0.963	

Source: Primary Data, processed (2025)

Tabel 2. Linearity Assumption Test Results

Variabel's Relationship		Test Results	Decision
Digital Leadership (X1)	Motivation (Y1)	Sig semua model <0,05 (model linier signifikan)	Linier
Skill Develepment (X2)	Motivation (Y1)	Sig semua model <0,05 (model linier signifikan)	Linier
Digital Leadership (X1)	Superior Perfomance (Y2)	Sig semua model <0,05 (model linier signifikan)	Linier
Skill Develepment (X2)	Superior Perfomance (Y2)	Sig semua model <0,05 (model linier signifikan)	Linier
Motivation (Y1)	Superior Perfomance (Y2)	Sig semua model <0,05 (model linier signifikan)	Linier

Source: Primary Data, processed (2025)
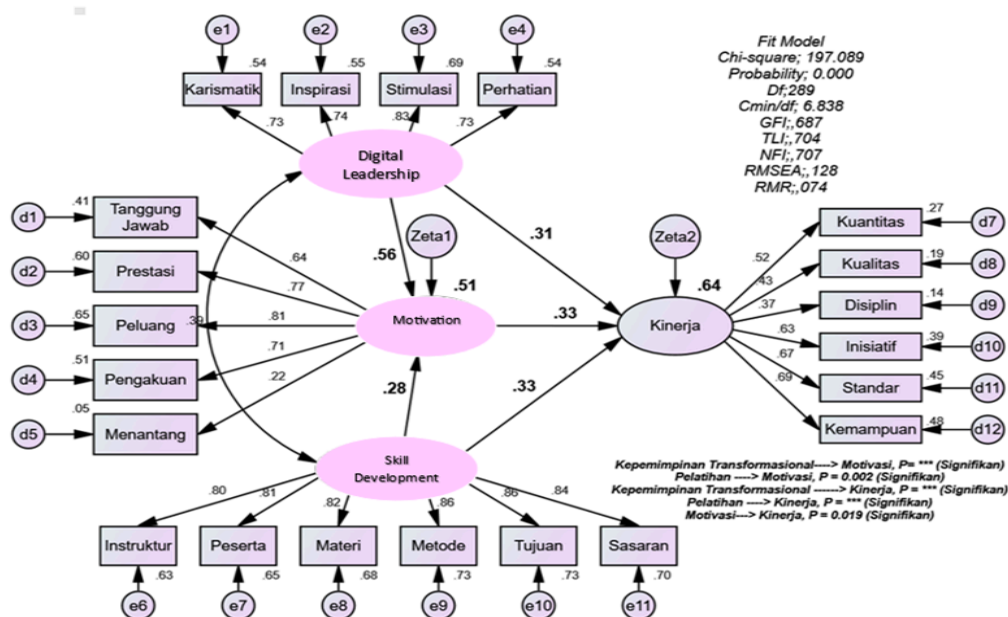
Table 3. Structural Model Results of SEM

Variabel's Relationship	Coeffisien	P-value	Description
Digital Leadership (X1) → Motivation (Y1)	0.56	0.000*	Signifikan
Skill Develepment (X2) → Motivation (Y1)	0.28	0.002*	Signifikan
Digital Leadership (X1) → Superior Perfomance (Y2)	0.31	0.000*	Signifikan
Skill Develepment (X2) → Superior Perfomance (Y2)	0.33	0.000*	Signifikan

Motivation (Y1)→ Superior Perfomance (Y2)	0.33	0.019*	Signifikan

Source: Primary Data, processed (2025)

Figure 1. Results of Sem Test

DISCUSSION

Digital Leadership and Work Motivation

Based on the results of the analysis, the coefficient of the relationship between Digital Leadership (X1) and motivation (Y1) was 0.56 with a p-value of 0.000. Because the p value < 0.05 indicates that Digital Leadership has a significant influence on motivation. Because the coefficient marked positive indicates a unidirectional relationship. This means that the better Digital Leadership, the higher the employee motivation value.

Based on the measurement model in SEM, it shows that Digital Leadership is measured by four aspects, namely; charismatic, inspiring, stimulation and caring, that the stimulation aspect is the most important measure, where the value of Digital Leadership is mainly seen from how the leader stimulates subordinates. Motivation is measured by five aspects, namely; responsibilities, achievements, opportunities, recognition and challenges, where opportunities are important aspects as a measure of motivation. The results of the analysis stated that the

better Digital Leadership will have a positive effect, the higher the motivation. This shows that if there is an increase in Digital Leadership stimulation, it will increase the aspect of motivational opportunities. The findings of this study are in line with and support the results of previous empirical research referenced in this study, such as research conducted by Yuliharsasi, Suryanti & Kistiyanto (2022), Firmansayah & Lestariningsih (2023), and Nasrip, Kirana & Hadi (2023). Digital Leadership and Work Motivation are two important factors that affect performance within organizations, including in public service sectors such as regional public hospitals.

Digital Leadership refers to a leadership style that can inspire, motivate, and empower team members to achieve higher goals. On the other hand, work motivation refers to the internal drive that influences employees to perform their duties to the best of their ability. In the context of regional general hospitals at the district level, these factors are particularly relevant because they are directly related to the quality of health services provided to the community. Digital Leadership has a significant impact on work motivation in regional general hospitals. Leaders who are able to inspire and empower employees, while creating a positive work environment, will increase staff motivation and performance, ultimately contributing to improving the quality of healthcare. Therefore, the development of transformational millennial leadership in hospitals should be a primary focus to create a more effective and responsive organization that meets the needs of society.

Skill Develepment and Work Motivation

Based on the results of the analysis, the coefficient of the relationship between Skill Development (X2) and motivation (Y1) was 0.28 with a p-value of 0.002. Because the $p<$ value of 0.05 indicates that Skill Development has a significant effect on motivation. Because the coefficient marked positive indicates a unidirectional relationship. This means that increasing Skill Development will result in a higher employee motivation value.

Based on the measurement model in SEM, Skill Development is measured by six aspects, namely; instructors, participants, materials, methods, goals and objectives, where the aspects of methods and objectives are the most important as a measure of Skill Development. This indicates that the high value of Skill Development is seen from the methods and objectives of Skill Development that are accepted or carried out. Meanwhile, motivation is measured by five aspects, namely; responsibilities, achievements, opportunities, recognition and challenges, where the aspect of opportunity is the most important as a measure of motivation. The results of the analysis stated that increasing Skill Development will have a positive effect on higher motivation. This shows that if there is an increase in the aspects of methods and objectives in Skill Development, it will result in a high aspect of motivational opportunities. The findings of this study are in line with and support the results of previous empirical research used as a reference in this study, namely research conducted by Wahyudi, Susbiyani & Qomaiyah (2021), and Murni (2022).

The development of skills and work motivation is an important element that affects the performance of individuals and organizations in the public sector, particularly in district general hospitals. As a public institution, hospitals are not only responsible for providing quality healthcare services but must also be able to manage human resources effectively to improve patient performance and satisfaction. Skill development is closely related to work motivation. Good Skill Develepment can provide a sense of accomplishment and upskill employees, which in turn increases their motivation to perform better. High work motivation is created when employees feel valued and receive the support they need to grow. Skill Develepment and work motivation interact with each other in improving employee performance at district public hospitals. Effective Skill Develepment can enhance employees' skills, while fair and adequate compensation can increase satisfaction and work motivation. Therefore, hospital management needs to design appropriate training programs and fair compensation systems to improve work motivation, which ultimately contributes to enhancing the quality of service to patients.

Digital Leadership and Superior Performance

Based on the results of the analysis, the coefficient of the relationship between Digital Leadership (X1) and Superior performance (Y2) is 0.31 with a p-value of 0.000. Because the p-value < 0.05 indicates that Digital Leadership has a significant influence on Superior Performance. Because the coefficient marked positive indicates a unidirectional relationship. This means that the better the Digital Leadership, the higher the Superior performance

Based on the measurement model in SEM, it shows that Digital Leadership is measured by four aspects, namely; charismatic, inspiring, stimulation and caring, that the stimulation aspect is the most important measure, where the value of Digital Leadership is mainly seen from how the leader stimulates subordinates. Meanwhile, the measurement model in SEM shows that Superior performance is measured by six aspects, namely; quality, quantity, discipline, initiative, standards and capability, where the capability aspect is the most important as a measure of Superior Performance. The results of the analysis stated that the better the Digital Leadership will have a positive effect on the higher the Superior performance. This shows that if there is an increase in the stimulation aspect of Digital Leadership, it will result in a high aspect of superior performance capability.

Many factors can affect performance according to Sedarmayanti, (2017), including attitudes and mentality (work motivation, work discipline, and work ethics), leadership, income/salary level, work climate, facilities and infrastructure, technology, and opportunities for achievement. According to Gibson et. al. (2000), leadership can affect the development of the organization, due to the loyalty and discipline of employees providing support to responsible and highly dedicated leaders, (Muizu, Kaltum & Sule, 2019). Previous research that concludes that digital leadership affects employee performance such as research by Yuliharsasi,

Suryanti & Kistiyanto (2022), Firmansayah & Lestariningsih (2023) and Nasrip, Kirana & Hadi (2023).

Skill Develepment and Superior Performance

Based on the results of the analysis, the coefficient of the relationship between Skill Develepment (X2) and Superior Performance (Y2) is 0.33 with a p-value of 0.000. Because the p-value < 0.05 indicates that Skill Develepment has a significant effect on Superior Performance. Because the coefficient marked positive indicates a unidirectional relationship. This means that the better the Skill Develepment, the higher the Superior Performance.

Skill Development is measured by six aspects, namely; instructors, participants, materials, methods, goals and objectives, where the aspects of methods and objectives are the most important as a measure of Skill Development. This indicates that the high value of Skill Development is seen from the methods and objectives of Skill Development. Meanwhile, the measurement model in SEM shows that superior performance is measured by six aspects, namely; quality, quantity, discipline, initiative, standards and capability, where the capability aspect is the most important as a measure of Superior Performance. From the results of the analysis, it is stated that increasing Skill Development will have a positive effect on higher Superior Performance. This indicates that if there is an improvement in the aspect of methods and objectives in Skill Development, it will result in a high Superior Performance in the aspect of ability

Factors that can affect performance, according Sedarmayanti (2017), include education and training. Training is expected to help employees in carrying out their duties, and one of the purposes of holding training according to Hasibuan (2012), is in the context of developing creativity and work productivity, so that it can improve technical skills, individual skills, and managerial abilities of employees to be better. Some other studies that are still relevant and conclude that training affects performance are research conducted by Bimantara, Widagdo, & Marsudi, (2021), Kosdianti, et.al, (2021), and Sibarani, Sadalia, & Nazaruddin (2023).

Motivation and Superior Performance

Based on the results of the analysis, the coefficient of the relationship between motivation (Y1) and Superior Performance (Y2) was 0.33 with a p-value of 0.019. Because the p-value < 0.05 indicates that motivation has a significant effect on Superior Performance. Because the coefficient marked positive indicates a unidirectional relationship. This means that increasing motivation will result in higher Superior Performance.

Based on the measurement model in SEM, motivation is measured by five aspects, namely; responsibilities, achievements, opportunities, recognition and challenges, where the aspect of opportunity is the most important as a measure of motivation. Meanwhile, the measurement model in SEM shows that Superior performance is measured by six aspects, namely; quality, quantity, discipline, initiative, standards and capability, where the capability aspect is the most

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important as a measure of Superior Performance. The results of the analysis stated that increasing motivation will have a positive effect on higher Superior Performance, result in a high aspect of motivational opportunities, it will result in a high aspect of superior performance capability.

Factors that can affect performance according Sedarmayanti (2017), include attitude and mentality, including work motivation, discipline, and ethics. Another opinion states that performance is influenced by many things, both internal and external, one of which is internal factors that affect performance (Gibson et.all, 2011). The research that is in line with the theory and results above is the research of Wahyudi, Susbiyani & Qomaiyah, (2021), Putra (2022), Murni, (2022) Yunianto, Budiarti & Winarko, (2023) and Firmansyah & Lestariningsih (2023). These studies say that motivation has a significant influence on employee performance.

Digital Leadership, Motivation and Superior Performance

Based on the results of the analysis, the correlation coefficient between Digital Leadership (X1) and Superior Performance (Y2) through motivation (Y1) was 0.19. Because the direct influence (Digital Leadership to motivation, and motivation to Superior Performance) is both significant. This means that the higher the good Digital Leadership, the higher the Superior Performance, if motivation also increases. The results of the analysis stated that the leadership applied has a large and clear impact on improving individual or team Superior Performance, by increasing their motivation.

According to Sedarmayanti (2017), factors that affect performance include attitude and mentality (work motivation, work discipline, and work ethics), education, skills, and leadership. The concept of transformational leadership, developed by Bernard M Bass in 1985, states that transformational leadership is the leader's effort to transform followers from one level of need to a higher level of need according to Abraham Maslow's motivational theory. One of the characteristics of transformational leadership is being able to inspire and motivate its employees, so that it will have an impact on employee performance (Wirawan, 2013). Previous research that supports the above theory is research conducted by Nasrip, Kirana & Hadi (2023) and Firmansyah and Lestariningsih (2023), both of these studies conclude that transformational leadership has a positive and significant influence on employee performance through work motivation as an intervening variable.

Skill Develepment Motivation and Superior Performance

Based on the results of the analysis, the coefficient of the relationship between Skill Develepment (X2) and Superior Performance (Y2) through motivation (Y1) was 0.09. Because the direct influence (Skill Develepment to motivation, and motivation to Superior Performance) is both significant. This means that the higher

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the increase in Skill Develepment, the higher the Superior Performance, if motivation also increases. The results of the analysis state that the Skill Develepment activities given to individuals or employees can have a great and clear impact in improving their Superior Performance, by increasing motivation to work better.

According to Hasibuan (2012), one of the goals of training is for development that can increase work productivity whose output will improve employee performance. Previous research that supports the theory and results of the above research is research conducted by Wahyudi, Susbiyani & Qomaiyah, (2021), and Murni (2022) where both studies concluded that training has a positive influence on employee performance through work motivation as an intervening variable.

CONCLUSION

Based on the previous discussion, the results of this study can be summarized as follows:

1. Digital Leadership has a significant effect on motivation. This means that Digital Leadership will be able to significantly increase motivation levels.
2. Skill Develepment has a significant effect on motivation. This means that the Skill Develepment will be able to increase the level of motivation significantly.
3. Digital Leadership has a significant impact on Superior Performance. This means that Digital Leadership will be able to significantly improve the level of Superior Performance
4. Skill Develepment has a significant effect on Superior Performance. This means that the Skill Develepment will be able to significantly improve the level of Superior Performance.
5. Motivation has a significant effect on Superior Performance. This means that motivation will be able to significantly improve Superior Performance levels.
6. Digital Leadership has a significant effect on Superior Performance through motivation. This means that Digital Leadership will be able to significantly improve Superior Performance levels if motivation is also increased.
7. Skill Develepment has a significant effect on Superior Performance through motivation. This means that the Skill Develepment will be able to significantly improve the level of Superior Performance if motivation also increases.

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