# An Investigation of How Digital leadership, Person-Job Fit and Work Commitment Affect Job Performance in Indonesian Public Sector

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***Abstract:***

*This study aims to examine the relationships between digital leadership and person-job fit on job performance through work commitment as a mediating variable in the public sector context. The research was conducted at BBKKP (Center for Leather, Rubber and Plastic) Yogyakarta, employing a quantitative approach with survey methodology. Data were collected through questionnaires and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results reveal that digital leadership significantly influences work commitment but does not directly affect job performance, while person-job fit demonstrates significant effects on both work commitment and job performance. Work commitment emerges as a crucial mediating variable, showing the strongest direct effect on job performance and significantly mediating the relationships between both digital leadership and person-job fit with job performance. This study extends the current understanding of digital leadership effectiveness by demonstrating that its influence on performance operates primarily through employee commitment rather than direct effects, contributing to the growing body of literature on digital transformation in public sector organizations. The findings have important implications for public sector management, suggesting that organizations should focus on building employee commitment as a key mechanism for translating digital leadership initiatives and person-job fit considerations into improved performance outcomes, particularly in the context of digital transformation.*

***Keywords:*** *Digital Leadership, Person-Job Fit, Work Commitment, Job Performance, Public Sector*

## 1. Introduction

In the era of digital transformation, public service performance has emerged as a critical determinant of governmental effectiveness and legitimacy. The transformation of public sector operations, particularly in research institutions, represents a strategic response to evolving technological demands and citizen expectations. Within this context, job performance serves as the foundational element of governmental systems and the primary driver of institutional effectiveness. Understanding the factors that

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influence job performance, particularly in public research institutions, becomes crucial for sustaining organizational excellence and public service delivery.

Digital leadership has emerged as a pivotal factor in shaping organizational outcomes within the public sector. Van Wart et al. (2019) conceptualize e-leadership as a complex integration of traditional leadership competencies with the capacity to leverage digital technologies effectively. This leadership paradigm encompasses both technological proficiency and the ability to guide organizational transformation in an increasingly digital environment. Cortellazzo et al. (2019) further emphasize that digital leadership extends beyond mere technological adoption, incorporating cultural transformation and strategic vision necessary for successful digital initiatives. Digital leadership directly influences organizational commitment through creating a shared vision and providing the technological support necessary for employee success. This relationship is theoretically grounded in social exchange theory, where leadership behaviors that demonstrate organizational support and facilitate professional growth enhance employee commitment (Cropanzano & Mitchell, 2005).

The person-job fit paradigm represents another critical dimension in understanding public sector performance. Oh et al. (2014) demonstrate through meta-analytic evidence that person-job fit significantly influences both work attitudes and performance across different cultural contexts. This alignment between individual capabilities and job requirements becomes particularly relevant in specialized research institutions where technical expertise and role-specific competencies are crucial. Yu (2016) establishes that person-job fit contributes uniquely to job satisfaction and, subsequently, to performance outcomes, particularly in knowledge-intensive environments. The theoretical connection between person-job fit and organizational commitment is explained through need-satisfaction theory, where better fit leads to enhanced need fulfillment and, consequently, stronger organizational attachment (Kristof-Brown et al., 2005).

Organizational commitment also serves as a crucial mediating mechanism in these relationships. Meyer et al. (2002) provide comprehensive meta-analytic evidence demonstrating that affective commitment strongly correlates with job performance and organizational citizenship behaviors. Their research reveals that when employees develop strong emotional attachments to their organization, they are more likely to internalize organizational goals and exert extra effort toward achieving them. In the public sector context, Chordiya et al. (2017) demonstrate that organizational commitment significantly influences performance outcomes, with distinct patterns emerging in public sector organizations where mission alignment and public service motivation play crucial roles. The mediating role of organizational commitment is theoretically supported by social identity theory, whereby employees who identify strongly with their organization through commitment are more likely to translate positive organizational conditions into enhanced performance (Ashforth & Mael, 1989).

BBKKP (Center for Leather, Rubber and Plastic) Yogyakarta represents a unique context for examining these relationships. As a technical implementation unit under Indonesia's Ministry of Industry, BBKKP serves as the primary research and

development institution for leather, rubber, and plastic industries (BBKKP, 2024). The organization's mandate encompasses research and development activities, quality control and standardization services, technical guidance and industry competency development, testing, certification, and calibration services, and implementation of national and international cooperation in relevant industrial sectors.

The theoretical framework suggests that digital leadership influences job performance both directly through enabling effective work processes and indirectly through strengthening organizational commitment. Similarly, person-job fit affects performance directly through capability alignment and indirectly through enhanced commitment. These relationships are particularly salient in BBKKP's context, where the technical nature of work requires both effective digital leadership to guide technological adaptation and precise person-job fit to ensure technical competence. The mediating role of organizational commitment becomes crucial in translating these organizational conditions into sustained performance improvements.

This study investigates these theoretical relationships within BBKKP's unique context, examining how digital leadership and person-job fit influence job performance through organizational commitment. The research contributes to understanding how public sector research institutions can leverage digital leadership and person-job fit to enhance performance while maintaining technical excellence and public service quality.

## 2. Theoretical Background

### Effect Digital Leadership in Public Sector and its Influence on Work Commitment and Job Performance

The evolution of public sector leadership in the digital era necessitates a fundamental shift in how leadership is conceptualized and practiced. Digital leadership theory, building upon transformational leadership theory (Bass, 1985) and adaptive leadership frameworks (Heifetz et al., 2009), extends traditional leadership paradigms into the contemporary technological landscape. Van Wart et al. (2019) conceptualize digital leadership as a multidimensional construct encompassing technological competence, strategic vision, and adaptive capacity. This conceptualization aligns with both the resource-based view of leadership and dynamic capabilities theory, suggesting that digital leaders must develop and deploy technological resources while maintaining organizational agility.

In the public sector context, digital leadership faces unique challenges and opportunities distinct from private sector applications. Public organizations often operate under stricter regulatory frameworks, heightened accountability requirements, and complex stakeholder relationships that influence the implementation of digital initiatives. Sagbas (2023) demonstrates that digital leadership positively impacts job performance in public institutions, particularly through three key mechanisms: enhanced communication efficiency, data-driven decision-making, and improved service delivery capabilities. However, competing perspectives suggest that the

bureaucratic nature of public organizations may constrain the effectiveness of digital leadership initiatives (Hidayat et al., 2023).

Moreover, the role of digital leadership in shaping job commitment is underscored by Orunbon (2023), who notes that during the COVID-19 pandemic, principals' digital transformational leadership was crucial in maintaining teachers' organizational commitment and job satisfaction amidst the challenges posed by online learning. This finding aligns with the observations made by Tanucan et al. (2022), who found that digital leadership significantly affected job satisfaction among teachers in the Philippines during the pandemic, indicating that effective digital leadership can enhance employee engagement and commitment.

The relationship between digital leadership and job performance is further elucidated by Muniroh et al. (2022), who argue that digital leadership is integral to developing a digital culture that promotes organizational learning and innovation, ultimately leading to improved employee performance. This perspective is echoed by Erhan et al. (2022), who explore the transition from conventional to digital leadership, asserting that digital leaders are essential for fostering innovative work behavior, which is closely linked to job achievement.

In the context of the public sector, the implications of digital leadership extend beyond mere job performance; they encompass the broader organizational culture and employee engagement. Karippur and Balaramachandran, (2022) emphasize that competent digital leaders are crucial for driving change and integrating technology within organizations, which is essential for achieving successful outcomes in the public sector. This is particularly relevant as organizations strive to adapt to the rapid pace of digital transformation, necessitating a leadership approach that prioritizes both technological integration and employee development.

The impact of digital leadership on job commitment is also reflected in the findings of Khaw et al. (2022), who conducted a systematic literature review and concluded that effective digital leadership is vital for addressing the challenges posed by rising digitization in the workplace. This aligns with the findings of Zhu et al. (2022), who highlight that digital leadership fosters an environment conducive to employee creativity and job crafting, which are critical components of job commitment and achievement.

Moreover, the mediating role of organizational commitment in this relationship is critical. Hidayat et al. (2023) demonstrated that job satisfaction, which is closely linked to work commitment, mediates the relationship between digital leadership and employee performance. This indicates that when employees feel committed to their organization, they are more likely to exhibit higher performance levels in response to effective digital leadership. Similarly, Zhu et al. (2022) highlight that organizational commitment enhances employee creativity and performance, suggesting that a strong commitment to the organization can amplify the positive effects of digital leadership. Based on the discussion above, the hypothesis of this study is as follows:

$H_1$ : *Digital leadership has a positive and significant effect on work commitment*

*H₂ : Digital leadership has a positive and significant effect on job performance*
*H₃ : Work commitment mediates the influence between digital leadership on job performance*

**Effect Person-Job Fit in Public Sector and its influence on Work Commitment and Job Performance**

Building upon the previous discussion of digital leadership, person-job fit theory provides a complementary perspective on employee effectiveness in digitally transformed public organizations. Person-job fit, grounded in interactionist psychology (Lewin, 1951), examines the congruence between individual capabilities and job requirements. In the context of public sector digitalization, this alignment becomes increasingly critical as roles evolve to incorporate new technological demands.

Research has consistently shown that a strong Person-Job Fit leads to higher job satisfaction, which subsequently enhances work commitment and job performance. For instance, Rajper et al. (2020) found that Person-Job Fit positively influences job performance, suggesting that employees are more productive when their competencies match job demands. This finding is echoed by Memon et al. (2014), who argue that Person-Job Fit is a critical factor in employee engagement, which in turn affects turnover intention and overall job performance. The alignment of personal attributes with job requirements fosters a sense of belonging and purpose, which is particularly significant in the public sector where employees are often motivated by a desire to contribute to society.

Moreover, the mediating role of organizational commitment in the relationship between Person-Job Fit and job performance is well-documented. For example, Saufi et al. (2020) highlight that Person-Job Fit mediates the relationship between Person-Organization Fit (POF) and intention to leave the job, indicating that when employees feel a strong fit with their job, they are less likely to consider leaving their organization. This suggests that Person-Job Fit not only enhances job satisfaction but also strengthens employees' commitment to their organization, which is crucial for maintaining a stable workforce in the public sector. Based on the discussion above, the hypothesis of this study is as follows:

*H₄ : Person-Job Fit has a positive and significant effect on work commitment*
*H₅ : Person-Job Fit has a positive and significant effect on job performance*
*H₆ : Work commitment mediates the influence between person-job fit on job performance*

**Effect Work Commitment in Public Sector and its influence on Job Performance**

The relationship between work commitment and job performance in the public sector is a critical area of research that has garnered significant attention in organizational studies. Work commitment, often characterized by an employee's psychological attachment to their organization, plays a pivotal role in determining job performance outcomes. Numerous studies have established that higher levels of work commitment are associated with improved job performance, particularly within public sector organizations.

The interplay between organizational commitment and job performance is evident in the context of public sector employees. Sarwar et al. (2019) found that work-family facilitation positively predicts job satisfaction, affective commitment, and job performance among academic staff. This suggests that when employees perceive a supportive work environment that accommodates their personal needs, their commitment to the organization strengthens, leading to improved performance outcomes. This is echoed by Malik et al., (2010), who argue that organizational commitment and job satisfaction are critical factors that significantly contribute to the performance of university teachers in the public sector.

This finding is corroborated by Praptiningstyas et al (2021), who assert that organizational commitment significantly affects performance outcomes, particularly in high-stakes environments such as public hospitals. Their research indicates that when employees feel secure in their roles and committed to their organizations, their performance levels improve markedly.

Moreover, the impact of organizational commitment on job performance is further supported by the work of Tadampali and Hadi (2017), who found that high levels of organizational commitment lead to increased work performance, reduced absenteeism, and lower turnover rates. Their study emphasizes that committed employees are more likely to exhibit high productivity and contribute positively to their organizations. Based on the discussion above, the hypothesis of this study is as follows:

$H_6$ : *Work commitment has a positive and significant effect on job performance*

The theoretical framework presented above suggests an integrated model where digital leadership and person-job fit influence job performance both directly and indirectly through work commitment. This model acknowledges the complex interplay between technological advancement, individual capabilities, and organizational psychology in public sector contexts. The proposed relationships reflect both the direct effects of our independent variables and the mediating mechanisms through which they operate, providing a comprehensive framework for understanding performance dynamics in digitally transformed public organizations. Based on the explanation, the research model proposed by the researcher can be observed in **Figure** 1 as follows:

**Figure 1. Research Model**

## 3. Methodology

This study employs a quantitative research design with a survey-based approach to examine the relationships between digital leadership, person-job fit, organizational commitment, and employee performance. Data collection is conducted through structured questionnaires distributed to employees at BBKKP Yogyakarta. The research population comprises all 105 employees, categorized into 13 functional position groups (BBKKP, 2024). A proportional random sampling technique is used to ensure adequate representation across these organizational units. Following the commonly recommended guidelines for PLS-SEM (Sarstedt et al., 2017), the minimum sample size is determined based on the "10-times rule," which requires at least 10 times the largest number of arrows pointing to any construct in the structural model. With the most complex construct having four predictors, the minimum sample size required is 40. To ensure proportional representation, the sample size for each functional position group is calculated based on its proportion of the total population, maintaining a balance across all categories.

Data analysis utilizes Partial Least Squares Structural Equation Modeling (PLS-SEM) through SmartPLS software, which is particularly suitable for predictive analysis and theory development (Hair et al., 2018). PLS-SEM is chosen due to its capability to handle complex models with multiple constructs and relationships, while being robust with smaller sample sizes and non-normal data distributions (Hair et al., 2018). This methodological approach ensures that the study captures meaningful insights while maintaining statistical rigor and representation.

All construct measures in this study were adapted from validated existing research instruments. Digital leadership was measured using items from Van Wart et al. (2019), which assess leadership capabilities in the digital context. Person-job fit measurement items were adapted from Cable & DeRue (2002), focusing on the congruence between individual characteristics and job requirements. Work commitment was evaluated using Meyer & Allen's (1991) three-component model, which encompasses affective,
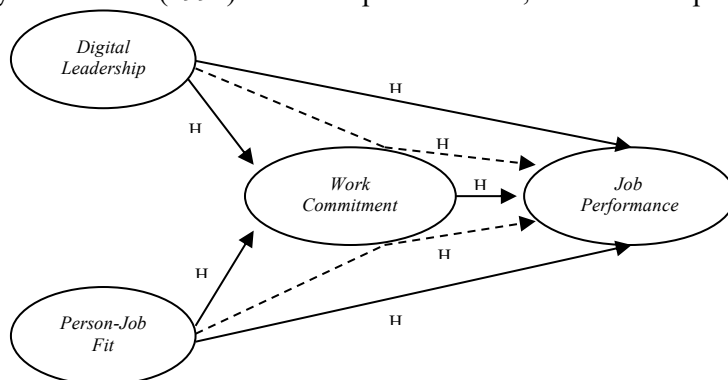


continuance, and normative commitment dimensions. Job performance measurement utilized items adapted from Williams & Anderson (1991), incorporating both task and

contextual performance aspects. All items were measured using a 5-point Likert scale, with responses ranging from "strongly disagree" (1) to "strongly agree" (5), ensuring consistent measurement across all constructs. The complete set of measurement items employed by the researchers is detailed in Table 1.

**Table 1. Measurement Item**

| Construct | Items | References |
|---|---|---|
| Digital leadership | Demonstrates proficiency in using digital technologies for work | (Van Wart et al., 2019) |
| | Encourages the use of digital tools for collaboration | |
| | Promotes digital innovation in work processes | |
| | Shows understanding of digital security and privacy concerns | |
| | Facilitates digital transformation initiatives | |
| | Provides clear digital vision and direction | |
| Person-job fit | My abilities match the demands of my job | (Cable & DeRue, 2002) |
| | My job fulfills my career goa | |
| | There is a good match between my skills and job requirements | |
| | My job provides what I am looking for in a position | |
| | The job enables me to do the kind of work I want to do | |
| Work commitment | Strong sense of belonging to the organization | (Meyer & Allen, 1991) |
| | Emotionally attached to the organization | |
| | Organization deserves my loyalty | |
| | Would feel guilty if leaving the organization | |
| Job performance | Adequately completes assigned duties | (Williams & Anderson, 1991), |
| | Fulfills responsibilities specified in job description | |
| | Performs tasks that are expected | |
| | Helps others who have heavy workloads | |
| | Displays initiative in solving work problems | |

Source: Primary Data Processed (2025)

## 4. Empirical Findings/Result

### Questionnaire Distribution Process
The questionnaire was distributed in both printed and digital formats, allowing respondents to choose their preferred method. Respondents were given one week to complete the survey, with reminders sent midweek and field visits conducted for those requiring assistance. By the deadline, all 40 selected employees had submitted their responses, achieving a 100% response rate. Data integrity was ensured by reviewing responses for completeness and merging printed and digital data into a single dataset. Ethical considerations were upheld throughout the process. Participation was voluntary, with informed consent obtained from all respondents. Anonymity and confidentiality were maintained by using unique codes to protect identities. This methodical approach ensured high-quality data suitable for PLS-SEM analysis.

### Respondent Characteristics
The respondents in this study consisted of 40 employees from BBKKP Yogyakarta, selected to ensure proportional representation across various functional roles. The

sample included 60% male (24 employees) and 40% female (16 employees), reflecting a balanced gender distribution. In terms of age, the majority of respondents (50%) were aged 31–40 years, followed by 25% aged 20–30 years, 20% aged 41–50 years, and 5% aged 51 years or older. Regarding work tenure, 30% of respondents had less than 5 years of experience, 40% had 5–10 years, and 30% had more than 10 years of service.

Educationally, most respondents held a bachelor's degree (60%), while 35% had earned a master's degree, and 5% held a doctorate. The functional roles were diverse, with the largest groups being Goods Quality Testers (20%) and Industry Advisors (15%), followed by Functional General employees (15%), Industry Quality Management Assessors (12.5%), Litkayasa Technicians (10%), and other roles (20%). This demographic diversity provided a comprehensive representation of the organization, ensuring that the study captured diverse perspectives and experiences.

**Table 2. Respondent Characteristics (n of 40)**

| Characteristic | Category | Percentage (%) | Frequency (n) |
|---|---|---|---|
| Gender | Male | 60% | 24 |
| | Female | 40% | 16 |
| Age | 20–30 years | 25% | 10 |
| | 31–40 years | 50% | 20 |
| | 41–50 years | 20% | 8 |
| | 51+ years | 5% | 2 |
| Tenure | <5 years | 30% | 12 |
| | 5–10 years | 40% | 16 |
| | >10 years | 30% | 12 |
| Education Level | Bachelor's Degree | 60% | 24 |
| | Master's Degree | 35% | 14 |
| | Doctorate | 5% | 2 |
| Functional Roles | Goods Quality Tester | 20% | 8 |
| | Industry Advisor | 15% | 6 |
| | Functional General | 15% | 6 |
| | Industry Quality Management Assessor | 12.50% | 5 |
| | Litkayasa Technician | 10% | 4 |
| | Other Positions | 20% | 8 |

Source: Primary Data Processed (2025)

**Instrument Test**

**Validity and Reliability Test**

Two methods were employed to assess the validity of the constructs in this study. The first method involves evaluating convergent validity, which examines the loading factor values for all questionnaire items. When the loading factor values for the items are equal to or greater than 0.708, it indicates that these items are considered valid, as suggested by (Hair et al., 2018).

The second method assesses discriminant validity by calculating each variable's average variance extracted (AVE) value. Discriminant validity is considered good when a variable's AVE value is equal to or greater than 0.500, following the criteria outlined by (Hair et al., 2018).

**Table 3. Evaluation of Measurement Model**

| Construct | Item | Loading Factor | AVE | Composite Reliability | Cronbach'sa Alpha |
|---|---|---|---|---|---|
| *Job Performance* (Y) | Y.1 | 0,800 | 0,586 | 0.876 | 0.823 |
| | Y.2 | 0,747 | | | |
| | Y.3 | 0,807 | | | |
| | Y.4 | 0,764 | | | |
| | Y.5 | 0,706 | | | |
| *Work Commitment* (Z) | Z.1 | 0,731 | 0,583 | 0.848 | 0.760 |
| | Z.2 | 0,751 | | | |
| | Z1.3 | 0,854 | | | |
| | Z1.4 | 0,711 | | | |
| *Digital Leadership* (X1) | X1.1 | 0,727 | 0,541 | 0.876 | 0.830 |
| | X1.2 | 0,747 | | | |
| | X1.3 | 0,724 | | | |
| | X1.4 | 0,701 | | | |
| | X1.5 | 0,702 | | | |

| | | | | | |
|---|---|---|---|---|---|
| | X1.6 | 0,808 | | | |
| | X2.1 | 0,703 | | | |
| | X2.2 | 0,778 | | | |
| *Person-Job Fit (X2)* | X2.3 | 0,824 | 0,581 | 0.892 | 0.855 |
| | X2.4 | 0,768 | | | |
| | X2.5 | 0,751 | | | |
| | X2.6 | 0,743 | | | |

Source: Primary Data Processed (2025)

The measurement model assessment from Table 3 shows satisfactory results for all constructs based on their loading factors and Average Variance Extracted (AVE) values.

For Job Performance (Y), all indicators (Y.1 to Y.5) demonstrate strong loading factors ranging from 0.706 to 0.807, with Y.1 showing the highest loading at 0.800. The construct's AVE value of 0.586 exceeds the recommended threshold of 0.5, indicating that the construct explains more than 58.6% of its indicators' variance.

Work Commitment (Z) displays robust indicator loadings ranging from 0.711 to 0.854, with Z1.3 showing the strongest loading at 0.854. The construct achieves an AVE of 0.583, confirming adequate convergent validity as it captures 58.3% of the variance in its indicators.

Digital Leadership (X1) exhibits satisfactory loading factors across all six indicators (X1.1 to X1.6), ranging from 0.701 to 0.808. The highest loading is observed for X1.6 at 0.808. The construct's AVE of 0.541 meets the minimum threshold, indicating acceptable convergent validity.

Person-Job Fit (X2) demonstrates strong indicator reliability with loadings ranging from 0.703 to 0.824, with X2.3 showing the highest loading at 0.824. The construct's AVE of 0.581 confirms adequate convergent validity, explaining 58.1% of its indicators' variance.

The reliability assessment of the measurement model from Table 2 also shows strong internal consistency across all constructs, as evaluated through both Cronbach's Alpha and Composite Reliability measures. According to Hair et al. (2018), Cronbach's Alpha values above 0.70 indicate acceptable reliability, while Composite Reliability values should also exceed 0.70 for good internal consistency reliability.

Digital Leadership (X1) demonstrates strong reliability with a Cronbach's Alpha of 0.830 and Composite Reliability of 0.876. These values significantly exceed the recommended thresholds, indicating high internal consistency among the construct's indicators.

Person-Job Fit (X2) shows the highest reliability scores among all constructs, with a Cronbach's Alpha of 0.855 and Composite Reliability of 0.892. These robust values suggest excellent internal consistency in measuring the person-job fit construct.

Work Commitment (Z), while showing the lowest values among the constructs, still demonstrates satisfactory reliability with a Cronbach's Alpha of 0.760 and Composite Reliability of 0.848, both exceeding the recommended minimum threshold of 0.70.

Job Performance (Y) exhibits strong reliability measures with a Cronbach's Alpha of 0.823 and Composite Reliability of 0.876, indicating high internal consistency among its indicators.

Following Hair et al.'s (2018) guidelines, these results collectively indicate that the measurement model is well-specified and demonstrates robust psychometric properties, making it suitable for further structural model analysis. All constructs exhibit sufficient levels of indicator reliability, internal consistency reliability, and convergent validity, providing a solid foundation for hypothesis testing and structural relationship assessment. The path coefficients for the structural equation model can be observed in Figure 2
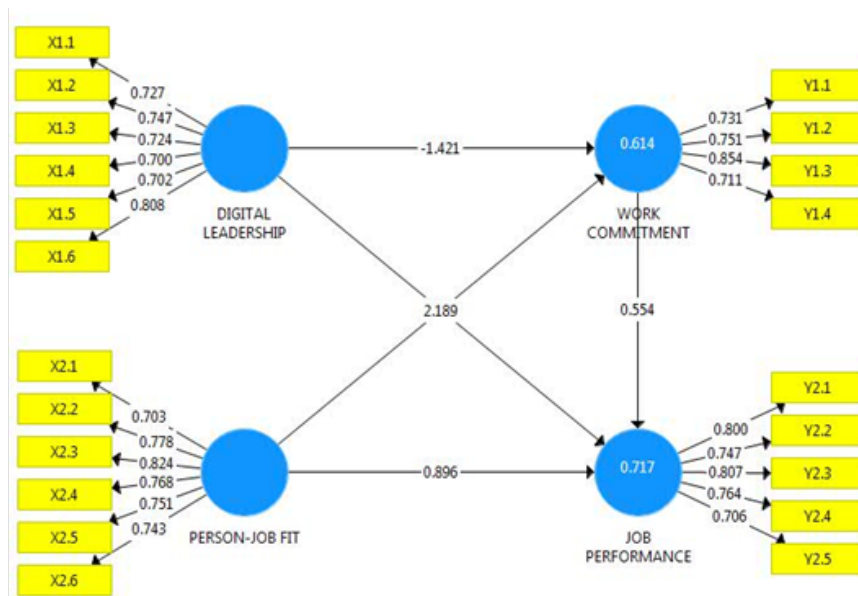


**Figure 2. Structural Equation Modeling**
**Source: Primary Data Processed (2025)**

**Hypotesis Testing**

Hypothesis testing was carried out using the Bootstrapping feature in SmartPLS 3 software. The typical significance level in research is 5 to 10 per cent, which is widely accepted in economics and management studies. Hypotheses are considered valid when the significance level, denoted by the P-value, is equal to or less than 0.050 and when the T-statistic value exceeds the minimum criterion of 1.96. This signifies a significant influence between exogenous and endogenous variables.

Conversely, if the P-value exceeds 0.050 and the T-statistic value falls below 1.960, the effect is considered insignificant, indicating no influence on the relationship between exogenous and endogenous variables (Heir et al,. 2019).

**Table 4. Path Coefficient and Hypotheses Testing**

| Hypothesis | Relationship | T Statistics (\|O/STERR\|) | P Values | Description |
|:---:|:---|:---:|:---:|:---:|
| | **Direct Effects** | | | |
| 1 | Digital leadership → work commitment | 2,321 | 0,021 | Supported |
| 2 | Digital leadership → job performance | 1,769 | 0,077 | Not Supported |
| 4 | Person-job fit → work commitment | 3,599 | 0,000 | Supported |
| 5 | Person-job fit → job performance | 2,321 | 0,021 | Supported |
| 7 | Work commitment → job performance | 5,503 | 0,000 | Supported |
| | **Mediating Effects** | | | |
| 3 | Digital leadership → work commitment → job performance | 2,154 | 0,032 | Supported |
| 6 | Person-job fit → work commitment → job performance | 3,140 | 0,002 | Supported |

Source: Primary Data Processed (2025)

The structural model analysis in Table 4 reveals several significant relationships among the study variables, as evaluated through path coefficients, t-statistics, and p-values. Following Hair et al.'s (2018) threshold criteria for statistical significance (t-values > 1.96, p-values < 0.05), the results demonstrate compelling relationships within the model. Digital leadership shows a significant positive relationship with work commitment (t = 2.321, p = 0.021), while person-job fit exhibits an even stronger association with work commitment (t = 3.599, p = 0.000). Interestingly, the direct relationship between digital leadership and job performance is not statistically significant (t = 1.769, p = 0.077), suggesting a more complex relationship pathway. However, person-job fit maintains a significant direct effect on job performance (t = 2.321, p = 0.021), indicating its robust influence on employee performance outcomes. The analysis further reveals that work commitment has the strongest direct effect on job performance among all relationships in the model (t = 5.503, p = 0.000). This finding underscores the crucial role of employee commitment in driving performance outcomes. The mediating effects analysis provides additional insights into the indirect relationships within the model. Work commitment significantly mediates the relationship between digital leadership and job performance (t = 2.154, p = 0.032), suggesting that digital leadership's influence on performance primarily operates through enhanced employee commitment. Similarly, work commitment serves as a significant mediator in the relationship between person-job fit and job performance (t = 3.140, p = 0.002), indicating that the impact of person-job fit on performance is partially channeled through increased work commitment.

## 5. Discussion
The empirical findings of this study provide significant insights into the complex relationships between digital leadership, person-job fit, work commitment, and job performance in the public sector context, particularly at BBKKP Yogyakarta. The results not only validate existing theoretical frameworks but also offer new perspectives on how these variables interact in the context of public sector management.

The study reveals a significant positive relationship between digital leadership and work commitment (t = 2.321, p = 0.021), supporting the theoretical framework proposed by Orunbon (2023) and Tanucan et al. (2022). This finding suggests that digital leadership capabilities effectively foster employee commitment in public sector organizations, particularly during periods of digital transformation. The result aligns with Hidayat et al.'s (2023) assertion that digital leadership serves as a catalyst for sustainable competitive advantage and innovation within organizations through enhanced employee commitment.

However, an interesting nuance emerges in the relationship between digital leadership and job performance. While the direct effect is not statistically significant (t = 1.769, p = 0.077), a significant indirect effect exists through work commitment (t = 2.154, p = 0.032). This finding provides a more nuanced understanding than previous studies by Sagbas (2023) and Muniroh et al. (2022), suggesting that digital leadership's influence on performance operates primarily through the cultivation of work commitment rather than through direct performance enhancement. This insight extends Karippur and Balaramachandran's (2022) work by demonstrating that competent digital leaders impact performance not just through technological integration but through their ability to build employee commitment.

The analysis reveals robust relationships between person-job fit and both work commitment (t = 3.599, p = 0.000) and job performance (t = 2.321, p = 0.021). These findings strongly support and extend Rajper et al. (2020) theoretical framework by demonstrating that the alignment between employee competencies and job requirements leads to both enhanced commitment and improved performance outcomes. The significant mediating effect of work commitment in this relationship (t = 3.140, p = 0.002) adds depth to Saufi et al.'s (2020) work by showing how person-job fit influences performance through strengthened organizational commitment.

The strong direct effect of person-job fit on both commitment and performance suggests that public sector organizations should prioritize job matching and employee placement strategies. This finding is particularly relevant in the context of BBKKP Yogyakarta, where technical expertise and job requirements must align effectively to support research and development activities in the leather, rubber, and plastic industries.

The strongest relationship observed in the study is between work commitment and job performance (t = 5.503, p = 0.000), validating and extending the theoretical positions of Sarwar et al. (2019) and Praptiningstyas et al. (2021). This finding reinforces work commitment's role as a crucial driver of performance outcomes in public sector organizations. The strength of this relationship suggests that commitment serves as a fundamental mechanism through which both digital leadership and person-job fit influence performance outcomes.

The mediating effects of work commitment in both the digital leadership-performance relationship (t = 2.154, p = 0.032) and the person-job fit-performance relationship (t = 3.140, p = 0.002) demonstrate its crucial role as an intervening variable. This finding extends current theoretical understanding by showing that commitment acts as a key

mechanism through which both leadership initiatives and job fit considerations are translated into improved performance outcomes.

## 6. Conclusions

This research provides insights into the interrelationships between digital leadership, person-job fit, work commitment, and job performance in the public sector context at BBKKP Yogyakarta. The findings reveal that digital leadership substantially affects work commitment, but its direct influence on job performance is not significant. Instead, digital leadership's impact on performance operates primarily through the mediating role of work commitment. This suggests that digital leaders in public organizations are more effective when they focus on building employee commitment rather than attempting to directly influence performance outcomes. Person-job fit demonstrates strong relationships with both work commitment and job performance, indicating its fundamental importance in public sector effectiveness. The robust influence of person-job fit on both commitment and performance underscores the crucial role of appropriate employee placement and job alignment in public sector organizations. Furthermore, the mediating effect of work commitment in the relationship between person-job fit and performance highlights the complex pathways through which job fit influences organizational outcomes. Work commitment emerges as the strongest direct predictor of job performance, emphasizing its critical role in public sector effectiveness. The significant mediating effects of work commitment in both the digital leadership-performance and person-job fit-performance relationships demonstrate its fundamental role as a mechanism for translating organizational initiatives into performance outcomes.

This study advances theoretical understanding in several ways. First, it challenges previous assumptions about direct relationships between digital leadership and performance, suggesting instead that such influences are primarily indirect through employee commitment. Second, it reinforces person-job fit theory by demonstrating both direct and indirect pathways to performance, while highlighting the crucial mediating role of work commitment. Third, it strengthens theoretical frameworks regarding work commitment by establishing its position as a key mediating mechanism in public sector performance dynamics.

The findings suggest several practical considerations for public sector management. Organizations should recognize that digital leadership effectiveness depends more on building employee commitment than on direct performance interventions. Human resource practices should prioritize person-job fit in recruitment and placement decisions, given its significant direct and indirect effects on performance. Management strategies should focus on fostering work commitment as a primary mechanism for improving performance outcomes, particularly in contexts of digital transformation.

Several limitations characterize this study. The research setting at BBKKP Yogyakarta may limit generalizability to other public sector contexts. The cross-sectional design prevents examination of causal relationships and temporal dynamics. The study's reliance on self-reported measures may introduce common method bias.

The focus on specific dimensions of digital leadership and person-job fit may overlook other relevant aspects of these constructs.

Future research could address these limitations through longitudinal designs to examine causal relationships, multi-source data collection to reduce common method bias, and investigation of additional dimensions of digital leadership and person-job fit. Studies in different public sector contexts would help establish the generalizability of these findings. Research could also explore potential moderating variables that might influence these relationships, such as organizational culture or environmental factors.

These conclusions and implications contribute to understanding how public sector organizations can effectively manage the relationships between leadership, job fit, commitment, and performance in the context of digital transformation. The findings provide both theoretical insights and practical guidance for public sector management while suggesting promising directions for future research.

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