

THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP, LITERACY DIGITAL AND ORGANIZATIONAL CULTURE ON PERFORMANCE GROUP II EMPLOYEES THROUGH WORK MOTIVATION AS INTERVENING VARIABLES AT BATAM TYPE B CUSTOMS AND EXCISE KPU

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Abstract

This study aims to examine the influence of Transformational Leadership, Digital Literacy, and Organizational Culture on the Performance of Grade II Employees through Work Motivation as an intervening variable at the Type B Batam Customs Office (KPU Customs B Batam). The study employed a quantitative research approach using a survey method. The population consisted of 213 Grade II employees, all of whom were included as the research sample using a saturated sampling (census) technique. Data were collected through a structured questionnaire using a five-point Likert scale and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS 4. The findings reveal that transformational leadership has a positive and significant effect on both employee performance and work motivation. Digital literacy also has a positive and significant influence on employee performance and work motivation. In contrast, organizational culture does not have a significant direct effect on employee performance; however, it has a significant negative effect on work motivation. Furthermore, work motivation has a positive and significant effect on employee performance and serves as a significant mediating variable in the relationship between transformational leadership, digital literacy, organizational culture, and employee performance.

Keywords: Transformational Leadership, Digital Literacy, Organizational Culture, Work Motivation, Employee Performance, SEM-PLS.

1. INTRODUCTION

The changing landscape of public bureaucracy in Indonesia is currently moving towards a digital government system that is adaptive and responsive to public demands. The Indonesian government, through its 2021–2024 Digital Roadmap, targets a 70% increase in digital competency for state officials by 2025. However, the 2024 Indonesia Digital Literacy Index survey shows that the digital literacy level of civil servants remains at an "intermediate" level with an average score of 3.54 on a scale of 5, indicating a persistent gap in the ability to utilize technology productively. This condition impacts the effectiveness of public services and employee performance, including within the Batam Type B Customs and Excise Office. As a strategic institution under the Ministry of Finance, Customs and Excise plays a crucial role in optimizing state revenue while maintaining the flow of goods across borders. Based on the DJBC Performance Report (2024), the productivity of Class II employees in several Type B offices, including Batam, shows fluctuations, with an average performance achievement of only 82% of the annual target. In addition, internal data shows that approximately 38% of Group II employees have not yet optimally mastered the CEISA 4.0 application, which results in delays in administrative processes and decreased work efficiency. This situation emphasizes the importance of strengthening aspects of leadership, digitalization, organizational culture, and work motivation. This study integrates Organizational Behavior Theory and Human Capital Theory to dissect the causal relationship between variables. The main objective of this study is to empirically test and analyze the direct influence of Transformational Leadership (X1), Digital Literacy (X2), and Organizational Culture (X3) on Work Motivation (Z) and Employee Performance (Y), as well as the role of Work Motivation as a mediating variable (intervening).

2. THEORETICAL AND HYPOTHESIS STUDY

2.1 Organizational Behavior Theory

Organizational Behavior Theory is a major discipline used in the study of individual and group behavior in organizational contexts. *Organizational Behavior Theory* examines how psychological, social, and organizational structure factors influence employee actions and performance, and how these behaviors can be optimized to effectively achieve organizational goals. In the context of Human Resources, *Organizational Behavior Theory* provides a conceptual framework for understanding the relationship between leadership, motivation, organizational culture, and employee performance—the primary focus of this research.

The concept of transformational leadership in *Organizational Behavior Theory* explains how leaders can inspire and motivate employees to achieve higher performance through changes in values, beliefs, and attitudes. This aligns with studies that effective leadership not only directly influences work behavior but also through increased work motivation as a mediator in the relationship between leaders and employee performance. Empirical examples show that transformational leadership is significantly associated with organizational culture and positive individual behavior within the organization (Hikmah et al., 2023).

2.2 Human Capital Theory

Human Capital Theory views human resources not merely as costs, but as strategic organizational assets that directly contribute to organizational effectiveness and performance. In this theory, individual abilities, knowledge, skills, experience, and competencies are viewed as capital that can be invested and developed through education, training, and work experience, resulting in higher productivity. Empirical studies show that improving the quality of human capital through education and competency development has a positive relationship with employee performance in various organizational contexts (Fitriani et al., 2025). In the context of human resource management in the digital era, *Human Capital Theory* is also used to explain how investment in digital literacy and technological innovation can improve employee performance, as digital skills are an essential part of modern human capital. Research by (Istiqomah & Kasmari, 2022) shows that strong human capital—characterized by good employee capacity—contributes significantly to improved performance through training mechanisms and digital innovation, thus proving the relevance of *Human Capital Theory* in the era of organizational digital transformation.

2.3 Transformational Leadership

According to DuBrin in his research (Hasanah et al., 2023), transformational leadership is defined as leadership that involves change within an organization (as opposed to leadership designed to maintain the status quo). This leadership is also defined as leadership that requires motivating subordinates to work toward "high-level" goals that are perceived as transcending their immediate personal interests. Transformational leadership is a leadership style that focuses on individual and organizational change and development through a process of profound inspiration and motivation (Nafal et al., 2024).

According to (Indrayanto et al, 2013) in research (Zin et al., 2023) transformational leadership style is a leadership style that inspires followers to be involved, committed, and have a vision and goals for their organization, encourages followers to be innovative in solving organizational problems, and supports followers to have competence in leadership through coaching and supervision. Transformational leadership is leadership that has the power to influence subordinates in certain ways so that subordinates will feel trusted, appreciated, loyal and respectful to their leaders and ultimately subordinates will be motivated to do more than expected (VM Mendrofa et al., 2022).

2.4 Digital Literacy

Digital literacy is the ability to process information sourced from computer devices and the internet and the ability to evaluate the information obtained from these devices. Digital literacy also impacts the thought process in processing data obtained from search results (Adawiah & Nurhidayati, 2024). According to (Nurhaliza et al., 2024) Digital Literacy is a person's ability to use and utilize digital technology effectively, especially in the field of education, a person's ability can include skills in accessing, evaluating, using, collaborating or participating in digital content that is not only related to digital tools, but digital literacy can involve critical, analytical, and communicative skills in applying digital technology.

Digital Literacy means the ability to process information critically based on technology including the process of speaking, reading, and writing, and the concept of analyzing written discourse using technology (Anarizka & Wilsa, 2023). Digital literacy is the ability of individuals to utilize digital devices appropriately to access, manage, analyze, and evaluate information from various digital sources with the aim of building new knowledge, expressing

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ideas through media, and communicating effectively in various contexts of social life (Martin, 2008; Bawden, 2001) in research (Suciati et al., 2025) .

2.5 Work Motivation

Work motivation is a skill in directing or controlling and moving someone to take action on desired behavior based on predetermined goals to achieve certain goals (Zin et al., 2023) . Work motivation is a psychological drive that comes from within the individual or from external factors, which influences the direction, intensity, and persistence of a person's behavior in achieving work goals (Nurlaela et al., 2025) . Work motivation is the provision of driving force that creates a person's work enthusiasm so that they are willing to cooperate, work effectively and integrate with all efforts to achieve satisfaction (Irawan et al., 2024) .

Work motivation is the drive or enthusiasm that drives a person to do work with all efforts and work effectively to achieve company goals (Sulianto et al., 2024) . Work motivation is the provision of driving force that creates a person's work enthusiasm so that they are willing to work together, work effectively and integrated with all efforts to achieve satisfaction (Hasibuan in research (Hasica et al., 2023) . Work motivation is something that creates work encouragement/spirit/driver of work enthusiasm (Meliyanti & Khaidarmansyah, 2024) .

2.6 Hypothesis

Based on a synthesis of previous relevant theories and research (such as Nurlaela et al., 2025; Adawiah & Nurhidayati, 2024; Herlambang et al., 2024; Yanto, 2025), the formulation of this research hypothesis is:

1. Transformational leadership influences employee performance.
2. Digital literacy influences employee performance.
3. Organizational culture influences employee performance.
4. Work motivation influences employee performance.
5. Transformational leadership influences work motivation.
6. Digital literacy influences work motivation.
7. Organizational culture influences work motivation.
8. Transformational leadership influences employee performance through work motivation
9. Digital literacy influences employee performance through work motivation
10. Organizational culture influences employee performance through work motivation

3. RESEARCH METHODS

This study uses a quantitative approach with an explanatory research type. The study was conducted from February to July 2026. The population of this study was all Class II employees at the Batam Type B Customs and Excise Office, totaling 213 employees. The sampling technique used saturated sampling (census), so that the entire population of 213 employees became respondents. Data were collected through a structured questionnaire with a 5-point Likert Scale (1 = Strongly Disagree, 5 = Strongly Agree). The data analysis method used was Structural Equation Modeling–Partial Least Squares (SEM-PLS) with the help of SmartPLS4 software. Model evaluation was carried out in two stages: Outer Model (Convergent Validity, Discriminant Validity, and Reliability) and Inner Model (Coefficient of Determination R² and Hypothesis Testing through bootstrapping).

4. RESEARCH RESULTS AND DISCUSSION

4.1 RESULTS

4.1.1 Evaluation of the Measurement Model (Outer Model)

Table 4.1 Table of Outer Loading Value Criteria

Outer Loading Value	Interpretation	Action
≥ 0.70	Very Good – very valid indicator	Maintained
$0.60 - 0.70$	Sufficient – acceptable in exploratory research	Can be maintained if AVE ≥ 0.50
< 0.60	Weak – low contribution to the construct	Need to consider removal
< 0.40	Very weak	It should be deleted

Source: Hair et al (2021)

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Table 4.2 Convergent Validity Results (*Outer Loading*)

	Organizational culture	Transformational Leadership	Employee Performance	Digital Literacy	Work motivation
X1.1		0.879			
X1.1 0		0.879			
X1.1 1		0.873			
X1.2		0.888			
X1.3		0.899			
X1.4		0.866			
X1.5		0.856			
X1.6		0.872			
X1.7		0.838			
X1.8		0.899			
X1.9		0.886			
X2.1				0.714	
X2.1 0				0.806	
X2.2				0.713	
X2.3				0.726	
X2.4				0.682	
X2.5				0.721	
X2.6				0.629	
X2.7				0.753	
X2.8				0.712	
X2.9				0.786	
X3.1	0.811				
X3.1 0	0.804				
X3.1 1	0.866				
X3.1 2	0.857				

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X3.2	0.780				
X3.3	0.857				
X3.4	0.852				
X3.5	0.809				
X3.6	0.856				
X3.7	0.864				
X3.8	0.857				
X3.9	0.839				
Y.1			0.723		
Y.10			0.897		
Y.11			0.900		
Y.12			0.882		
Y.13			0.877		
Y.14			0.883		
Y.15			0.889		
Y.16			0.871		
Y.17			0.873		
Y.18			0.889		
Y.2			0.747		
Y.3			0.852		
Y.4			0.702		
Y.5			0.875		
Y.6			0.885		
Y.7			0.872		
Y.8			0.884		
Y.9			0.879		
Z.1					0.726
Z.10					0.851
Z.11					0.804
Z.12					0.837
Z.13					0.811
Z.14					0.846

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Z.15					0.794
Z.16					0.820
Z.2					0.808
Z.3					0.857
Z.4					0.739
Z.5					0.728
Z.6					0.846
Z.7					0.827
Z.8					0.828
Z.9					0.835

Table 4.3 Discriminant Validity Test (*Fornell-Larcker Criterion*)

	Organizational culture	Transformational Leadership	Employee Performance	Digital Literacy	Work motivation
Organizational culture	0.773				
Transformational Leadership	0.028	0.876			
Employee Performance	-0.329	0.621	0.847		
Digital Literacy	-0.041	0.632	0.651	0.683	
Work motivation	-0.490	0.478	0.790	0.581	0.701

Table 4.4 HTMT Test Results

	Organizational culture	Transformational Leadership	Employee Performance	Digital Literacy	Work motivation
Organizational culture					
Transformational Leadership	0.079				
Employee Performance	0.319	0.635			
Digital Literacy	0.270	0.579	0.665		
Work motivation	0.649	0.485	0.783	0.618	

Table 4.5 Reliability Test Results

	<i>Cronbach's alpha</i>	<i>Composite reliability (rho_a)</i>	<i>Composite reliability (rho_c)</i>	<i>Average variance extracted (AVE)</i>
Organizational culture	0.935	0.918	0.936	0.597
Transformational Leadership	0.970	0.971	0.973	0.768
Employee Performance	0.976	0.976	0.978	0.718
Digital Literacy	0.878	0.884	0.896	0.848
Work motivation	0.889	0.948	0.883	0.736

Convergent validity testing shows that all indicators have outer loading values > 0.70 and Average Variance Extracted (AVE) values > 0.50 . Discriminant validity evaluation using the Fornell-Larcker and HTMT criteria (< 0.90) and reliability tests (Composite Reliability > 0.70 and Cronbach's Alpha > 0.70) confirm that all variable constructs have very high reliability.

4.1.2 Structural Model Evaluation (Inner Model)

Table 4.6 Results of the Determination Coefficient Test (*R Square*)

	<i>R-square</i>	<i>R-square adjusted</i>
Employee Performance	0.717	0.711
Work motivation	0.586	0.580

Based on Table 4.6, it is known that the Employee Performance variable has an *R-square* value of 0.717 and an *Adjusted R-square* of 0.711. This indicates that 71.7% of the variation in changes in Employee Performance can be explained by exogenous variables in the research model, namely Organizational Culture, Transformational Leadership, Digital Literacy, and Work Motivation, while the remaining 28.3% is influenced by other factors outside the research model. This value is included in the moderate to *substantial category*, so the model has good predictive ability for the Employee Performance variable.

4.1.3. Hypothesis Testing Results

Table 4.7 Results of Direct Hypothesis Testing

	<i>Original sample (O)</i>	<i>Sample mean (M)</i>	<i>Standard deviation (STDEV)</i>	<i>T statistics (O/STDEV)</i>	<i>P values</i>
Transformational Leadership -> Employee Performance	0.256	0.257	0.049	5,253	0.000
Digital Literacy -> Employee Performance	0.178	0.178	0.055	3,259	0.001
Organizational Culture -> Employee Performance	-0.068	-0.067	0.053	1,277	0.202
Work Motivation -> Employee Performance	0.531	0.529	0.056	9,502	0.000

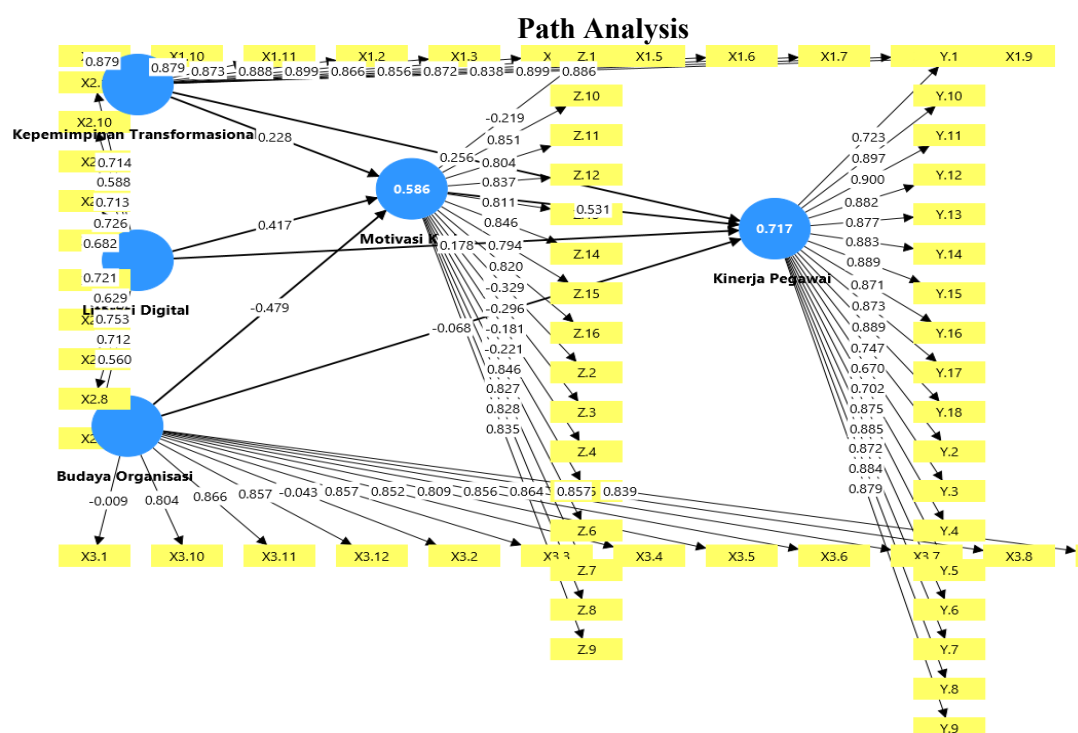
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Transformational Leadership - > Work Motivation	0.228	0.226	0.047	4,815	0.000
Digital Literacy -> Work Motivation	0.417	0.416	0.043	9,604	0.000
Organizational Culture -> Work Motivation	-0.479	-0.457	0.149	3,224	0.001

Table 4.8 Results of Indirect Hypothesis Testing

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Digital Literacy -> Work Motivation -> Employee Performance	0.221	0.220	0.033	6,728	0.000
Organizational Culture -> Work Motivation -> Employee Performance	-0.254	-0.242	0.083	3,051	0.002
Transformational Leadership -> Work Motivation -> Employee Performance	0.121	0.119	0.027	4,569	0.000



4.2 DISCUSSION

4.2.1 The Influence of Transformational Leadership on Employee Performance

The results of the study indicate that transformational leadership has a positive and significant effect on employee performance. This finding indicates that the better the implementation of transformational leadership, the higher the employee performance. Transformational leaders are able to provide a clear vision, build inspiration, pay attention

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to employees, and encourage employees to develop their abilities. These conditions can increase commitment, responsibility, discipline, and the quality of work implementation. The results of this study support previous research that found that transformational leadership has a positive and significant effect on employee performance. Therefore, organizations need to maintain leadership that is inspirational, communicative, and oriented towards employee development.

4.2.2 The Influence of Digital Literacy on Employee Performance

Digital literacy has been shown to have a positive and significant impact on employee performance. This indicates that the better employees' ability to use and utilize digital technology, the better their performance. Digital literacy enables employees to access information more quickly, manage data, use organizational applications, and complete work more effectively and efficiently. In an increasingly digitalized work environment, these skills are a crucial part of employee competency. Therefore, organizations need to improve digital competency through training, mentoring, and optimizing the use of information systems in their work.

4.2.3 The Influence of Organizational Culture on Employee Performance

Organizational culture has no significant effect on employee performance. A negative coefficient indicates an inverse relationship, but the relationship is not statistically significant. These results suggest that organizational culture is not the primary factor directly determining employee performance in the research model. Employee performance is likely more influenced by factors more closely related to individual work behavior, such as motivation, leadership, and digital competence.

4.2.4 The Influence of Work Motivation on Employee Performance

Work motivation has a positive and significant impact on employee performance. Motivation is the variable with the greatest influence on employee performance, with a coefficient of 0.531. These results indicate that motivation is a very important factor in improving employee performance. Employees with high motivation tend to have better enthusiasm, discipline, responsibility, and commitment. Motivation also encourages employees to use their abilities optimally in completing their work. This finding strengthens Organizational Behavior Theory, which places motivation as one of the main determinants of individual behavior. From the perspective of Human Capital Theory, employee competencies will provide optimal benefits if accompanied by encouragement to use these competencies in work. Therefore, organizations need to strengthen the reward system, career development opportunities, objective performance appraisals, and a supportive work environment.

4.2.5 The Influence of Transformational Leadership on Work Motivation

Transformational leadership has been shown to have a positive and significant impact on work motivation. Leaders who provide inspiration, direction, role models, and attention to employee needs can increase employee morale and commitment.

These results demonstrate that leadership not only directs work but also serves as a source of motivation for employees. Leaders who empower employees can increase their self-confidence and drive to achieve organizational goals.

This finding strengthens the Organizational Behavior Theory and Human Capital Theory because leadership plays a role in developing abilities and encouraging employees to optimize their potential.

4.2.6 The Influence of Digital Literacy on Work Motivation

Digital literacy has a positive and significant impact on work motivation. Employees with strong digital skills tend to be more confident in using technology and completing tasks. The ability to operate digital systems can reduce barriers to work, increase efficiency, and provide a sense of competence in facing job demands. This can boost employee motivation.

4.2.7 The Influence of Organizational Culture on Work Motivation

Organizational culture has a negative and significant effect on work motivation. These results indicate that, in the research model, an increase in organizational culture is actually associated with a decrease in work motivation. This finding should be interpreted with caution. A negative result does not imply that organizational culture is generally detrimental, but rather indicates that the implementation of organizational culture in the research context has not fully improved employee motivation.

4.2.8 The Role of Work Motivation in Mediating the Effect of Transformational Leadership on Performance

Test results show that transformational leadership has a positive and significant effect on employee performance through work motivation. This indicates that transformational leadership not only directly influences performance but also works by increasing employee motivation.

4.2.9 The Role of Work Motivation in Mediating the Effect of Digital Literacy on Performance

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Digital literacy has also been shown to have a positive and significant impact on employee performance through work motivation. These findings indicate that digital skills not only directly improve performance but also enhance employee motivation, which in turn drives improved performance.

Employees who are able to use technology effectively tend to have greater confidence in completing their work. This ability can boost work morale and boost productivity.

Thus, increasing digital literacy needs to be viewed not only as an effort to improve technical skills, but also as a strategy to increase employee motivation and performance.

4.2.10 The Role of Work Motivation in Mediating the Influence of Organizational Culture on Performance

The test results indicate that organizational culture has a negative and significant effect on employee performance through work motivation. This means that the influence of organizational culture on performance becomes negative when work motivation mechanisms are taken into account. This finding suggests that organizational culture, in the context of this study, has not fully motivated employees. If culture is perceived more as a demand for compliance and target achievement without adequate support, employee motivation can decline and ultimately impact performance.

Therefore, organizations need to evaluate the implementation of their organizational culture. An effective culture should not only regulate employee behavior but also create a sense of belonging, support, appreciation, opportunities for growth, and a positive work environment.

5. CONCLUSION AND SUGGESTIONS

5.1 CONCLUSION

Based on the research results, it can be concluded that transformational leadership has a positive and significant impact on employee performance. Digital literacy also has a positive and significant impact on employee performance. Conversely, organizational culture does not significantly impact employee performance.

Work motivation has been shown to be the most dominant factor influencing employee performance. Transformational leadership and digital literacy have a positive and significant effect on work motivation, while organizational culture has a negative and significant effect.

The results of the mediation test indicate that work motivation plays a positive role in mediating the influence of transformational leadership and digital literacy on employee performance. Meanwhile, work motivation also mediates the influence of organizational culture on employee performance, but in a negative direction.

Overall, research shows that improving employee performance requires not only effective leadership and digital competency but also efforts to increase work motivation. Motivation is a crucial mechanism linking organizational factors and employee competencies to performance achievement.

5.2 SUGGESTION

This study has several limitations. First, the study was conducted on only one organization, so the results may not be generalizable to other organizations with different characteristics. Future research is recommended to expand the scope to include Category III/IV employees or other agencies, and to include other variables such as job satisfaction or work-life balance.

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