



Improving the performance of civil servants in the Community and Village Empowerment Agency through leadership, motivation, and digitalization

Zulaichah Dewi Agung, Mokhamad Natsir, Umu Khouruh

University of Merdeka Malang, Malang, Indonesia

Abstract

This study aims to analyze the influence of leadership, work motivation, and the digital era on the performance of the State Civil Apparatus (ASN) in the Community and Village Empowerment Office of Ponorogo Regency. The background of this study stems from the importance of the role of ASN in ensuring that public services and community empowerment run optimally, thus requiring a study of the factors that can improve their performance. This study uses a quantitative method with an explanatory approach, involving 41 respondents through a census technique. The research instrument is a questionnaire that has been tested for validity and reliability, while data analysis is performed using multiple linear regression through SPSS. The results show that leadership, work motivation, and the digital era have a significant simultaneous effect on civil servant performance. Partially, these three variables are also proven to have a significant effect. Of the three variables tested, leadership has the most dominant influence on performance. These findings confirm that good leadership quality, high work motivation, and effective use of digital facilities and technology can be important supporting factors in improving civil servant performance. This study contributes to the development of human resource management science, particularly in relation to how government organizations can improve the performance of their employees by strengthening aspects of leadership, motivation, and adaptation to digitalization.

Keywords: Leadership, work motivation, digital age, civil servant performance, ponorogo PMD office

Introduction

The Community and Village Empowerment Agency is the executive body for community and village empowerment affairs, tasked with assisting the regent in carrying out regional government affairs related to community and village empowerment, rural economic empowerment, community institution empowerment, and assistance tasks assigned to the regency. The Community and Village Empowerment Agency is led by a head of agency who is subordinate to the regional secretary and is responsible to the regent through the regional secretary. Based on the above explanation, it is clear that every civil servant in the Community and Village Empowerment Agency has obligations that must be fulfilled properly. Therefore, to ensure that these obligations are fulfilled, the performance of civil servants needs to be reviewed based on several factors that may influence it.

The first factor that can influence the performance of civil servants is leadership. In an organization, leadership plays an important role because it is the leader who will drive and direct the organization in achieving its goals, which is not an easy task. This is because leaders must understand the different behaviors of their subordinates. Subordinates are influenced in such a way that they can effectively and efficiently contribute their dedication and participation to the organization. In other words, the success of an organization's efforts to achieve its goals is determined by the quality of its leadership.

According to Sutrisno (2016:218), leadership is the process of directing and influencing activities related to the tasks of group employees. According to Fahmi (2016:122) ^[23], leadership is a science that comprehensively studies how to direct, influence, and supervise others to carry out tasks in accordance with planned orders. Ineffective communication and low employee engagement often hinder the achievement

of organizational goals. Poor leadership can lead to miscommunication, lack of motivation, and dissatisfaction among employees. In addition, issues such as internal conflict, resistance to change, limited resources, and external pressures also require wise leaders to overcome them.

The second factor that influences the performance of civil servants in the Community and Village Empowerment Agency is motivation. Motivation is a drive that makes people act or behave in certain ways, referring to the causes of a behavior, such as the factors that encourage someone to do or not do something. Motivation can be defined as the desire to achieve higher status, power, and recognition for each individual. Motivation can be seen as the basis for achieving success in various aspects of life through increased ability and willingness. According to Wardan (2020:109), motivation is the effort or activity of managers to generate or increase the enthusiasm and excitement of their workers or employees. Mohtar (2019:20) defines motivation as the drive that arises within a person to behave in a way that achieves predetermined goals.

Winardi (2016:02) Motivation is the result of a number of internal or external processes for an individual, which causes enthusiasm and persistence in carrying out certain activities. Sinungan (2016:134) Motivation is a psychological state and mental attitude that provides energy, encourages activity or movement, and directs or channels behavior towards achieving needs that provide satisfaction or reduce imbalance. Challenges in achieving a balance between work and personal life can also affect motivation. Employees who feel overwhelmed by their workload will lose motivation due to stress.

The third factor affecting the performance of Civil Servants in the Community and Village Empowerment Agency is the era of digitalization. The era of digitalization has had an

impact on technological advances in this era, which are increasingly affecting all aspects of human life, from transaction methods and administration to communication. According to Sukmana in Erwin (2020), digitalization is the process of converting printed, audio, and video media into digital form. Digitalization is carried out to create digital document archives. Digitalization requires equipment such as computers, scanners, source media operators, and supporting software. In the current era of globalization, the quality of human resources is a major concern in determining the success of an organization. An organization can develop (progress) due to the ability of its employees to produce high performance. The higher the performance of the employees, the higher the success of the organization (Wati & Rahman, 2020). Jacques Ellul in Muntaqo (2017) defines technology as a set of methods that rationally guide and characterize efficiency in every human activity.

Based on the above explanation, there are differences of opinion among previous researchers, with some arguing that it has a positive effect and others arguing that it has a negative effect. Therefore, the researchers decided to conduct a study that added variables and used a different research location. The title of the study is "The Influence of Leadership, Motivation, and the Digitalization Era on the Performance of Civil Servants in the Community and Village Empowerment Agency of Ponorogo Regency."

Based on the background of the problem, the objectives of this study are: Describing leadership, motivation, the era of digitalization, and the performance of civil servants at the Community and Village Empowerment Office of Ponorogo Regency. Analyzing the level of significance of leadership, motivation, and the era of digitalization simultaneously affecting the performance of civil servants in the Community and Village Empowerment Office of Ponorogo Regency. Analyzing the level of significance of leadership, motivation, and the era of digitalization partially affects the performance of civil servants in the Community and Village Empowerment Office of Ponorogo Regency. Analyzing which variables of leadership, motivation, and the era of digitalization have a dominant influence on the performance of civil servants in the Community and Village Empowerment Office of Ponorogo Regency.

The expected results of this research are: For the Community and Village Empowerment Agency, in practical terms, this can be used as input for practitioners and the Community Empowerment and Village Agency, so that they can understand how employees feel about the variables of leadership, motivation, and the era of digitalization in relation to employee performance. It can also be used as a reference for implementing strategic measures to improve the performance of civil servants in the Community Empowerment and Village Agency. For Researchers, Expanding knowledge in the field of human resource management, particularly regarding the influence of leadership, motivation, and the era of digitalization on the performance of civil servants at the Community and Village Empowerment Agency, and as a form of direct application of theories regarding leadership, motivation, the era of digitalization, and the performance of civil servants at the Community and Village Empowerment Agency, which were obtained during lectures in real field situations. For the Advancement of Science, theoretically related to the development of science, particularly in relation to leadership, motivation, the era of digitalization, and the

performance of civil servants at the Community and Village Empowerment Office of Ponorogo Regency. For Other Parties, There have been developments in science, particularly in human resource management, which have recently attracted considerable interest from various circles. Therefore, the results of this study are expected to serve as a reference for the increasingly complex demands of human resource management and as a reference for further research, especially on topics related to leadership, motivation, the era of digitalization, and the performance of civil servants at the Community and Village Empowerment Office of Ponorogo Regency.

Literature Review

1. Performance

Adhari (2020:77) states that employee performance is the result produced by a specific job function or activities in a specific job during a certain period of time, which shows the quality and quantity of the work. Rerung (2019:54) states that employee performance is behavior that is produced in tasks that can be observed and evaluated, where employee performance is the contribution made by an individual in achieving organizational goals. Sinaga (2020:14) states that performance is the result of a person's work or activities in an organization, which is influenced by various factors to achieve organizational goals within a certain period of time. From the above opinion, it can be concluded that employee performance is the ability to meet job requirements, namely when work targets can be completed on time or within the specified time limit so that the objectives are in line with the company's morals and ethics. Thus, employee performance can contribute to the company. According to Rismawati (2018:3), the factors that influence performance include: The psychological factor of employee ability consists of potential ability (IQ) and actual ability (education). Therefore, employees need to be placed in jobs that match their expertise. Motivational factors: motivation is formed from an employee's attitude toward work situations. Motivation is a condition that drives employees to achieve work goals. Mental attitude is a mental condition that encourages a person to strive to achieve their maximum work potential. Fauzi (2020:54) states that effective performance indicators should be: Relevance means that there is a clear relationship between performance and a job and organizational goals, as well as a clear relationship between critical job elements identified through job analysis and the dimensions assessed in the assessment form. Sensitivity implies that the performance appraisal system is able to distinguish between effective and ineffective employees, so that employees with good and poor scores are not assessed equally. Reliability, dependable by supervisors, colleagues, and subordinates. Acceptability, acceptable to all parties, including managers, supervisors, and subordinates.

2. Leadership

According to Sutrisno (2016:218), leadership is the process of directing and influencing activities related to the tasks of group employees. According to Fahmi (2016:122) ^[23], leadership is a science that comprehensively studies how to direct, influence, and supervise others to carry out tasks in accordance with planned orders. The factors that influence leadership according to Pandi Afandi (2018:115-116) are as follows: Emotional maturity is the ability to remain calm

and stable when dealing with various problems and not rush into making decisions, and not be easily influenced by information whose accuracy is unclear. Communicative means speaking well and being easy to understand, using appropriate and precise words so that people who receive the message are happy and quickly carry out what the leader has said. Making decisions means having the courage to make decisions on issues that must be decided by leaders. Supervising means going to the employee's work location, observing, asking questions, or giving advice about the job. Evaluation is assessing employee performance and deciding on the future or career of employees. Discipline, namely leaders who obey the rules, will set an example for their subordinates.

There are four indicators of leadership described by Samsul Arifin (2019)^[15, 17], including the following: The ability to foster cooperation and good relationships. Prioritize fostering cooperation and good relationships with each employee. In addition, a leader's ability to motivate employees is also very necessary. Effectiveness Strives to complete tasks beyond their capabilities when necessary. In addition, both managers and employees are able to complete assigned tasks on time, as well as arrive on time and not be late. Participatory leadership in decision-making, more emphasis is placed on deliberation with employees. Leaders are also expected to be able to quickly investigate problems that arise at work, so that problems can be resolved quickly and appropriately. Ability to delegate tasks or time Leaders are expected to be willing to put personal and organizational interests aside in favor of broader interests, namely the interests of the organization, using any remaining time for personal needs. In addition, they must always strive to complete tasks in accordance with predetermined targets.

3. Motivation

Muhammad Busro (2018:50)^[22] explains that work motivation is a force that strengthens behavior, provides direction for action, and triggers continued effort. Work motivation is a series of encouraging activities, not only towards others but also towards oneself. Through this encouragement, it is hoped that individuals will act towards their desired goals. In other words, motivation is an internal driver for individuals to perform certain activities in order to achieve their goals. Within an organization, this driving force is interpreted as encouraging employees to do their best in carrying out their duties, achieving good work results (performance), and believing that the success of the organization in achieving its goals and various objectives will also preserve their personal interests.

4. The Digitalization Era

Digitalization is the process of converting from analog to digital using digital technology and data with automated operating systems and computerized systems. Muhasim argues that the development of digital technology is the result of human engineering, thought, and intelligence, which is reflected in the advancement of science. Furthermore, it provides benefits in all aspects of human life (2017). According to Sukmana in Erwin (2020), digitization is the process of converting printed, audio, and video media into digital form. Digitization is carried out to create digital document archives. Digitization requires equipment such as computers, scanners, source media operators, and supporting software. According to Lasa (2005), digitization

is the process of managing printed documents into electronic documents. According to Brennen & Kreiss (2016)^[21], digitization is the increasing availability of digital data made possible by advances in creating, transferring, storing, and analyzing digital data, and has the potential to organize, shape, and influence the contemporary world.

Method

1. Research Design

The research design is quantitative research, which is research that has a hypothesis that requires statistical tools to prove it. This type of research is causal comparative, using three independent variables and one dependent variable. The results of the influence between the variables studied will be explained in more depth, so this type of research is explanatory.

2. Scope of Research

The scope of this research covers the science of human resources, specifically examining the performance of civil servants in the Community and Village Empowerment Agency, which is influenced by leadership, motivation, and the digital era.

3. Type and Source of Data

The type of data used is quantitative data. Quantitative data is questionnaire data that is converted into numbers (Umar, 2003). In the process, the data processing expressed in numbers or figures is then explained and interpreted in the description. The data used in this study is primary and secondary data. Primary data was obtained from questionnaires distributed to respondents, with questions provided in advance by the researcher. Meanwhile, secondary data was used to support the primary data, in the form of administrative data obtained from documents at the Community and Village Empowerment Office of Ponorogo Regency.

4. Population and Sample

In this study, considering that the population size is not too large, a census study was used, namely all 41 civil servants of the Ponorogo Regency Community and Village Empowerment Office will be studied as a whole. Thus, this study is a census study.

5. Data Analysis Techniques

Descriptive Analysis, after all the data has been collected, it will be analyzed using appropriate and easy-to-understand methods so that the raw data collected has meaning and significance in answering existing problems. Basically, the data in question can be analyzed quantitatively using statistical models in the SPSS (Statistical Program for Social Science) version 25.0 computer program. Descriptive analysis is used to provide a description of the variables analyzed based on the respondents' scores on the distributed questionnaire. In this case, the mode and average score values are used so that the categories for each variable can be determined. Multiple Linear Regression Analysis is used to determine the effect of dependent variables (X) on independent variables (Y). The multiple linear regression model used in this study is Ghozali (2007).

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e$$

Through this analysis, the closeness of the relationship or correlation (R) between the independent variables and the dependent variable can also be determined, where a correlation coefficient (R) value close to 1 indicates a higher level of closeness between the two types of variables. Regression analysis can also show the amount of contribution from independent variables in explaining changes or fluctuations that occur in the dependent variable, where a value of the coefficient of determination/square (R²) approaching 1.0 indicates that the contribution of the independent variables to the changes in the dependent variable is close to 100% (Ghozali, 2007).

Results and Discussion

1. Research Results

The Community and Village Empowerment Agency (DPMD) of Ponorogo Regency plays an important role in promoting development and community welfare at the village level. This institution is tasked with facilitating, nurturing, and empowering village communities to be independent and actively participate in development.

2. Research Respondent Profile

The profile of the respondents in this study was grouped according to gender, age, leadership, and length of service at the Ponorogo Regency Community and Village Empowerment Office. This grouping was intended to provide a clear picture of the phenomena measured by the researchers and to reveal any problems that might exist.

The results of the classification tabulation according to the gender of members of the Ponorogo Regency Community and Village Empowerment Agency are presented in the table below:

Table 1: Respondents by Gender

No	Gender	Number of Respondents	Percentage
1	Male	21	69.2
2	Female	20	30.8%
		41	100

Based on Table 1, it can be seen that male respondents dominated with 45 respondents or 69.2%, while female respondents numbered 20 or 30.8%.

The results of the tabulation by age for members of the Community Empowerment and Village Development Agency of Ponorogo Regency are presented in the table below:

Table 2: Respondents by Age

No	Age (years)	Number of Respondents	Percentage
1	20-30 years	10	15.4
2	31-40 years old	11	23.1
3	41-50 years old	15	38.5
4	>50 years old	5	23.1
		41	100

Based on Table 2, it can be seen that the age of respondents is dominated by those aged 41-50 years, with 25 respondents or 38.5%. This is followed by respondents aged >50 years, with 15 respondents or 23.1%, and those aged 31-40 years, with 15 respondents or 23.1%. In general, this indicates that the majority of members of the Community Empowerment and Village Development Agency of Ponorogo Regency are in their productive years.

The results of the leadership tabulation for members of the Community Empowerment and Village Development Agency of Ponorogo Regency are presented in the table below:

Table 3: Respondents by Leadership

No	Leadership	Number of Respondents	Percentage
1	Bachelor	19	50.8
2	Graduate/Equivalent	22	49.2
		41	100

Based on Table 3, it can be seen that the majority of respondents' highest level of education was a bachelor's degree, with 33 respondents (50.8%), followed by a postgraduate degree, with 32 respondents (49.2%). In general, this shows that the leadership level of members of the Ponorogo Regency Community and Village Empowerment Office has a good level of understanding in overcoming problems.

The results of the tabulation according to the length of service of the members of the Community Empowerment and Village Development Agency of Ponorogo Regency are presented in the table below:

Table 4: Respondents Based on Length of Service

No	Length of Service	Number of Respondents	Percentage
1	<1 year	2	7.7
2	1-3 years	20	30.8
3	3-5 years	9	23.1
4	>5 years	10	38.5%
		41	100

Based on Table 4 above, it is known that the respondents' length of service is dominated by respondents with a length of service of >5 years, totaling 25 respondents with a percentage of 38.5%, followed by respondents with a length of service of 3-5 years, totaling 15 respondents with a percentage of 23.1%, and respondents with a length of service of 1-3 years, totaling 20 respondents with a percentage of 30.8%. In general, this indicates that the length of service of members of the Ponorogo District Community and Village Empowerment Office shows a good level of understanding of their work.

3. Multiple Linear Regression Results

The results of the multiple linear regression analysis between the variables of Leadership, Work Motivation, and Environment on the Performance of members of the Community and Village Empowerment Agency of Ponorogo Regency are explained in the table below:

Table 4: Linear Regression Results

Variable	Description	Regression Coefficient B	Calculated t	Sig.
X1	Work Attitude	0.157	0.844	0.000
X2	Skills	0.268	1.545	0.000
X3	Income Level	0.107	0.617	0.000

Constant = 53.533; R²= 0.098; Adjusted R Square = 0.025; F Calculated = 1.340; Sig. F = 0.000

Based on the regression table above, the multiple linear regression equation can be formulated as follows:

$$Y = C + \beta_1X_1 + \beta_2X_2 + \beta_3 X_3 + e$$

$$Y = 23.439 + 0.088 X_1 + 0.058 X_1 + 0.210X_3 + e$$

The regression constant value of 53.533 indicates that the three independent variables (leadership, work motivation, environment) are assumed to be constant or equal to 0, so there is still an effect on performance at the Community and Village Empowerment Office of Ponorogo Regency. The regression coefficient of the Leadership variable of 0.157 indicates that Leadership has a positive effect on the Performance of members of the Ponorogo Regency Community and Village Empowerment Agency. The t-test results show that the probability value of variable X_1 is less than the researcher's error rate of 0.05 or 5%. The regression coefficient of the Work Motivation variable of 0.268 shows that Work Motivation has a positive effect on the performance of members of the Ponorogo Regency Community and Village Empowerment Office. The t-test results show that the probability value of variable X_2 is less than the researcher's error rate of 0.05 or 5%.

The regression coefficient of the environmental variable of 0.107 indicates that the environment has a positive effect on the performance of members of the Community Empowerment and Village Agency of Ponorogo Regency. The t-test results show that the probability value of variable X_3 is less than the researcher's error rate of 0.05 or 5%. The strength of the relationship between the independent variables of Leadership (X_1), Work Motivation (X_2), and Environment (X_3) with the dependent variable Performance (Y) can be measured using multiple correlation coefficient analysis. The resulting R value (correlation coefficient) of 0.093 indicates that the correlation between the independent variables (Leadership, Work Motivation, Environment) and the dependent variable (Performance) is 93%. This figure shows a strong relationship between the independent variables selected by the researcher and the dependent variable. The R^2 (adjusted) value or the coefficient of determination value of 0.098 means that Leadership, Work Motivation, and Environment contribute to Performance.

4. Hypothesis Test Results

4.1 Hypothesis Test Results I

Hypothesis testing, I in this study used the F test. The F test is used to determine whether all independent variables have the same effect on the dependent variable. The test was conducted using the F distribution test, which compares the critical F value (F table) with the calculated F value found in

the ANOVA table. The F test is useful for testing whether the variables of Leadership (X_1), Work Motivation (X_2), and Environment (X_3) collectively influence Member Performance (Y). The method used as a reference or guideline for testing hypotheses in the F test is to compare the significance value (sig.) or probability value of the ANOVA output. If the sig. value is < 0.005 , the hypothesis is accepted; if the significance value is > 0.005 , the hypothesis is rejected. The results obtained in this study are: Based on the F test results in the table, it can be seen that the calculated F value is 4.751 with a significance level < 0.001 , while the F table value for $\alpha=0.05$ and $df=60$ is 3.09. The comparison between the calculated F value and the table F value shows that the former is greater (calculated F 4.751 $>$ table F 3.94). Also, the sig. F < 0.001 is less than the researcher's error rate of 0.05 or 5%. Therefore, it can be concluded that Leadership, Work Motivation, and the Digital Era have a significant effect on member performance. Thus, the first research hypothesis can be proven.

4.2 Hypothesis Test II Results

Hypothesis II in this study was tested using the t-test. The purpose of this test was to determine the influence of independent variables individually in explaining the variation of dependent variables. To interpret the t-test, the following table can be used: The t-value calculated for the Leadership variable (X_1) is 0.530, which is positive with a significance result of $X < X$. This result shows that work motivation has a simultaneous effect on member performance. The t-value calculated for the Work Motivation variable (X_2) is 0.391, which is positive with a significance result of $X < X$. This result shows that work discipline has a simultaneous effect on member performance. The t-value calculated for the Digital Era variable (X_3) is 1.228, which is positive with a significance result of $X < X$. This result shows that the Digital Era has a simultaneous effect on member performance.

Therefore, it can be concluded that the independent variables of Leadership (X_1), Work Motivation (X_2), and Digital Era (X_3) simultaneously have a significant effect on member performance.

4.3 Hypothesis Test III Results

No.	Independent Variable	Dependent Variable	Regression Coefficient	Sig. t	Error Tolerance Level	Results
1	X_1 Leadership	Y-Performance	0.157	0.000	0.05	X_1 affects Y
2	X_2 Work Motivation	Y-Performance	0.268	0.000	0.05	X_2 affects Y
3	X_3 Digital Era	Y-Performance	0.107	0.000	0.05	X_3 affects Y

By comparing the Unstandardized Coefficients values, the Digital Era variable (X_3) has the largest value of 0.268 compared to the Leadership and Work Motivation variables. Thus, the third hypothesis, which states that the Digital Era has a greater or dominant influence on member performance, can be proven.

Discussion of Research Results

Leadership is measured by four indicators, namely promotion, achievement, reward, and recognition. In terms of promotion, most respondents tend to strongly agree with the statement that they feel happy to receive rewards from their superiors for their hard work at the office. Then, in terms of achievement, most respondents tend to strongly

agree with the statement that leaders always pay attention to the performance of their members. For the reward indicator, most respondents tended to strongly agree with the statement that tasks assigned can be completed on time in order to receive rewards. For the recognition indicator, most respondents tended to strongly agree with the statement that they feel a sense of fulfillment from their current job or position.

Work motivation is measured by five indicators, namely attendance rate, work procedures, obedience to superiors, work awareness, and responsibility. In terms of attendance rate, respondents tend to strongly agree with the statement that they arrive at work on time. In terms of work procedures, respondents tend to strongly agree with the

statement that they always obey the rules regarding work procedures and applicable regulations. For the indicator of obedience to superiors, respondents tended to agree with the statement that they obeyed the rules set by their leaders. For the indicator of work awareness, respondents tended to agree with the statement that they completed their daily work tasks. For the indicator of responsibility, respondents tended to strongly agree with the statement that they completed their tasks within the specified time.

The Digital Era is measured by five indicators, namely lighting, air quality, work facilities, relationships with coworkers, and safety. Regarding the lighting indicator, respondents tended to strongly agree with the statement that lighting in the workplace was up to standard. Regarding the air quality indicator, respondents tended to strongly agree with the statement that the air in the workplace was clean and cool. Regarding the work facilities indicator, respondents tend to strongly agree with the statement that the workplace facilities provided are functioning properly. Regarding the relationship with coworker's indicator, respondents tend to strongly agree with the statement that communication between members is going well. Regarding the safety indicator, respondents tend to strongly agree with the statement that the workplace is safe from intimidation between members.

Member performance is measured by five indicators, namely quality, quantity, responsibility, cooperation, and initiative. In terms of quality, respondents tend to strongly agree with the statement that they work carefully and minimize errors. In terms of quantity, respondents tend to strongly agree with the statement that the quantity of work achieved is in line with the agency's expectations. For the responsibility indicator, respondents tend to strongly agree with the statement that they complete assigned tasks correctly and thoroughly. For the cooperation indicator, respondents tend to strongly agree with the statement that they easily cooperate with colleagues in the same department or division. For the initiative indicator, respondents tend to strongly agree with the statement that they show willingness to perform tasks without being instructed by their superiors.

Leadership and performance are closely related. The higher the level of leadership, the higher the performance. Leadership trains individuals to think critically and analytically, enabling them to better face challenges and find innovative solutions. Good work motivation is the foundation for high productivity. When the body and mind are healthy, individuals have more energy, good concentration, and high motivation to complete tasks, thereby increasing productivity. A conducive digital environment affects individual productivity. A quiet and organized space will help individuals focus on the task at hand. In addition, good ergonomics, such as chairs that are the right height, will reduce the risk of injury and increase physical work motivation. Leadership, work motivation, and the digital era are interrelated factors that influence performance.

Conclusion

This study explains the influence of Leadership, Work Motivation, the Digital Age, and the Performance of members of the Community and Village Empowerment Office of Ponorogo Regency, the conclusions and recommendations of which are presented below: Based on

the research objectives, the conclusion of this study are Leadership, Work Motivation, the Digital Age, and the Performance of members can be described in accordance with the conditions at the Community and Village Empowerment Office of Ponorogo Regency, which is the background for this research. The results of the study indicate that Leadership, Work Motivation, and the Digital Age have a significant simultaneous effect on the Performance of members of the Community and Village Empowerment Office of Ponorogo Regency. The results of the study show that Leadership, Work Motivation, and the Digital Age have a significant partial effect on the performance of members of the Community and Village Empowerment Office of Ponorogo Regency. Leadership has a strong and most dominant impact on the performance of members.

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