

ASN PERFORMANCE TRANSFORMATION: THE STRATEGIC ROLE OF CAREER DEVELOPMENT AND DIGITAL LEADERSHIP IN THE BPKAD OF CENTRAL SULAWESI PROVINCE

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Abstract

This study analyzes how employee performance at the Regional Financial and Asset Management Agency (BPKAD) of Central Sulawesi Province is influenced by career development and digital leadership. The challenges of digital transformation, which require public organizations to improve their work effectiveness and emphasize the importance of human resources for organizational success, are the background of this study. This study uses a quantitative method, and the population consists of 127 employees. 100 respondents are the research sample selected randomly using the simple random sampling method. Data were collected through observation and questionnaire distribution, reliability tests, validity tests, classical assumptions, multiple linear regression, t-tests, F-tests, and the coefficient of determination (R²) were used to analyze it. The results show that career development has a positive and significant impact on employee performance and digital leadership has a positive and significant impact on employee performance. Simultaneously, both variables have a significant effect on career development. Together, these two variables contribute 84.1% to the variation in employee performance, while the remaining 15.9% is influenced by other variables not included in the research model.

Keywords: *career development, digital leadership, employee performance*

INTRODUCTION

Public sector organizations need to adapt to the rapidly developing era of digital transformation in order to increase efficiency and effectiveness in carrying out their performance.(MD Wahyuni et al., 2025)The rapid development of digital technology has driven adaptation and change in various fields, one of which is efforts to improve performance. The transformation of work systems dominated by manual processes leads to low effectiveness and efficiency. Implementing digital transformation helps shift work systems from manual to digital, resulting in improved performance.(Qhoirul Chasana et al., 2024)The performance of an organization depends on the performance of its human resources. Failure to manage human resources can hinder the achievement of organizational goals in terms of performance and operational continuity.(Gaho, 2023). With the rapid advancement of technology, the quality of human resources has become very important in determining how competitive an organization/agency is.(Salfa et al., 2025).

Human resources are an important component that drives to improve employee performance, which enables employees to carry out tasks effectively to achieve predetermined goals.(Yolinza & Marlius, 2023). Employees are the most valuable assets for an institution, therefore, the activities carried out by the institution will not be successful without employees.(Wahyuni et al., 2022)Career development is a strategic factor in improving employee performance. Career development is the process of improving an individual's career to achieve career goals.(Nur et al., 2022). Career development means a person's continuous progress towards the top of the job in an organization.(Sumakul et al., 2025). A regularly developed career not only improves individual abilities, but also increases productivity and loyalty.(Pamungkas et al., 2025). Digital leadership is a crucial factor in improving performance, especially in today's era of digital transformation. Digital leadership is a combination of leadership approaches and digital technologies to support digital transformation.(Tulungen et al., 2022). Organizational performance is closely related to leadership.(Daswati et al., 2021)The success of organizational change depends on the leadership's ability to initiate and direct change.(Adda et al., 2019). Responding to the ever-changing shared

challenges during the digital transformation process, digital leadership includes the ability to address uncertainty, complexity, and ambiguity.(Wujarso et al., 2023). Digital leaders or digital leadership are needed to support digital transformation to ensure rapid change and utilization of technology in various fields, including government.(Dewanto & Prasetyo, 2024)In the digital era, innovative leadership styles are needed, leaders must constantly change and be able to use their positions to bring about change and improve the capabilities of their teams through effective communication, cooperation, and coordination.(Cahyarini, 2021). Leaders who adapt to the digital era can improve employee performance. Digital leadership helps employees utilize technology and develop strategies to achieve optimal performance amidst global competition.(Y. Lestari & Mahanani, 2024). Leadership style influences job satisfaction, which has a direct impact on employee behavior.(Hasanuddin et al., 2021). Performance success is the result of employee work which is assessed in terms of quality and quantity in carrying out tasks and functions in accordance with the responsibilities carried out.(A. Lestari et al., 2025). Employee performance generally indicates the extent to which an individual contributes to the success of the organization by completing tasks in a manner consistent with goals and standards.(Nuramaliadina et al., 2025). High levels of performance will contribute directly to the achievement of organizational goals and targets.(Ayuwangi & Tahwin, 2025).

Based on observations conducted at the Central Sulawesi Province Regional Financial and Asset Management Agency regarding career development, several employees revealed unfairness in the promotion system, which prioritizes personal closeness with superiors over performance and competency. Furthermore, superiors fail to provide adequate guidance and direction to their subordinates' careers, leading to a lack of motivation. Conversely, the lack of a meritocratic evaluation system prevents talented employees from fully developing. Meanwhile, in the aspect of digital leadership, leaders still face challenges in managing change, especially in the transition process to a digital work system. The e-Kinerja application and SPBE (Electronic-Based Government System) are examples of technology-based work systems that must be implemented by government institutions in the era of digital transformation. Based on Presidential Regulation No. 95 of 2018 concerning Electronic-Based Government Systems, it is the implementation of government that is integrated and efficient in providing services to the public, the government, and other parties through the use of information and communication technology. One such application is the e-Kinerja application, an electronic system for recording and assessing the performance of ASN employees. However, this digital system still faces many challenges, especially those related to digital leadership capabilities. One obstacle that arises is the weak communication skills of leaders.

Many employees become confused about the procedures and benefits of the system due to a lack of clear and transparent explanations. Furthermore, leaders often fail to build effective cross-sectional work teams. As a result, the implementation of digital programs is often ineffective. Furthermore, many employees have difficulty adapting during the transition from manual to digital systems. This is exacerbated by a lack of training and a persuasive approach from leaders. Based on the performance aspect in the field, it shows that there are problems reflecting the low quantity and quality of work, as well as a lack of effort in completing tasks. Due to the continued use of outdated work methods, a lack of creativity, and a lack of understanding of technology, the work produced is often suboptimal. This results in inaccurate documents and reports. Furthermore, due to a poor monitoring system and low work motivation, tasks are often not completed on time. Furthermore, many employees tend to work solely according to superiors' orders, without daring to take initiative or offer new ideas.

LITERATURE REVIEW

Career Development

According toZulkarnaen et al. (2025)Career development in an organization means that the organization helps its employees reach their full potential through various training programs, mentoring, and career advancement. Career development can be defined as when employees reach higher positions within the company and follow the company's predetermined career path.(Kamara et al., 2024). The process known as career development is used by employees to improve their competencies so they can achieve their career goals and targets in the organization.(Raudah & Mujahadah, 2023). According toWirayudha & Adnyani (2020)There are 5 career development indicators, namely, 1) Fair treatment in career, 2) Superior concern, 3) Competence, 4) Interest in being promoted, 5) Formal education.

Digital Leadership

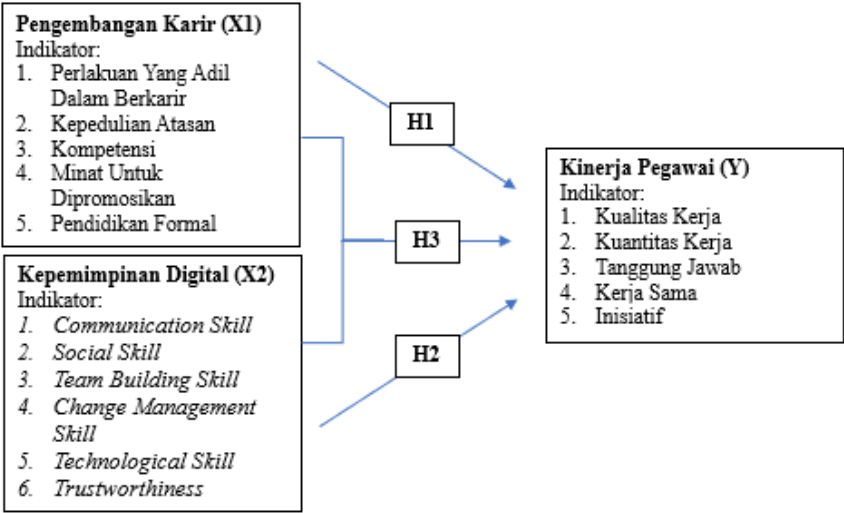
Leadership is critical to organizational innovation, sustainability, and performance.(Pasaribu et al., 2021)Digital leadership is the ability of a superior or supervisor to encourage and educate all staff to use digital technology to support the company's business growth.(Saputra & Nugroho, 2021). Digital leadership can be defined as a set of actions or traits used by leaders to motivate their employees to achieve organizational goals.(Turyadi et al., 2023).

Digital leadership not only discusses how to use email, websites, and social media in daily activities, but also how to leverage data as a very valuable asset. According toPratama & Ali (2024)Dimensions, indicators, syntheses or factors that influence Digital Leadership are communication skills, social skills, team building skills, change management skills, technological skills, and trustworthiness.

Employee Performance

According toMadyarti (2021)states that employee performance is the result of work carried out by workers in an organization, which can include quality, quantity, and timeliness. According to(Fatah, 2021)Employee performance is work output measured based on quality and quantity, which is achieved during the implementation of tasks in accordance with responsibilities.(Fajarin et al., 2025)defines employee performance as the achievement of work results in terms of quality and quantity in accordance with organizational regulations and agreements. According to(Hermayanti et al., 2024)There are several indicators, namely, 1) Quality of Work, 2) Quantity of Work, 3) Responsibility, 4) Cooperation, 5) Initiative.

Framework



Research Hypothesis

- H1: Career development has a positive and significant effect on the performance of ASN at the BPKAD of Central Sulawesi Province.
- H2: Digital leadership has a positive and significant effect on the performance of ASN at the BPKAD of Central Sulawesi Province.
- H3: Career development and digital leadership simultaneously have a positive and significant effect on the performance of ASN at the BPKAD of Central Sulawesi Province.

METHOD

This research was conducted at the BPKAD office of Central Sulawesi Province. The research method used in this study was a quantitative approach.Sugiyono (2023)Quantitative method is a research method based on the philosophy of positivism, used to research a specific population or sample, with the aim of testing the formulated hypothesis. The data source used is primary data. The data collection technique in this study is to conduct observations, and use a list of questionnaire statements, which can be filled out directly by respondents. The questionnaire in this study was measured using a Likert scale (5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree). The population in this study were all civil servant employees (ASN) at the Financial and Regional Asset Management Agency of Central Sulawesi Province, totaling 127. The sampling technique used simple random sampling and the sample size was determined using the Slovin formula with a 5% margin of error, so that the sample obtained can proportionally represent the population and produce more accurate research findings. The data analysis technique consists of instrument testing by conducting data validity and reliability tests. The software used is SPSS 25. Then, hypothesis testing (t-test and f-test) is carried out, followed by statistical analysis testing (multiple linear regression analysis and R² coefficient of determination test). Then, classical assumption tests (normality test, multicollinearity test, and heteroscedasticity test) are carried out.

RESULTS AND DISCUSSION

Respondent Overview

Respondent characteristics table (N=100)

Characteristics	Category	Frequency (F)	Percentage (%)
Gender	Man	47	47%
	Woman	53	53%
Age	17 – 25 Years	2	2%
	26 – 35 Years	9	9%
	36 – 45 Years	44	44%
	45 – 58 Years	45	45%
Education	High School/Vocational School	5	5%
	D3	1	1%
	D4/S1	57	57%
	S2	37	37%
	S3	-	-
Length of working	< 1 Year	-	-
	15 years	9	9%
	6 – 10 Years	9	9%
	> 10 Years	82	82%
Position	Staff	81	81%
	Head of Sub-Section	11	11%
	Section Chief	-	-
	Head of Division	5	5%
	Other	2	2%

Validity Test

No.	Variables	Indicator	Item	r-count	r-table	Note:
1	Development Career (X1)	Fair treatment in a career	X1.1	0.794	0.3	Valid
			X1.2	0.811	0.3	Valid
			X1.3	0.841	0.3	Valid
		Superior's concern	X1.4	0.857	0.3	Valid
			X1.5	0.886	0.3	Valid
			X1.6	0.788	0.3	Valid
		Competence	X1.7	0.827	0.3	Valid
			X1.8	0.899	0.3	Valid
			X1.9	0.890	0.3	Valid
		Interest in being promoted	X1.10	0.847	0.3	Valid
			X1.11	0.909	0.3	Valid
			X1.12	0.937	0.3	Valid
		formal education	X1.13	0.733	0.3	Valid
			X1.14	0.807	0.3	Valid
			X.15	0.619	0.3	Valid
2	Leadership Digital (X2)	<i>Communication skills</i>	X2.1	0.867	0.3	Valid
			X2.2	0.963	0.3	Valid
			X2.3	0.831	0.3	Valid
		<i>Social skills</i>	X2.4	0.916	0.3	Valid
			X2.5	0.793	0.3	Valid
			X2.6	0.829	0.3	Valid
			X2.7	0.935	0.3	Valid

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		<i>Team building skills</i>	X2.8	0.889	0.3	Valid
			X2.9	0.922	0.3	Valid
		<i>Change management skills</i>	X2.10	0.681	0.3	Valid
			X2.11	0.808	0.3	Valid
			X2.12	0.864	0.3	Valid
		<i>Technological skills</i>	X2.13	0.707	0.3	Valid
			X2.14	0.767	0.3	Valid
			X2.15	0.702	0.3	Valid
		<i>Trustworthiness</i>	X2.16	0.883	0.3	Valid
			X2.17	0.867	0.3	Valid
			X2.18	0.870	0.3	Valid
	3	Quality of work	Y.1	0.842	0.3	Valid
			Y.2	0.887	0.3	Valid
			Y.3	0.821	0.3	Valid
		Quantity of work	Y.4	0.876	0.3	Valid
			Y.5	0.904	0.3	Valid
			Y.6	0.778	0.3	Valid
		Responsibility	Y.7	0.879	0.3	Valid
			Y.8	0.882	0.3	Valid
			Y.9	0.880	0.3	Valid
		Cooperation	Y.10	0.892	0.3	Valid
			Y.11	0.882	0.3	Valid
			Y.12	0.893	0.3	Valid
		Initiative	Y.13	0.891	0.3	Valid
			Y.14	0.797	0.3	Valid
			Y.15	0.904	0.3	Valid

Source: Processed primary data, 2025

The data in the validity table shows that sAll variable indicators used in this study are considered valid, because each one of them has a correlation coefficient value or total corrected correlation item above 0.3.

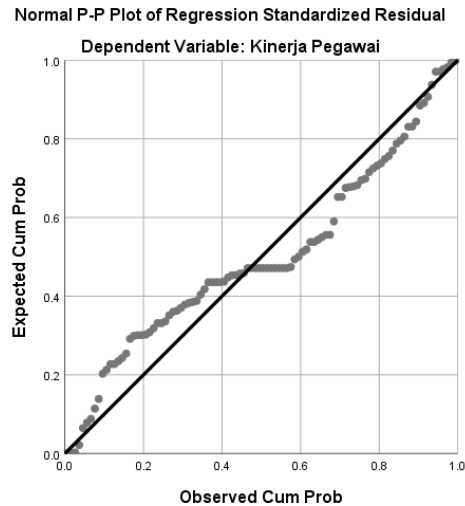
Reliability Test

No.	Variables	Mark Cronbach Alpha	Normal Limits	Note:
1	Career Development	0.967	0.6	Reliable
2	Digital Leadership	0.975	0.6	Reliable
3	Employee Performance	0.975	0.6	Reliable

Source: Processed primary data, 2025

The data in the reliability table shows that each variable measured in the study had an alpha coefficient value greater than 0.6. Therefore, it can be concluded that each concept measured by the questionnaire is reliable, meaning the questionnaire used in this study can be considered valid.

Classical Assumption Test
Normality Test



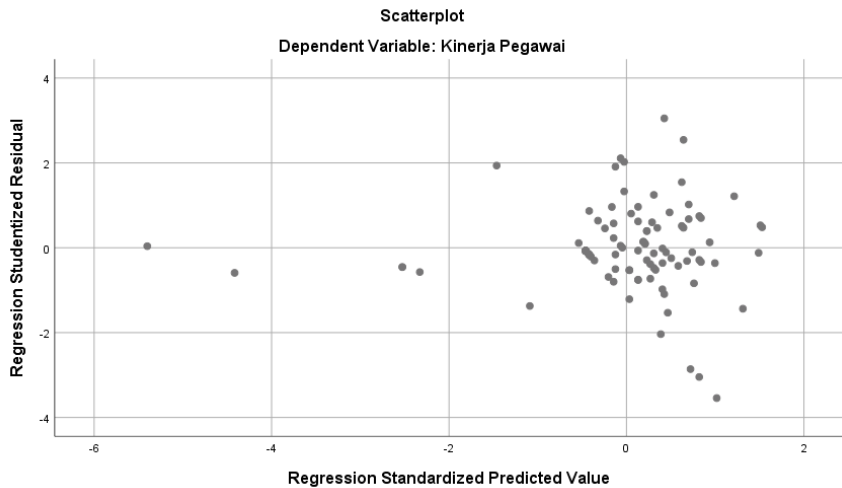
Based on the Normal PP Plot of Regression Standardized Residual graph, the residual points are spread along a diagonal line. This indicates that the residuals have a normal distribution, indicating that the assumption of normality has been met.

Multicollinearity Test

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Career Development	.481	2,081
	Digital Leadership	.481	2,081

Based on the table above, which shows a tolerance value of 0.481 (>0.10) and a VIF of 2.081 (<10), it can be concluded that the digital leadership and career development variables do not exhibit multicollinearity. Therefore, these variables can be included in a regression model to determine their impact on employee performance.

Heteroscedasticity Test



Based on the scatterplot image, it shows that the regression model does not have heteroscedasticity problems because the distribution of residual points is random around the zero line without a pattern.

Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4,483	2,719		1,649	.102
Career Development	.133	.058	.132	2,279	.025
Digital Leadership	.663	.047	.819	14,149	.000

Source: SPSS 25 output results (2025)

Based on the table above, the multiple linear regression equation model is obtained as follows:

$$Y = 4.483 + 0.133 X_1 + 0.663 X_2 + e$$

- The career development variable (X_1) has a regression coefficient value of 0.133, meaning that every one percent change in career development will increase employee performance by 13.3%, assuming digital leadership remains constant. Therefore, career development has a positive and significant effect on employee performance at the Central Sulawesi Provincial Regional People's Representative Council (BPKAD).
- The digital leadership variable (X_2) has a regression coefficient value of 0.633, meaning that every one percent change in digital leadership will increase employee performance by 63.3%, assuming constant career development. Therefore, digital leadership has a positive and significant effect on the performance of Central Sulawesi Provincial Bpkad employees.

Hypothesis Testing

Coefficient of Determination (R^2)

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.919a	.844	.841	2,929
a. Predictors: (Constant), Digital Leadership, Career Development				
b. Dependent Variable: Employee Performance				

Source: SPSS 25 output results (2025)

The coefficient of determination test results showed an Adjusted R Square value of 0.841. In this study, 84.1% of the performance of BPKAD employees in Central Sulawesi Province was described by career development and digital leadership. The remaining 15.9% was influenced by other variables outside the regression model.

F Statistical Test

ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	4497.062	2	2248,531	262,045	.000b
Residual	832,328	97	8,581		
Total	5329.390	99			
a. Dependent Variable: Employee Performance					
b. Predictors: (Constant), Digital Leadership, Career Development					

Source: SPSS 25 Output Results (2025)

Based on the table above, the significance value shows a sig. $0.000 < 0.05$, so it can be concluded that the variables of career development and digital leadership simultaneously have a significant effect on the performance of Bpkad employees of Central Sulawesi Province.

t-statistic test

	Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,483	2,719		1,649	.102
	Career Development	.133	.058	.132	2,279	.025
	Digital Leadership	.663	.047	.819	14,149	.000

Source: SPSS 25 output results (2025)

- The career development variable (X1) has a value with a significance level smaller than the alpha value, namely sig. $0.025 < 0.05$, so H_0 is rejected and H_1 is accepted, meaning that the career development variable has a positive and significant effect on the performance of Bpkad employees of Central Sulawesi Province.
- The digital leadership variable (X2) has a value with a significance level smaller than the alpha value, namely sig. $0.000 < 0.05$, so H_0 is rejected and H_1 is accepted, meaning that the digital leadership variable has a positive and significant effect on the performance of Bpkad employees of Central Sulawesi Province.

DISCUSSION

Simultaneous Career Development and Digital Leadership Impact the Performance of BPKAD Employees in Central Sulawesi Province

The results of this study indicate that career development and digital leadership simultaneously influence employee performance at the Regional Revenue and Expenditure Agency (BPKAD) of Central Sulawesi Province. This means that when career development and digital leadership are properly addressed and managed, they can improve employee performance and create efficiency, resulting in maximum work results. Based on research results, the employee performance level at the Central Sulawesi Regional Financial and Asset Management Agency (BPKAD) is considered very good. This is evident in the employees' ability to take responsibility for their work. They demonstrate a high level of initiative in completing tasks without direct supervision by following established work procedures. However, the use of digital technology to improve work quality and produce output with high standards of work quality must be maximized to achieve employee satisfaction.

These variables are certainly relevant to current agency needs. Career development serves to improve employee skills and competencies. Furthermore, digital leadership plays a crucial role in guiding the vision and providing support to employees. With technological advancements, the work environment is becoming more data- and innovation-focused. Furthermore, changes occurring within the organization are shaping structures and cultures that can support continuous adaptation. The results of this study are based on research Budiarta et al., (2024) entitled "The Influence of Digital Leadership Style and Career Development on Employee Performance Through Organizational Commitment (Study at the General Election Commission of Bali Province)". From this study, career development and digital leadership have a positive and significant impact on employee performance. Thus, it can be concluded that career development and digital leadership play a strategic role in improving the performance of employees at the Central Sulawesi Regional Revenue and Expenditure Agency (BPKAD). Public organizations need to address both aspects, both by designing a transparent and fair career system and by encouraging leaders to integrate digital skills into their leadership.

Career Development Influences the Performance of BPKAD Employees in Central Sulawesi Province

The results of this study indicate that career development has a positive and significant impact on employee performance at the BPKAD of Central Sulawesi Province. Based on the results of the study, it shows that the role of career development has positive implications for the performance of BAKD employees in Central Sulawesi Province. This can be seen from how the frequency of respondents' responses regarding employee competency and interest in being promoted. Employee skills in supporting career advancement certainly have implications for improving performance in gaining efficiency at work. Utilizing employee skills in achieving work performance supported by employee motivation to continuously improve competency and a strong desire to develop in the career ladder will have an impact on increasing employee productivity and work performance. The results of this study are based on research Zulkarnaen et al., (2025) entitled "The Influence of Job Placement, Competence, and Career Development on the Performance of ASN Employees at the Mamuju Regency Transportation Office". From this study, career development has a positive and significant effect on employee performance.

Furthermore, several areas need to be improved to support employee career development at the Central Sulawesi Regional Financial and Asset Management Agency (BPKAD). This can be seen in how superiors treat all employees fairly in terms of career development, thereby encouraging employees to maximize their performance.

Digital Leadership Influences the Performance of BPKAD Employees in Central Sulawesi Province

The results of this study indicate that digital leadership has a positive and significant effect on employee performance at the BPKAD of Central Sulawesi Province. In general, the implementation of digital leadership at the BPKAD of Central Sulawesi Province has been implemented optimally in supporting daily activities considering the demands of the organization to continuously adapt to digital developments in carrying out work tasks. The results of the study indicate that the implementation of digital leadership among BPKAD employees of Central Sulawesi Province is strongly supported by the social skills possessed by all employees in maintaining good relationships through the ability of employees to adapt to various types of communication with colleagues in various divisions. This is very important in encouraging collaboration between divisions in completing several work tasks that require integration between divisions. Seeing the potential of digital leadership to obtain good performance results, the application of digital media to establish communication in conveying ideas and input and criticism can be optimized to form positive habits in implementing digital leadership. The results of this study are based on research Safrida et al., (2024) entitled "The Role of Organizational Citizenship Behavior (OCB), Competence, and Digital Leadership on Employee Performance (A Study of Employees at CV Diar Rahma Wonosari)". From this study, digital leadership has a positive and significant effect on employee performance.

CONCLUSION

Based on the results of research regarding the influence of career development and digital leadership on the performance of BPKAD employees of Central Sulawesi Province, it can be concluded:

- a. Career development has a positive and significant impact on employee performance. This means that the better the career development system implemented through fair treatment, attention from management, promotion opportunities, and educational support, the higher employee performance will be.
- b. Digital leadership has a positive and significant impact on employee performance, with a more dominant influence than career development. This indicates that leaders' digital skills in communication, team building, managing change, and mastering technology are crucial for improving work effectiveness and service quality.
- c. Simultaneously, career development and digital leadership contribute significantly to improving employee performance, with the ability to explain performance variables by 84.1%, while the remaining 15.9% is influenced by other factors outside the research.
- d.

Suggestion

The Central Sulawesi Regional Financial and Asset Management Agency (BPKAD) is advised to strengthen its transparent and fair career development system to improve employee motivation and performance. Furthermore, leaders need to optimize digital leadership by mastering technology, communication skills, and change management to create an adaptive work environment. Future research should include other variables, such as motivation or organizational culture, for more comprehensive results.

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