



Workforce Allocation Effectiveness and Individual Capability Influence Performance: Mediated by Information System

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Abstract

Public sector performance remains a critical concern as governments strive to enhance efficiency, transparency, and service quality in increasingly complex administrative environments. This study aims to examine the influence of workforce allocation effectiveness and individual capability on employee performance, with information systems as a mediating variable in the Jember Transportation Agency. A quantitative approach with an explanatory design was employed, involving 202 respondents selected from a population of 406 employees using the Slovin formula. Data were collected through a structured questionnaire using a five-point Likert scale and analyzed using Structural Equation Modeling with the Partial Least Squares approach. The results indicate that workforce allocation effectiveness and individual capability have positive and significant effects on employee performance, both directly and indirectly. Information systems were found to play a dominant role, not only directly influencing performance but also strengthening the relationship between workforce-related factors and performance outcomes. The findings suggest that the integration of effective workforce management practices and well-utilized information systems is essential for improving organizational performance. This study contributes by providing a more comprehensive understanding of the interplay between workforce dynamics and digital systems in the public sector. The practical implication highlights the need for organizations to align workforce allocation effectiveness, individual capability development, and information system implementation to achieve optimal performance outcomes.

Keywords: *Individual Capability, Employee Performance, Workforce Allocation Effectiveness, Information System, Public Sector.*

INTRODUCTION

The performance of the public sector has become an important issue in the context of modern governance, as the governments are increasingly being asked to improve efficiency, transparency and accountability in the delivery of public services. With the increasing complexity of administrative environments and demands from society, public organizations have been compelled to continuously adapt and enhance their operational effectiveness [1]. In the era of digital transformation, the integration of technology into governance processes has become a key driver in improving institutional performance and service delivery [2]. Furthermore, digital transformation enables organizations to enhance decision-making, collaboration, and efficiency, thereby strengthening overall public sector outcomes [3]. However, the success of these transformations is not solely dependent on technology but also on organizational readiness and individual capabilities [4]. In this context, workforce allocation effectiveness and governance mechanisms play a fundamental role in shaping performance outcomes in public institutions [5].



Workforce dynamics are widely recognized as a fundamental asset in determining the effectiveness and sustainability of public sector organizations [6]. The ability of organizations to achieve high performance is closely linked to how well they manage, develop, and utilize their workforce in alignment with institutional goals [7]. In public sector contexts, ensuring that workforce capacity is appropriately structured and aligned with service demands is essential for responding to dynamic operational challenges [8]. Moreover, effective workforce management, including appropriate task allocation and role distribution, has been shown to significantly influence organizational outcomes and service quality [9]. The importance of workforce management is further emphasized in the context of digital transformation, where employees are required to adapt to new technologies and evolving work processes [10]. Additionally, organizational commitment and employee engagement are critical factors that contribute to improved individual performance within public institutions [11]. Therefore, strengthening workforce management practices is essential for enhancing performance and achieving effective public service delivery [12].

Workforce allocation effectiveness plays a strategic role in ensuring that public organizations are equipped with the right number of employees and the appropriate competencies to achieve their objectives effectively [13]. Effective workforce allocation enables organizations to anticipate workforce needs and align workforce distribution with organizational goals in a dynamic environment [14]. In the public sector, ineffective workforce allocation often leads to inefficiencies, skill mismatches, and suboptimal service delivery outcomes [15]. Furthermore, aligning workforce allocation with technological advancements is essential, as digital transformation increasingly influences how public services are designed and delivered [16]. Effective workforce allocation also supports organizational adaptability by ensuring that institutions can respond effectively to environmental changes and emerging challenges [17]. Consequently, well-managed workforce allocation is essential for improving organizational efficiency and strengthening overall performance in public sector institutions [18].

Individual capability is a crucial determinant of performance quality in public sector organizations, particularly in environments undergoing rapid transformation [19]. Individual capability reflects the ability of employees to effectively utilize knowledge, skills, and professional attitudes in achieving organizational goals [2]. In public institutions, higher levels of individual capability contribute directly to improved service quality, efficiency, and responsiveness to public needs [3]. Furthermore, the development of individual capability is increasingly important in the context of digital transformation, where new skills are required to operate advanced systems and technologies [4]. Individual capability also enhances employees' ability to adapt to organizational changes and contributes to sustained performance improvement [7]. Therefore, strengthening individual capability is essential for ensuring that public organizations can achieve optimal performance in increasingly complex and technology-driven environments [17].

Despite their theoretical importance, the empirical evidence of the effects of workforce allocation and individual capability on organizational performance is inconsistent in the literature. The results of several studies confirm that the effective allocation of the workforce has a positive and significant effect on the performance of the organization by adjusting the distribution of the workforce according to the needs of the institution [20], [21]. However, other findings indicate that workforce-related practices may have limited or indirect effects, as they do not necessarily



translate into improved individual capability or performance outcomes [22]. In addition, some studies reveal that individual capability does not always have a direct significant effect on performance, although it may influence performance through mediating mechanisms such as capability development [23]. Such variances suggest that the link between the effectiveness of workforce allocation, individual capability and performance is not necessarily linear and may be contingent upon contextual and supporting variables. Therefore, further study is required to explore the role of information systems as a mediating variable that can explain and enhance the relationship between workforce allocation effectiveness, individual capability and performance in public sector organizations.

Information systems play a crucial role in enhancing organizational performance by facilitating data integration, improving decision-making, and supporting efficient administrative processes in public sector institutions [16]. The adoption of digital systems enables organizations to optimize resource utilization by providing accurate and real-time information for planning and evaluation [3]. Furthermore, information systems have been shown to strengthen the relationship between organizational factors and performance by acting as a mediating mechanism that enhances coordination and operational efficiency [19]. In addition, digital governance systems contribute to improved transparency, accountability, and service delivery outcomes in public organizations [10]. However, the effectiveness of information systems depends on how well they are integrated with workforce allocation effectiveness and individual capabilities [2]. Therefore, information systems can serve as a key mediating variable that bridges workforce allocation effectiveness and individual capability with performance outcomes in public sector organizations.

Such variances suggest that the link between the effectiveness of workforce allocation, individual capability and performance is not necessarily linear and may be contingent upon contextual and supporting variables. Therefore, further study is required to explore the role of information systems as a mediating variable that can explain and enhance the relationship between workforce allocation effectiveness, individual capability and performance in public sector organizations. Performance gaps across the organization also derive from differences in individual capability and the inconsistent use of information systems. This situation points to the importance of understanding how the effectiveness of workforce allocation and individual capability can be better aligned and supported by information systems to improve overall performance. Thus, this research is to analyze the effect of effectiveness of workforce allocation and individual capability on employee performance with government information systems as mediating variable in the Jember Transportation Agency.

METHOD

The study adopted a quantitative approach with an explanatory research design to examine the relationship between workforce allocation effectiveness, individual capability, information systems and employee performance. The population of the study is individual employees of Jember Transportation Agency as much as 406 employees. The sample size was determined using Slovin formula with 5% margin of error, which was 202 respondents. Data were collected by structured questionnaire using 5 point Likert scale from strongly disagree to strongly agree. The instrument was developed to measure employees' perceptions of internal organizational conditions.



Table 1. Operational Variables and Indicators

Variable	Indicators
Workforce Allocation Effectiveness (X1) [20]	1. Internal workforce allocation alignment 2. Staffing adequacy based on workload 3. Job placement accuracy 4. Clarity of workforce allocation procedures
Individual Capability (X2) [23]	1. Job-related knowledge 2. Task-relevant skills 3. Work attitude consistency
Information Systems (Z) [16]	1. System accessibility 2. Internal data integration 3. Information accuracy 4. Ease of system use 5. System support for tasks 6. Frequency of system usage
Employee Performance (Y) [6]	1. Work quality 2. Timeliness 3. Effectiveness 4. Consistency with work standards

Source: Adapted from [6], [16], [20], [23] (2026)

Data were analyzed using Structural Equation Modeling (SEM) with the Partial Least Squares (PLS) approach via *SmartPLS* software, which is suitable for testing complex relationships and mediating effects while ensuring construct validity and reliability [24]. The analysis consists of outer model evaluation and inner model evaluation. The outer model was assessed to examine the validity and reliability of the constructs, including convergent validity with loading factor values ≥ 0.70 , Average Variance Extracted (AVE) ≥ 0.40 , and reliability measured using Composite Reliability and Cronbach's Alpha ≥ 0.70 [24]. Meanwhile, the inner model was evaluated by examining the coefficient of determination (R^2) and adjusted R^2 , where values of 0.75, 0.50, and 0.25 indicate strong, moderate, and weak explanatory power, respectively [24]. Hypothesis testing was conducted by analyzing direct and indirect effects using path coefficients and t-statistics, with a significance level of 0.05 (t-value ≥ 1.96) [24]. The mediating effect of information systems was assessed through indirect effect analysis to determine its role in strengthening the relationship between workforce allocation effectiveness, individual capability, and employee performance [24].

RESULTS AND DISCUSSION

The results of this study are discussed based on the analysis of SEM-PLS to investigate the relationship between workforce allocation effectiveness, individual capability, information systems and employee performance. The analysis starts with the evaluation of the measurement model to ensure the validity and reliability of the constructs, followed by the evaluation of the structural model (inner model) to determine the explanatory power and the relationship between variables. Moreover, the direct and indirect effects are examined to ascertain the mediating role of information systems, which are then discussed in the light of relevant theories and previous empirical evidence.



Table 2. Outer Loading Result

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X1.1 <- Workforce Allocation Effectiveness (X1)	0.813	0.813	0.028	29.315	0.000
X1.2 <- Workforce Allocation Effectiveness (X1)	0.797	0.794	0.038	20.903	0.000
X1.3 <- Workforce Allocation Effectiveness (X1)	0.888	0.888	0.016	55.581	0.000
X1.4 <- Workforce Allocation Effectiveness (X1)	0.837	0.837	0.026	32.826	0.000
X2.1 <- Individual Capability (X2)	0.726	0.623	0.075	8.346	0.000
X2.2 <- Individual Capability (X2)	0.842	0.842	0.029	28.792	0.000
X2.3 <- Individual Capability (X2)	0.871	0.870	0.025	34.475	0.000
Y1.1 <- Employee Performance (Y)	0.861	0.860	0.021	41.391	0.000
Y1.2 <- Employee Performance (Y)	0.796	0.694	0.056	12.427	0.000
Y1.3 <- Employee Performance (Y)	0.878	0.878	0.018	48.591	0.000
Y1.4 <- Employee Performance (Y)	0.862	0.862	0.019	45.356	0.000
Z1.1 <- Information System (Z)	0.764	0.765	0.030	25.720	0.000
Z1.2 <- Information System (Z)	0.747	0.643	0.060	10.740	0.000
Z1.3 <- Information System (Z)	0.720	0.715	0.049	14.702	0.000
Z1.4 <- Information System (Z)	0.818	0.819	0.026	31.676	0.000
Z1.5 <- Information System (Z)	0.805	0.805	0.025	31.604	0.000
Z1.6 <- Information System (Z)	0.722	0.723	0.029	25.047	0.000

Source: Author's analysis (2026)

The outer loading results show that all measurement indicators meet the required standard, with loading factor values above the minimum threshold of 0.70. This indicates that the constructs have good convergent validity. The loading values range from 0.720 to 0.888, meaning that each indicator is strongly related to its respective latent variable. In addition, all indicators have t-statistic values greater than 1.96 and p-values of 0.000, which confirms that they are statistically significant. Among all indicators, X1.3 has the highest loading value at 0.888, showing that it is the strongest indicator in representing workforce allocation effectiveness. Based on these results, all indicators are considered valid and reliable, so none of the items need to be removed from the model for the next stage of analysis.

Table 3. Validity & Reliability Result

	AVE	rho_A	CR	CA
Individual Capability (X2)	0.620	0.790	0.827	0.778
Employee Performance (Y)	0.685	0.865	0.896	0.845
Workforce Allocation Effectiveness (X1)	0.696	0.860	0.902	0.854
Information System (Z)	0.560	0.850	0.884	0.842

Source: Author's analysis (2026)

The validity and reliability test results show that all constructs have met the required criteria. The Average Variance Extracted (AVE) values for all variables are above the minimum threshold of 0.40, ranging from 0.560 to 0.696. This indicates that the constructs have adequate convergent validity. In terms of reliability, all constructs also show rho_A, Composite Reliability (CR), and Cronbach's Alpha (CA) values above 0.70, which reflects strong internal consistency. Workforce Allocation Effectiveness (X1) and Employee Performance (Y) show the highest reliability levels,

with CR values of 0.902 and 0.896, respectively. Overall, these findings indicate that all measurement constructs are valid and reliable, making them appropriate for further analysis in the structural model.

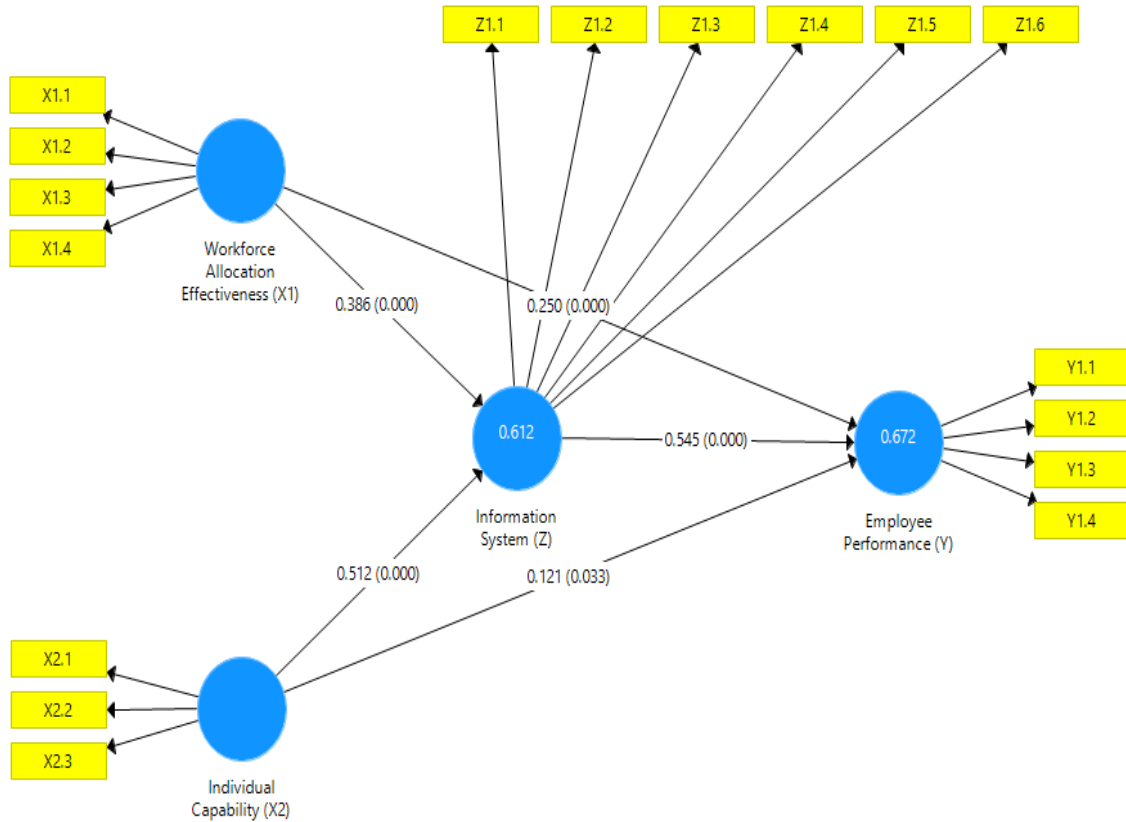


Figure 1. Inner Model Result

Source: Author's analysis (2026)

The inner model results show the structural relationships among the variables in this study, especially the direct and indirect effects of workforce allocation effectiveness, individual capability, information systems, and employee performance. Based on the model, workforce allocation effectiveness and individual capability directly influence employee performance. Meanwhile, information systems act as a mediating variable that helps strengthen these relationships. The significant path coefficients indicate that the proposed model is empirically supported. In addition, the mediating role of information systems shows that technology can enhance the influence of human-related factors on performance outcomes. These findings suggest that integrating information systems into organizational processes is important for maximizing the contribution of workforce allocation effectiveness and individual capability toward improving employee performance.

Table 4. Fit Model Result

	R2	R2 Adjusted
Employee Performance (Y)	0.677	0.672
Information System (Z)	0.616	0.612

Source: Author's analysis (2026)

The model fit results indicate that the structural model has substantial explanatory power. The



R² value for Employee Performance (0.677) suggests that approximately 67.7% of the variance in employee performance is explained by workforce allocation effectiveness, individual capability, and information systems, indicating a moderate to strong model. Similarly, the R² value for Information Systems (0.616) shows that 61.6% of its variance is explained by workforce allocation effectiveness and individual capability, which also reflects a moderate explanatory level. The adjusted R² values, which are slightly lower but consistent, confirm the stability and robustness of the model. Overall, these results demonstrate that the model has good predictive relevance and is adequate in explaining the relationships among the variables.

Table 5. Path Coefficient Result

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Individual Capability (X2) -> Employee Performance (Y)	0.121	0.124	0.056	2.169	0.030
Individual Capability (X2) -> Information System (Z)	0.512	0.510	0.055	9.292	0.000
Workforce Allocation Effectiveness (X1) -> Employee Performance (Y)	0.250	0.250	0.058	4.317	0.000
Workforce Allocation Effectiveness (X1) -> Information System (Z)	0.386	0.388	0.050	7.753	0.000
Information System (Z) -> Employee Performance (Y)	0.545	0.542	0.061	8.876	0.000
Individual Capability (X2) -> Information System (Z) -> Employee Performance (Y)	0.279	0.277	0.044	6.381	0.000
Workforce Allocation Effectiveness (X1) -> Information System (Z) -> Employee Performance (Y)	0.210	0.210	0.035	6.063	0.000

Source: Author's analysis (2026)

The model fit results show that the structural model has strong explanatory ability. The R² value for Employee Performance is 0.677, meaning that 67.7% of the variation in employee performance can be explained by workforce allocation effectiveness, individual capability, and information systems. This indicates that the model has a moderate to strong level of explanation. Similarly, the R² value for Information Systems is 0.616, showing that 61.6% of its variation is explained by workforce allocation effectiveness and individual capability. This also reflects a moderate level of explanatory power. The adjusted R² values are slightly lower but still consistent, which supports the stability and reliability of the model. Overall, these results indicate that the model has good predictive relevance and is suitable for explaining the relationships among the variables in this study.

The indirect effect results further support the mediating role of Information Systems in the relationship between the independent variables and Employee Performance. Individual Capability has a significant indirect effect on Employee Performance through Information Systems ($\beta = 0.279$; $p = 0.000$). Similarly, Workforce Allocation Effectiveness also shows a significant indirect effect through the same mediating variable ($\beta = 0.210$; $p = 0.000$). Since both the direct and indirect effects are significant, Information Systems can be considered a partial mediator in the model. These findings indicate that Workforce Allocation Effectiveness and Individual Capability influence Employee Performance not only directly, but also indirectly through the effective implementation of Information Systems. In other words, the use of Information Systems helps strengthen the contribution of human-related factors to employee performance, which may ultimately support better organizational outcomes.

Workforce Allocation Effectiveness also plays an important role in improving Employee Performance by ensuring that workforce capacity is aligned with organizational needs. Proper workforce allocation enables organizations to assign employees more appropriately, minimize



inefficiencies, and improve the effectiveness of service delivery. This result is in line with previous studies which emphasize that effective workforce allocation can contribute significantly to organizational performance, particularly in dynamic public sector environments [13], [14], [21]. At the same time, the results indicate that the contribution of allocation extends beyond direct influence, as its effectiveness becomes more pronounced when supported by technological systems, reflecting the growing integration between workforce management practices and digital governance systems [16], [17].

In addition to workforce allocation effectiveness, individual capability also contributes to employee performance, although its influence appears less dominant when examined directly. This suggests that individual capabilities such as knowledge, skills, and attitudes are important but may not automatically translate into higher performance without adequate organizational support. Previous studies similarly highlight that individual capability enhances adaptability and service quality, especially in environments undergoing rapid technological change [5], [19]. However, the findings also align with research showing that individual capability may have limited or indirect effects, depending on the presence of supporting mechanisms [22], [23]. This indicates that individual capability requires integration with broader organizational systems to fully realize its potential [4], [7].

A stronger pattern emerges when examining the role of information systems, which appear to have the most substantial influence on employee performance. This reflects the increasing importance of digital transformation in public sector organizations, where information systems enhance efficiency, improve decision-making, and facilitate coordination. Such findings are consistent with previous research demonstrating that digital systems significantly improve organizational outcomes and service delivery [2], [3]. In this context, information systems are no longer merely supportive tools but have become central elements in achieving organizational effectiveness [10], [19].

The central role of Information Systems is closely connected to how workforce capacity is structured and managed within the organization. The results show that both Workforce Allocation Effectiveness and Individual Capability significantly influence the effectiveness of Information Systems. This suggests that the successful implementation and use of technology depend not only on the system itself, but also on the quality of human-related factors that support it. Organizations that are able to allocate their workforce effectively and develop individual capability are more likely to utilize digital systems in an optimal way. In this context, Information Systems function more effectively when employees are placed according to organizational needs and have the necessary skills to use technology properly. This finding is consistent with the socio-technical perspective, which highlights the interdependence between human and technological elements in organizational performance [7], [16]. Similar conclusions have been drawn in previous studies, where employee readiness and organizational support were identified as key determinants of successful digital transformation [4], [10].

These relationships become more evident when considering the mediating role of information systems. The results show that information systems strengthen the influence of both workforce allocation effectiveness and individual capability on employee performance, acting as an important connecting mechanism. This supports earlier findings that digital systems enhance organizational processes and amplify the effectiveness of management practices [2], [19]. At the same time, the study provides additional insight by clarifying how these relationships operate within a public sector context, where previous findings have often been inconsistent [22], [23].

Another important aspect is the presence of both direct and indirect effects, indicating that the relationship between variables is not linear. Workforce allocation effectiveness and individual capability influence performance not only directly but also through information systems, highlighting the complexity of organizational performance dynamics. This finding is in line with contingency theory, which suggests that organizational effectiveness depends on the interaction of multiple factors rather than a single determinant [1], [2]. Compared to earlier studies that

reported mixed or inconclusive results, this study offers a more comprehensive explanation by incorporating a mediating variable [15], [22].

Overall, these findings emphasize the importance of integrating workforce management practices and information systems to improve performance in public sector organizations. Focusing solely on workforce allocation or individual capability is not sufficient without considering the role of digital systems that support and enhance these factors. This highlights a practical implication for organizations to adopt a more integrated approach that combines workforce allocation effectiveness, individual capability development, and technological utilization. Such an approach is essential for achieving efficiency, responsiveness, and high-quality public services in the context of ongoing digital transformation [6], [12].

CONCLUSION

Workforce Allocation Effectiveness and Individual Capability are confirmed as important determinants of Employee Performance, both directly and indirectly through the mediating role of Information Systems. The findings show that effective workforce allocation helps align workforce capacity with organizational needs, while individual capability supports employees in carrying out their tasks more effectively. However, the influence of these two factors becomes stronger when they are supported by well-integrated Information Systems. This indicates that performance in public sector organizations is shaped not only by workforce-related factors, but also by how well these factors are connected to digital systems.

This study contributes to the literature by providing empirical evidence that helps clarify previous inconsistent findings on the relationship between organizational capability factors and performance. By including Information Systems as a mediating variable, this study offers a more comprehensive explanation of how employee performance is developed in a public sector context. It also highlights the importance of a socio-technical approach, where human and technological elements work together to support organizational performance. From a practical perspective, the findings suggest that public organizations should prioritize the alignment between workforce allocation, individual capability development, and information system implementation. Strengthening these three aspects can help organizations achieve better and more sustainable performance outcomes. Future research is encouraged to examine additional variables, such as leadership, organizational culture, or digital readiness, which may further influence performance dynamics. Expanding the research scope across different sectors or regions may also provide deeper insights into the generalizability of the findings. Overall, this study emphasizes the need for an integrated strategy that combines effective workforce management and digital transformation to improve the effectiveness and sustainability of public sector performance.

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