DEVELOPING A SUSTAINABLE EMPLOYEE PERFORMANCE MODEL THROUGH ENTREPRENEURIAL LEADERSHIP AND DIGITALIZATION: THE MEDIATING ROLE OF WORK MOTIVATION

Muhammad Haekal [1)], Tona Aurora Lubis [2)], Fitriaty [3)]

[1,2,3)] Universitas Jambi, Jambi, Indonesia

Corresponding author: haekalm7@gmail.com

Abstract

The purpose of this study is to analyze the influence of entrepreneurial leadership and digitalization on work motivation and sustainable employee performance, and to explore the mediating role of work motivation in the relationship between entrepreneurial leadership and digitalization on sustainable employee performance. This study uses a quantitative approach with a survey method by distributing questionnaires to 98 respondents in the Head Administration Bureau of the Jambi Provincial Secretariat. The collected data will be analyzed using the Partial Least Square (PLS) method with the help of SmartPLS software. Based on the results of the study, it can be concluded that Entrepreneurial Leadership, Digitalization, and Work Motivation in the Head Administration Bureau of the Jambi Provincial Secretariat are generally in the very good category, while sustainable employee performance is in the good category with a positive tendency. Although entrepreneurial leadership does not directly have a significant effect on sustainable employee performance, this variable is proven to have a positive and significant effect on work motivation, which in turn is able to improve employee performance sustainably. Meanwhile, digitalization is proven to have a positive and significant influence both directly and indirectly on sustainable employee performance, as well as significantly increasing employee work motivation. Furthermore, work motivation plays an important role as a mediating variable that strengthens the influence of entrepreneurial leadership and digitalization on sustainable employee performance, so that increasing work motivation becomes a strategic key in encouraging sustainable employee performance at the Leadership Administration Bureau of the Jambi Provincial Secretariat.

Keywords: Entrepreneurial Leadership, Digitalization, Work Motivation

Introduction

Civil Servant (ASN) performance is the work results achieved by State Civil Apparatus (Civil Servants) in carrying out their duties and responsibilities based on employee performance targets (SKP) and work behavior, in accordance with the goals of the government organization. Civil Servant (ASN) performance is measured through several main aspects, namely the achievement of targets set in the SKP, individual performance indicators that describe task success, and work behavior that reflects service orientation, commitment, initiative, cooperation, and leadership. Evaluation of civil servant (ASN) performance is carried out systematically through monitoring, assessment, and follow-up in the form of awards for those who excel and sanctions for those who do not meet performance standards. With this system, civil servant (ASN) performance is expected to be more transparent, objective, and contribute to organizational effectiveness and improved quality of public services.

This ASN performance assessment principle aligns with the Key Performance Indicators (KPI) of the Leadership Administration Bureau of the Jambi Provincial Secretariat, which serve as a benchmark for assessing service effectiveness and performance accountability. In an effort to achieve high-quality and accountable leadership services, there are two primary targets: improving the quality of public services and improving the quality of accountability implementation. One of the primary indicators for measuring the success of these targets is the Public Satisfaction Index (IKM). The IKM serves as a measure of the effectiveness of services provided by the Leadership Administration Bureau, which consists of several main sections: the Protocol Section, the Planning and Personnel Section, and the Leadership Materials and Communications Section. The Protocol Section has three subsections: Events, Guests, and Protocol Relations, which are responsible for managing event procedures, receiving state guests and officials, and coordinating protocol aspects.

The Leadership Administration Bureau of the Jambi Provincial Secretariat plays a strategic role in coordinating various official activities, including state events, venue arrangements, ceremonial procedures, honoring procedures, and accompanying state guests and other government officials. However, in its implementation, administrative obstacles remain that have the potential to hamper the effectiveness and efficiency of event coordination. One major obstacle is the suboptimal application-based personnel administration system. Irregularities in personnel management, particularly in the assignment of protocol personnel, result in delays, an imbalance in the workload, and difficulties in ensuring the readiness of protocol personnel to handle the various technical aspects of state events.

The similarity in job nomenclature between the Leadership Administration Bureau and other Regional Apparatus Organizations (OPDs) leads to overlapping duties and authorities in organizing leadership events. Consequently, there is a lack of clarity in the roles of the Leadership Administration Bureau and related OPDs in handling the technical aspects of events, which leads to potential duplication of tasks and delays in decision-making. This obstacle also impacts coordination with organizing committees at the regional and national levels, reducing the effectiveness of the preparation and execution of official events.

In addition to issues with personnel administration and job nomenclature, another obstacle hindering the effectiveness of leadership activities is the manual management of invitation letters. With a high volume of incoming mail and a limited number of protocol officers, this manual system makes it difficult to locate letters, potentially losing receipts, and delays in disseminating information regarding leadership agendas. This can lead to unpreparedness in event planning, reduce effective coordination, and create uncertainty in the implementation of leadership activities that require timely and accurate information.

One key factor influencing performance is leadership. Effective leadership can drive productivity, innovation, and motivation, which in turn leads to strong performance. This strong performance then forms the foundation for sustainable employee performance, enabling the organization to continue to grow, adapt, and maintain its competitiveness in the long term. A leader's success is greatly influenced by their leadership style, attitude, and actions, particularly in improving employee performance and discipline to achieve organizational goals (Rasyid et al., 2020).

Leadership has various styles that reflect a leader's approach to directing and influencing their subordinates. Leadership style, on the other hand, is how a leader acts in carrying out their leadership duties (Suriagiri, 2020). This style reflects how the leader carries out their role by utilizing their philosophy, skills, and attitudes. Each leader has a different approach to leadership, which can be influenced by their motivation, the type of power they wield, and their primary focus, both on tasks and relationships with individuals within the organization.

One leadership style relevant to increasing organizational effectiveness is entrepreneurial leadership. This leadership style combines leadership skills with entrepreneurial characteristics, such as innovation, risk-taking, and opportunity-seeking (Sutanto, 2021). An entrepreneurial leader is not only tasked with directing and motivating employees but also actively seeks and explores new opportunities to increase the organization's efficiency and competitiveness. Ranto (2017) emphasized that leaders with this style do not simply maintain the status quo but instead encourage innovation and the development of superior human resources. Entrepreneurial leaders must have a clear vision, be able to motivate their team, and be proactive in facing challenges. Furthermore, an entrepreneurial leader is also required to possess the courage to make strategic decisions and be persistent in facing challenges. Research conducted by Herlina et al. (2021) found that entrepreneurial leadership has a significant influence on employee creativity and innovative behavior. This leadership encourages employees to be more creative in recognizing and exploiting opportunities, ultimately improving organizational innovation performance.

Research by S. Campos (2021) shows that entrepreneurial leadership has a significant influence on sustainable employee productivity. This finding emphasizes the importance of effective leadership in driving business growth and sustainability. Another study by Indriyani (2019) shows that entrepreneurial leadership has a positive and significant impact on employee performance. This study confirms that leaders with entrepreneurial character can improve employee motivation and performance, particularly through a democratic approach and the provision of results-based incentives. Suherman & Suroso (2022) state that entrepreneurial leadership significantly influences work motivation, which in turn has a significant impact on work productivity.

Beyond leadership, digitalization can also improve work efficiency and effectiveness. Digitalization in the bureaucracy is a strategic step in accelerating administrative services, increasing transparency, and reducing bureaucratic barriers, which have long been a major obstacle in government organizations. The existence of digitalization, evidenced by the use of computers and websites, has indirectly changed the way employees carry out their tasks (Sudaryono, 2020). Those accustomed to conventional work procedures must be able to adapt quickly to change old habits they have practiced for years (Bancin, 2022). The culture that was previously adopted must be able to be changed to keep up with the times which are increasingly showing how sophisticated the tools that can be used to make the work of employees easier are (Lina, 2016).

Digitalization in organizations has a significant impact on employee work efficiency and accuracy. Digital technology enables human resources to work faster, more organized, and in accordance with the demands of the times (Putra & Muafi, 2024). Research conducted by Lee & Roh (2023) shows that a company's digitalization capabilities have a positive impact on sustainable performance. Research by Al-Kharabsheh et al., (2023) shows that digital training has a significant impact on increasing employee motivation and performance, while digital performance assessments also significantly influence employee motivation and performance evaluation. Another study by Sari & Krisnandi (2023) shows that there is a direct, positive and significant influence of digitalization technology on work motivation. Work motivation is influenced by the extent to which the implemented system can help employees achieve their goals more effectively (Putra & Muafi, 2024).

Besides leadership and digitalization, other factors influence employee performance. Work motivation plays a crucial role in driving sustainable employee performance (Hutasoit & Nawangsari, 2024). Highly motivated employees tend to be more proactive, engaged, and dedicated to the organization, ultimately increasing productivity and overall performance. Sustained motivation ensures that employees remain focused on their tasks and continually strive to improve their performance. Factors such as a conducive work environment, fair compensation, and a supportive leadership style can strengthen the relationship between motivation and sustainable performance.

Research conducted by Lukito et al. (2025) and Hamid & Hosna (2021) shows that motivation has a significant influence on employee performance. To achieve sustainable performance, organizations need to prioritize better human resource policies and create a conducive work environment. Another study by Hutasoit & Nawangsari (2024) demonstrated the influence of work motivation on sustainable employee performance.

In line with these findings, this study is urgently needed to improve bureaucratic effectiveness in the Protocol Section of the Leadership Administration Bureau of the Jambi Provincial Secretariat. Innovative and adaptive entrepreneurial leadership plays a role in overcoming administrative obstacles, particularly in the management of state events and protocol. Digitalization is also a crucial factor in improving administrative efficiency, such as managing invitation letters and scheduling leadership agendas, but its success is highly dependent on the readiness of human resources. Work motivation acts as an intervening variable, bridging the relationship between entrepreneurial leadership and digitalization on sustainable employee performance. Motivated employees are better prepared to adapt to leadership innovations and technology implementation, thus supporting more effective and sustainable performance. This study aims to fill this gap by exploring how work motivation functions as a bridge between leadership and digitalization in influencing employee performance in the protocol section.

Literature Review

Entrepreneurial Leadership

Entrepreneurial leadership combines leadership skills with entrepreneurial characteristics, such as innovation, risk-taking, and opportunity-seeking. Entrepreneurial leaders not only direct and influence employees to achieve organizational goals but also actively seek and explore new opportunities for business growth (Sutanto, 2021).

According to Nidhan & Singh (2022), entrepreneurial leadership is a modern form of leadership that is not solely oriented toward business achievement but also responsible for developing innovative products, new methods, and broader business expansion. Furthermore, entrepreneurial leaders play a role in social institutions by addressing various often-overlooked issues.

Entrepreneurial leadership is a leadership style that focuses on innovation, change, and risk-taking to increase organizational competitiveness. Leaders with this approach do not simply maintain the status quo but actively seek new opportunities and create transformational strategies to achieve organizational goals more effectively (Ranto, 2017). This requires a system that supports the development of superior human resources and leaders who possess creativity, courage, and the ability to implement strategic change. Therefore, this type of leadership is highly relevant in facing dynamic and uncertain business competition.

Digitalization

Hasbi explained that digitization is the process of converting print or analog media into digital or electronic media through specific techniques. Khomsin explained that digitization is the process of converting graphic information available on paper into digital format. Similarly, Sugiharto stated that digitization is a method or process of transferring conventional archives in various formats and formats into electronic or digital archives (June 2017).

According to Situmorang et al. (2023), digitization is the process of transforming information, news, or data from analog to digital formats, making them more efficient for production, storage, management, and distribution. The information presented can be in the form of text, numbers, audio, or visuals, covering various aspects such as ideology, social issues, health, and business. The implementation of digitization has the potential to increase work efficiency and support improved employee performance.

Robert also argues that digitization is the process of transferring, without changing, reducing, or adding to, the form, physical form, and content of related archives. Digitization itself is defined as a terminology often used to describe the process of media transition from print to digital media, with the aim of archiving documents through digital transformation. Based on the opinions of several experts, it can be concluded that digitization is the process of changing information from print media to digital or electronic media (June 2017).

Work Motivation

Motivation in management is only aimed at human resources in general and subordinates in particular. Motivation is the provision of driving force that creates enthusiasm for a person's work so that they are able to collaborate, work effectively and be integrated with all their efforts to achieve satisfaction. Motivation is the main thing that drives someone to work (Hafidzi et al., 2019).

Motivation is a force that encourages a person to carry out an action or not which is essentially positive or negative internally and externally, work motivation is something that creates encouragement/spirit of work/drives work enthusiasm, (Sedarmayanti, 2017). Motivation is a set of behaviors that become the basis for individuals to act in a certain way that is directed at achieving specific goals (Irham, 2018).

Motivation is a person's initial reaction to carrying out activities due to physical and psychological difficulties, or it can be said that motivation is encouragement given with the aim of encouraging them to carry out more specific goals. Apart from that, motivation can also be interpreted as an encouragement to move the soul and body to take action in order to obtain something that has been determined (Marnis & Priyono, 2008).

Rivai (2009) understands motivation as a conglomeration of perspectives and values that influence individuals to take specific actions in line with their personal goals. These mentalities and values are tangible entities that provide solidarity, empowering people to take action to achieve goals. Motivation is a force generated by an individual's desire to fulfill their needs. Motivation can arise from within the individual (inner) and from the general atmosphere (outer). Hasibuan (2010) explains that the drive to strive for optimal results in achieving hierarchical goals is determined by the organization's capacity to meet several individual needs (Hasibuan and Silvya, 2019).

Achieving work goals requires high motivation from leaders in carrying out their activities, namely by directing their employees in their work (Firmawati, 2017). The concept of work motivation is also strengthened by the statement that a person's motivation determines their behavior, which depends on the type of need, such as the need for power, the need for affiliation, and the need for achievement (Sukarni, 2017).

Sustainable Employee Performance

Sustainable employee performance is an ideal working condition in which employees can achieve their work goals efficiently and sustainably, without compromising their physical, mental, and emotional well-being. This concept emphasizes the balance between employee performance and well-being, which mutually influence each other to ensure long-term productivity and workforce sustainability within an organization (Ji et al., 2021).

According to Hutasoit & Nawangsari (2024), sustainable employee performance refers to an ideal working condition in which employee performance meets current work needs without sacrificing future performance to meet future needs. Meanwhile, Peeters et al. (2019) define sustainable employee performance as an effort to maximize work performance while maintaining employee health and well-being.

Furthermore, Dorenbosch (2017) emphasizes that sustainable employee performance results from a combination of high levels of resources, such as energy, time, and skills, and resource allocation that enables the continuous regeneration of these resources. In other words, to achieve sustainable performance, employees need not only high skills and productivity, but also organizational support in creating a work system that allows them to continue to develop without experiencing physical or psychological fatigue.

In an increasingly dynamic and competitive work environment, sustainable employee performance is becoming increasingly relevant, both for employees and organizations. Sustainable employee performance not only helps maintain individual competitiveness but also contributes to organizational stability, increased work effectiveness, and the long-term retention of a productive workforce. Therefore, organizations need to develop strategies that focus not only on increasing productivity but also on employee well-being, thereby creating a work environment that supports sustainable performance.

Methods

This study uses a survey method that provides a quantitative description of trends, views, and opinions within a population, or analyzes the relationships between variables within that population by observing a representative sample. The population in this study was the Administrative Bureau of the Leadership of the Jambi Provincial Secretariat, consisting of 98 employees: 1 Echelon II employee, 3 Echelon III employees, 9 Echelon IV employees, and 85 staff members. The sample was used to collect data and draw conclusions that can be generalized to the target population. The sampling technique used in this study was a census. A census is a sampling technique that uses all members of the population as samples.

Data analysis began with descriptive analysis, namely descriptive statistics, which are used to provide an overview or description of data based on various measures such as the average (mean), standard deviation, variance, maximum value, minimum value, sum, range, kurtosis, and skewness. Descriptive analysis plays a role in presenting data concisely for easier understanding. Next, a measurement model describes how indicators relate to the measured variables through Convergent Validity, Discriminant Validity, and Composite Reliability measurements. The next step with the structural model is through the measurement of R-Square (R^2), Predictive Relevance (Q^2) and Bootstrapping (Hypothesis Testing)

Results and Discussion

Outer loadings testing is conducted to verify that an indicator within a construct has the largest factor loading on the construct it forms compared to other constructs. Outer loadings testing indicates that the indicator is considered reliable because it has an outer loading value above 0.70.

Based on the data processing results, all constructs in this study have very high AVE values, namely Entrepreneurial leadership (0.629), Digitalization (0.609), Work motivation (0.629), and Sustainable employee performance (0.682). Thus, all latent variables meet convergent validity criteria, confirming that the indicators used are able to represent their constructs substantially and consistently.

The Composite Reliability values for each variable showed excellent results: Entrepreneurial Leadership (0.973), Digitalization (0.949), Work Motivation (0.962), and Sustainable Employee Performance (0.951). These values all exceed the recommended minimum threshold of 0.70, even far exceeding the ideal threshold of 0.90, indicating that all constructs in the model have very high internal reliability. This means that the indicators that make up each latent variable have good consistency in measuring the construct.

The R-Square value for Sustainable Employee Performance (Y) is 0.885, indicating that the model has very high predictive ability for sustainable employee performance. Meanwhile, the R-Square value for Work motivation (Z) is 0.933, the R-Square value which is close to 1 indicates that the model has very strong explanatory power, and the model can be trusted to predict endogenous variables.

Discussion

The Influence of Entrepreneurial Leadership on Sustainable Employee Performance

The analysis results show that entrepreneurial leadership has no significant effect on sustainable employee performance. This means that increasing entrepreneurial leadership does not significantly impact sustainable employee performance. The lack of effect of entrepreneurial leadership on sustainable employee performance among employees of the Leadership Administration Bureau of the Jambi Provincial Secretariat may be due to several contextual and structural factors unique to public sector organizations. First, the characteristics of the Leadership Administration Bureau as an administrative, protocol, and service unit for regional leaders tend to emphasize adherence to procedures, punctuality, and administrative accuracy over innovation, risk-taking, and creativity, which are the main characteristics of entrepreneurial leadership. This condition results in entrepreneurial values being less internalized in employees' daily work activities, thus not having a significant impact on sustainable performance.

Second, the hierarchical and formal bureaucratic culture within the Jambi Provincial Secretariat potentially limits leaders' latitude in implementing an entrepreneurial leadership style. Employees are more accustomed to working based on instructions, standard rules, and a clear command system. As a result, even if leaders have entrepreneurial tendencies, their influence on sustainable employee performance is weakened because employees do not have sufficient autonomy to express innovation and initiative on an ongoing basis.

Third, the employee performance appraisal system in government environments generally focuses on administrative and quantitative aspects, such as attendance, completion of routine tasks, and adherence to formal work targets. Sustainable employee performance indicators, which encompass long-term dimensions such as capacity development, job retention, and ongoing contribution, have not been fully integrated into the appraisal system. This results in the influence of entrepreneurial leadership not being reflected tangibly in employee performance.

Fourth, factors other than leadership, such as intrinsic motivation, work discipline, workload, and supporting systems and infrastructure, are suspected to play a more dominant role in determining the sustainable employee performance of employees in the Bureau of Administrative Leadership. In other words, sustainable employee performance is more influenced by the stability of the work system and clarity of tasks than by an entrepreneurial-oriented leadership style.

Finally, employees' lack of understanding and readiness for the concept of entrepreneurial leadership may also contribute to the insignificant influence of this variable. In the context of government bureaucracy, the concept of entrepreneurship is often perceived as less relevant to public service duties. Consequently, entrepreneurial leadership values have not been able to drive consistent and sustainable changes in employee work behavior, thus having no significant impact on sustainable employee performance. This result does not agree with research conducted by Indriyani (2019) which states that entrepreneurial leadership has a positive and significant influence on sustainable employee performance.

The Impact of Digitalization on Sustainable Employee Performance

Tests show that digitalization has a positive and significant impact on sustainable employee performance. This indicates that the higher the level of digitalization in employees, the higher their internal sustainable employee performance. Digitalization impacts sustainable employee performance among employees at the Administrative Bureau of the Jambi Provincial Secretariat because digitalization is an internal drive that underlies the desire and interest in engaging in business activities. Employees who desire optimal business results and a better standard of living tend to view entrepreneurship as a means to meet economic needs and improve well-being. This drive fosters a strong interest in entrepreneurial activities and encourages employees to seriously consider and plan their businesses.

Beyond economic factors, the pursuit of freedom and independence through digitalization also plays a significant role in shaping sustainable employee performance. The desire to manage work hours flexibly, make one's own decisions, and be free from pressure and supervision from others makes entrepreneurship an

attractive option. This encourages employees to develop a greater interest in business activities, as entrepreneurship provides a space for individuals to more freely express their potential and creativity.

The digitalization of entrepreneurship is also influenced by the need for self-actualization. The desire to realize a personal vision and mission, a sense of pride in being able to manage a business independently, and the drive to become a resilient individual and take responsibility for one's own results foster a strong interest in entrepreneurship. Employees with this level of digitalization tend to view entrepreneurship not merely as an economic activity, but also as a means of developing identity and achieving personal satisfaction.

Furthermore, the drive to escape the monotony of work routines also strengthens sustainable employee performance. The desire to try new challenges, face business dynamics, and manage more varied work activities makes entrepreneurship an attractive alternative for employees. With strong digitalization, employees are more enthusiastic about business ideas, more prepared to face risks, and have a greater desire to engage in entrepreneurial activities.

Thus, high digitalization, whether economic, psychological, or self-actualization, significantly impacts the sustainable employee performance of the Administrative Bureau of the Regional Secretariat of Jambi Province. The stronger the digitalization, the greater the employee's interest and desire to develop and run an independent business. The results of this study agree with research conducted by (Nengrum et al., 2024) and (Agustin & Trisnawati, 2021) which stated that digitalization has a positive and significant impact on sustainable employee performance.

The Influence of Entrepreneurial Leadership on Work Motivation

Tests show that entrepreneurial leadership has a positive and significant effect on work motivation. This indicates that supporting entrepreneurial leadership will create more positive work motivation. The influence of entrepreneurial leadership on work motivation is due to the family being the primary source of an individual's belief in their abilities. A safe, secure, and harmonious entrepreneurial leadership environment provides a sense of psychological comfort, allowing individuals to feel more confident in facing challenges, including those facing hardship. When the home environment is supportive, individuals tend to have a positive self-image and believe they are capable of resolving various problems.

Furthermore, open communication and close relationships between family members also strengthen work motivation. Family support in the form of discussions, advice, and moral encouragement makes individuals feel valued and trusted. This fosters confidence that their ideas and decisions have value, thus increasing individuals' confidence in choosing, running, and developing businesses in accordance with their capabilities.

Entrepreneurial leadership, which provides the freedom to express ideas and try new things, also plays a role in increasing work motivation. When families don't restrict creativity and provide space for experimentation, individuals are more likely to take initiative and face risks. The experience of trial and error and the learning from this process strengthens self-confidence that various skills can be applied in various situations and types of businesses.

Furthermore, the values of hard work, responsibility, and independence instilled in the family form an important foundation for developing work motivation. Family role models, including entrepreneurial experience or background, provide concrete examples that success can be achieved through effort and perseverance. This encourages individuals to persevere when faced with failure and to remain confident in adapting strategies and overcoming business obstacles.

Thus, entrepreneurial leadership that is supportive, communicative, and imbued with positive values directly shapes and strengthens work motivation. The greater the support and role of the family, the greater the individual's confidence in their ability to plan, execute, and sustain entrepreneurial activities. The results of this study agree with the results of research conducted by (Nuswantoro et al., 2025) and (Saputra & Siswandari, 2025) which stated that entrepreneurial leadership has a positive and significant effect on work motivation.

The Influence of Digitalization on Work Motivation

Tests show that digitalization has a positive and significant impact on work motivation. This indicates that the higher the digitalization level, the higher the work motivation. The impact of digitalization on work motivation is due to the internal drive that encourages individuals to believe in their ability to achieve their goals. When someone has a strong desire to succeed, achieve independence, and improve their quality of life through business, this drive fosters confidence in their ability to plan and execute business activities effectively. High digitalization makes individuals more optimistic about their abilities to face various business situations.

Furthermore, digitalization encourages individuals to set clear goals and targets. The process of setting business targets and striving to achieve them strengthens self-confidence because individuals are accustomed to making decisions and taking responsibility for the results. Courage in determining business direction and managing activities independently fosters a sense of competence and confidence in running a business, thereby increasing work motivation.

Digitalization also plays a role in building individual resilience when facing challenges and obstacles. The drive to achieve success, break out of boring routines, and realize personal visions makes individuals more resilient when faced with failure. The enthusiasm to continue trying and improving strategies provided

valuable learning experiences, which ultimately strengthened his belief that he was capable of overcoming difficulties in running a business.

Furthermore, digitalization, stemming from the need for independence and self-esteem, also increases work motivation. The desire to manage a business independently, make decisions freely, and take full responsibility for business results fosters confidence in one's own abilities. Every small success achieved through one's own efforts strengthens the belief that one's abilities can be applied and developed in various business settings.

Thus, strong digitalization is a crucial foundation for building work motivation. The higher an individual's digitalization, the greater their confidence in their ability to face challenges, make decisions, and achieve business success. The results of this study align with those of Nengrum et al. (2024) and Agustin & Trisnawati (2021), which found that digitalization has a positive and significant impact on work motivation.

The Influence of Work Motivation on Sustainable Employee Performance

Tests show that work motivation has a positive and significant effect on sustainable employee performance. This means that better work motivation leads to higher sustainable employee performance. The influence of work motivation on sustainable employee performance among employees of the Administrative Bureau of the Regional Secretariat of Jambi Province is because work motivation reflects an individual's belief in their ability to plan, execute, and manage business activities. Employees who have strong confidence in their abilities tend to be more confident in making decisions and view entrepreneurship as an opportunity to be pursued, rather than a risk to be avoided. This belief fosters interest and a desire to engage in entrepreneurial activities.

Work motivation also plays a role in fostering optimism about business success. Employees who believe they can choose the right business type, adapt strategies, and navigate various business situations will have a positive outlook on entrepreneurial prospects. This optimism fosters interest in trying and developing a business because individuals perceive they possess adequate skills.

Furthermore, work motivation influences perseverance and courage in facing challenges. The belief that failure is not the end, but rather part of the learning process, keeps employees from giving up easily when facing business obstacles. A relentless attitude and a spirit of continuous effort foster a greater interest in the world of entrepreneurship, as individuals feel capable of managing the risks and pressures involved.

Work motivation is also related to self-confidence in identifying and exploiting opportunities. Employees who are confident in their ability to think and act are more sensitive to business opportunities in their environment and more enthusiastic in responding to new business ideas. This self-confidence fosters sustainable employee performance as a means of expressing one's potential and achieving independence.

Thus, high work motivation significantly improves the sustainable employee performance of employees at the Leadership Administration Bureau of the Jambi Provincial Secretariat. The stronger an employee's confidence in their abilities, the greater their interest and desire to engage and develop in entrepreneurial activities. The results of this study align with research conducted by (Saputra & Siswandari, 2025) and (Agustin & Trisnawati, 2021), which found that work motivation has a positive and significant effect on sustainable employee performance.

Indirect Influence of Entrepreneurial Leadership on Sustainable Employee Performance through Work Motivation

Tests show that entrepreneurial leadership has a positive and significant effect on sustainable employee performance through work motivation. This means that work motivation significantly mediates the effect of entrepreneurial leadership on sustainable employee performance. The influence of entrepreneurial leadership on sustainable employee performance through work motivation is due to the primary foundation for developing an individual's belief in their abilities. A safe, harmonious, and supportive family atmosphere fosters self-confidence and courage in decision-making. Emotional support, open communication, and the freedom to express business ideas make individuals feel valued and trusted, thus strengthening their confidence in their abilities.

Entrepreneurial leadership, which provides encouragement and positive role models, also plays a role in strengthening work motivation. The values of hard work, responsibility, and independence instilled in the family foster a mindset that effort and perseverance can lead to success. When individuals observe or emulate entrepreneurial habits in their families, these experiences become learning resources that increase their confidence in their ability to choose, run, and develop a business independently.

Work motivation formed through entrepreneurial leadership further drives sustainable employee performance. Individuals who are confident in their abilities are more willing to take risks, are more resilient when faced with failure, and are more optimistic about business opportunities. This self-confidence makes entrepreneurship a challenging yet manageable activity, fostering interest and a desire to engage in business activities.

Furthermore, family support in facing business challenges strengthens the relationship between entrepreneurial leadership, work motivation, and sustainable employee performance. When individuals feel they have a place to share experiences, seek advice, and receive encouragement when facing difficulties, their

self-confidence increases. This encourages them to continue cultivating sustainable employee performance as a means of achieving financial independence and developing their potential.

Thus, entrepreneurial leadership influences sustainable employee performance through work motivation because the family fosters an individual's belief in their abilities, which in turn fosters courage, optimism, and interest in engaging in entrepreneurial activities. The stronger the family's support and role, the stronger the work motivation, and ultimately the higher the sustainable employee performance of the employees of the Administrative Bureau of the Regional Secretariat of Jambi Province.

Indirect Effect of Digitalization on Sustainable Employee Performance through Work Motivation

Tests show that digitalization has a positive and significant impact on sustainable employee performance through work motivation. This means that work motivation also plays a crucial role in enhancing digitalization, thus impacting sustainable employee performance. Digitalization has a positive and significant impact on sustainable employee performance through work motivation because it is the primary driver that shapes individuals' confidence in their ability to run a business. The drive to achieve success, independence, and prosperity makes individuals more enthusiastic in setting goals and making bold decisions. This process gradually strengthens work motivation, as individuals feel capable of planning, managing, and developing a business according to their potential.

High digitalization also encourages individuals to continue working despite challenges and obstacles. Persistence, an unyielding spirit, and a willingness to refine strategies after failure provide positive learning experiences. These experiences strengthen self-confidence that various difficulties can be overcome, thus increasing work motivation. This confidence then becomes the foundation for stronger sustainable employee performance.

Furthermore, digitalization fosters independence and responsibility for one's own business results, fostering self-confidence. Digitalized individuals feel proud of their ability to manage their businesses independently and are confident in their decision-making abilities. This confidence encourages individuals to view entrepreneurship as a realistic and attractive opportunity, rather than as an uncertain activity, thereby improving sustainable employee performance.

Thus, digitalization not only directly encourages interest in entrepreneurship but also indirectly strengthens sustainable employee performance by increasing work motivation. The higher the digitalization level, the stronger the individual's work motivation, and ultimately, the greater the sustainable employee performance of the employees of the Administrative Bureau of the Regional Secretariat of Jambi Province.

Conclusion

Based on the analysis and discussion presented in the previous chapter, the following conclusions can be drawn:

1. Entrepreneurial leadership does not significantly influence sustainable employee performance among employees at the Administrative Bureau of the Jambi Provincial Secretariat. This means that entrepreneurial leadership can significantly impact sustainable employee performance.
2. Digitalization has a positive and significant impact on sustainable employee performance among employees at the Administrative Bureau of the Jambi Provincial Secretariat. This indicates that the greater the level of digitalization, the greater the level of sustainable employee performance.
3. Entrepreneurial leadership has a positive and significant effect on work motivation among employees of the Administrative Bureau of the Jambi Provincial Secretariat. This indicates that supporting entrepreneurial leadership will continuously increase work motivation.
4. Digitalization has a positive and significant effect on work motivation among employees of the Administrative Bureau of the Jambi Provincial Secretariat. This indicates that the better the digitalization, the higher the work motivation.
5. Work motivation has a positive and significant effect on sustainable employee performance among employees of the Administrative Bureau of the Jambi Provincial Secretariat. This means that better work motivation leads to higher sustainable employee performance.
6. Entrepreneurial leadership has a positive and significant effect on sustainable employee performance through work motivation among employees of the Administrative Bureau of the Jambi Provincial Secretariat. This means that work motivation also plays a significant role in enhancing the influence of entrepreneurial leadership on sustainable employee performance.
7. Digitalization has a positive and significant impact on sustainable employee performance through work motivation among employees of the Administrative Bureau of the Regional Secretariat of Jambi Province. This means that work motivation also plays a significant role in increasing the influence of digitalization on sustainable employee performance.

References

Al-Kharabsheh, S. A., Attiany, M. S., Alshawabkeh, R. O. K., Hamadneh, S., & Alshurideh, M. T. (2023). The impact of digital HRM on employee performance through employee motivation. International Journal of Data and Network Science, 7(1), 275–282. https://doi.org/10.5267/j.ijdns.2022.10.006

Anggraeni, W., Masjaya, M., Idris, A. (2016). Kinerja Pegawai Bagian Umum Dan Protokol Di Sekretariat

Daerah Kabupaten Kutai Timur. Jurnal Administrative Reform. 4 (2), 127-137.
Barriga Medina, H. R., Campoverde, R. E., Paredes-Aguirre, M., Melo Vargas, E. R., & Rosero Barzola, C. (2024). Work performance implications of meaning in life: The mediating role of Motivation. Wellbeing, Space and Society, 7. https://doi.org/10.1016/j.wss.2024.100213
Chien, G. C. L., Mao, I., Nergui, E., & Chang, W. (2020). The effect of work motivation on employee performance: Empirical evidence from 4-star hotels in Mongolia. Journal of Human Resources in Hospitality and Tourism, 19(4), 473–495. https://doi.org/10.1080/15332845.2020.1763766
Creswell, J. W. (2018). Research Design - Qualitative, Quantitative, and Mixed Methods Approaches. In SAGE (5th ed.). https://doi.org/10.4324/9780429469237-3
Gözükara, I., Simsek, S. (2015). Linking Transformational Leadership to Work Engagement and the Mediator Effect of Job Autonomy: A Study in a Turkish Private Non-Profit University. Procedia: Social and Behavioral Sciences. 9, 963-970. https://doi.org/10.1016/j.sbspro.2015.06.274
Hamid, M., & Hosna, A. U. (2021). Employee's Sustainable Performance Process: Developing a Model for Sustaining Employees performance by Managing Age Diversity. International Journal of Entrepreneurial Research, 4(2), 42–47. https://doi.org/10.31580/ijer.v4i2.2071
Herlina, E., Tukiran, M., & Anwar, S. (2021). The Effect of Entrepreneurial Leadership on Organizational Performance: Literature Review. Journal of Management, Accounting, General Finance and International Economic Issues (MARGINAL), 1(1). https://doi.org/10.1007/978-3-319-14908-0_9
Ji, T., de Jonge, J., Peeters, M. C. W., & Taris, T. W. (2021). Employee sustainable performance (E-super): Theoretical conceptualization, scale development, and psychometric properties. International Journal of Environmental Research and Public Health, 18(19). https://doi.org/10.3390/ijerph181910497
Layek, D., & Koodamara, N. K. (2024). Motivation, work experience, and teacher performance: A comparative study. Acta Psychologica, 245. https://doi.org/10.1016/j.actpsy.2024.104217
Lee, M. J., & Roh, T. (2023). Digitalization capability and sustainable performance in emerging markets: mediating roles of in/out-bound open innovation and coopetition strategy. Management Decision, June. https://doi.org/10.1108/MD-10-2022-1398
Lukito, D., Susanti, M., Susanto, Y., Judijanto, L., Ali, M., Hartono, & Mahardhani, A. J. (2025). Determinants of sustainable employee performance: A study of family businesses in Indonesia. Asia Pacific Management Review, xxxx, 100340. https://doi.org/10.1016/j.apmrv.2024.12.004
Nidhan, N., & Singh, B. K. (2022). Entrepreneurial Leadership: A Conceptual Framework. Annals of Multi-Disciplinary Research, 10(4), 328–336. https://www.researchgate.net/publication/365300109
Nurariansyah, I. (2019). Pengaruh Teknologi Informasi Terhadap Kinerja Pegawai dengan Kepuasan Kerja Sebagai Variabel Mediasi Pada Kantor Wilayah Badan Pertanahan Nasional Provinsi Sulawesi Selatan. Universitas Islam Negeri Alauddin Makassar
Oka, Komang, et al., (2024). The Influence of Leadership on Employee Morale with Work Motivation as Mediation Effect. Jurnal Ecogen Universitas Negeri Padang Vol. 7 No. 1.
Ranto, D. W. P. (2017). Pengaruh Entrepreneurial Leadership terhadap Product Innovation pada Industri Makanan di Yogyakarta. Jbma, 4(1), 13–24. https://jurnal.stibsa.ac.id/index.php/jbma/article/view/53
Rasyid, M., Arifin, J., & Subadi, W. (2020). Pengaruh Kepemimpinan Transformasional terhadap Disiplin Kerja Pegawai pada Dinas Kepemudaan, Olahraga dan Pariwisata Kabupaten Tabalong. Jurnal Administrasi Publik Dan Administrasi Bisnis, 3(1), 306–318.
S. Campos, J. D. (2021). Analysis of Entrepreneurial Leadership Skills and Sustainable Employee Productivity of MSMEs. Journal of Social Entrepreneurship Theory and Practice, 1(1), 12–27. https://doi.org/10.31098/jsetp.v1i1.645
Salju, S., Junaidi, J., & Goso, G. (2023). The effect of digitalization, work-family conflict, and organizational factors on employee performance during the COVID-19 pandemic. Problems and Perspectives in Management, 21(1), 107–119. https://doi.org/10.21511/ppm.21(1).2023.10
Situmorang, L., Sabrina, R., & Pasaribu, F. (2023). Pengaruh Kompetensi, Komitmen Organisasi Dan Digitalisasi Terhadap Kinerja Karyawan Divisi Airport Maintenance PT . Angkasa Pura II Bandara Internasional Kualanamu. Journal of Business and Economics Research (JBE), 4(1), 25–34. https://doi.org/10.47065/jbe.v4i1.2853
Sokolic, D., Croitoru, G., Florea, N. V., Robescu, V. O., & Cosac, A. (2024a). The Effect of Leadership Styles on Employee Motivation and Organizational Performance in Public Sector Organizations. Valahian Journal of Economic Studies, 15(1), 53–72. https://doi.org/10.2478/vjes-2024-0005
Sokolic, D., Croitoru, G., Florea, N. V., Robescu, V. O., & Cosac, A. (2024b). The Effect of Leadership Styles on Employee Motivation and Organizational Performance in Public Sector Organizations. Valahian Journal of Economic Studies, 15(1), 53–72. https://doi.org/10.2478/vjes-2024-0005
Suherman, E., & Suroso. (2022). Mediasi Motivasi Kerja Pada Pengaruh Kepemimpinan Kewirausahaan dan Budaya Organisasi Terhadap Produktivitas Kerja CV Mandala Utama. Jurnal Manajemen, 12(2), 142–161. https://doi.org/10.30656/jm.v12i2.5605
Suswardji, E., Aziz, S., Wulandari, R. (2020). Analisis Optimalisasi Kinerja Karyawan Melalui Digitalisasi Bisnis Dengan Budaya Organisasi Sebagai Variable Intervening Pada Perusahaan Umum Percetakan Uang Republik Indonesia (PERUM PERURI) Diroktorat SDM Dan Umum. E- QIEN Jurnal Ekonomi

dan Bisnis. 7 (2), 23-28. https://doi.org/10.34308/eqien.v7i2.132

Sutanto, E. M. (2021). Entrepreneurial Leadership Dalam Organisasi. Universitas Kristen Petra. https://repository.petra.ac.id/19038/1/Publikasi1_91022_7003.pdf

Zahara Theodora, M. (2024). Effect of Leadership on Employee Performance in Rwanda Revenue Authority. International Journal of Scientific Research and Management (IJSRM), 12(03), 5972–5985. https://doi.org/10.18535/ijsrm/v12i03.em03