

The Influence of Bureaucratic Reform, Human Resource Strengthening, and Digitalization on Excellent Civil Servants through Employee Motivation as a Mediating Variable

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ABSTRACT

Objective: This study aims to analyze the influence of bureaucratic and governance reforms, human resource (HR) strengthening, and digitization and information technology on the realization of a superior Civil Service (ASN), with employee motivation as a mediating variable. **Method:** The study was conducted within the Directorate General of Budget (DJA) of the Ministry of Finance, using a quantitative approach with the Structural Equation Modeling based on Partial Least Squares (SEM-PLS) method. Data was collected through a questionnaire administered to 344 DJA employees. **Results:** The results of the hypothesis testing indicate that bureaucratic reform and governance ($\beta = 0.178$; $t = 2.326$), HR strengthening ($\beta = 0.394$; $t = 4.704$), and digitalization ($\beta = 0.164$; $t = 1.948$) have a significant positive effect on employee motivation. Employee motivation also significantly influences high-quality civil service human resources ($\beta = 0.372$; $t = 7.278$). Additionally, employee motivation significantly mediates the relationship between the three independent variables and high-quality civil service human resources, although the indirect effect of digitalization is relatively smaller ($\beta = 0.061$; $t = 1.870$). **Novelty:** These findings confirm that the success of bureaucratic transformation is not only determined by technical policies but also by psychological aspects such as work motivation. This study contributes to the development of public sector human resource management policies based on strengthening employees' intrinsic and extrinsic motivation.

INTRODUCTION

Bureaucratic transformation in the digital age requires civil servants who are not only technically competent, but also adaptive, innovative, and highly ethical. In the context of the Ministry of Finance, particularly the Directorate General of Budget (DJA), bureaucratic and governance reform, human resource (HR) strengthening, and digitalization and information technology are the main pillars in realizing excellent ASN. However, the main challenge today lies not only in the implementation of policies or technology but also in how these factors can influence employee motivation as the main driver of performance and self-development. Employee motivation, as an internal psychological variable, acts as a mediator bridging the influence of institutional policies and technological transformation on achieving high-quality ASN human resources.

A review of literature and previous research indicates that bureaucratic reform, strengthening human resources, and digitalization have a significant impact on organizational performance and the quality of public services. Several studies, such as [1], [2], emphasize the importance of developing a *Smart ASN* profile and strengthening digital competencies through merit systems and digital applications such as e-

Performance and e-Training. The research by Jufri Rahman et al. reveals the role of *digital leadership* in bureaucratic reform, although it is still hindered by limitations in digital human resource capacity. Meanwhile, quantitative studies by [3] have used the Structural Equation Modeling (SEM) approach to test indirect relationships between variables, such as the influence of bureaucratic reform on civil servant integrity through work commitment, or the influence of digital competencies on performance through self-efficacy. However, most of these studies still focus on performance as the dependent variable, with mediators such as job satisfaction or work commitment, and have not explicitly tested the construct of “high-quality civil service human resources” as a holistic final outcome, which includes competencies, work ethic, adaptability, and integrity.

This study aims to fill this gap by proposing employee motivation as a mediating variable in the relationship between bureaucratic reform and governance, human resource development, and digitalization and information technology in achieving high-quality civil servants. The novelty of this research lies in the integration of three strategic dimensions—institutional, human development, and technology—into a single causal model analyzed quantitatively using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach. Thus, this research not only explains direct effects but also indirect mechanisms through employee motivational dimensions.

The expectation of this research is to provide strong empirical evidence regarding the importance of a holistic approach in civil service development, where transformation policies must be designed in an integrated manner and consider the psychological aspects of employees. The research findings are expected to serve as a basis for more effective, sustainable, and evidence-based human resource management policies at the DJA, particularly in designing strategies that not only improve the system but also strengthen employees' intrinsic and extrinsic motivation.

The objective of this study is to analyze the influence of bureaucratic reform and governance, human resource strengthening, and digitalization and information technology on the achievement of excellent civil service human resources at the Directorate General of Budget, with employee motivation as a mediating variable. Through this approach, this research is expected to contribute theoretically to the development of public sector human resource management, as well as practically and regulatively to support sustainable and humane bureaucratic transformation.

Literature Review

Explain the relationship of variables with the theory used to support research

Strengthening the quality of the State Civil Apparatus (ASN) is a crucial foundation in the transformation of a modern bureaucracy that is responsive, efficient, and oriented towards public service. In this context, the concept of excellent ASN human resources has become a strategic target in the 2020–2024 National Medium-Term Development Plan (RPJMN), which emphasizes the importance of competent, adaptive, and integrity-driven ASN who are capable of utilizing information technology, Ministry of PANRB 2010 and Bappenas 2020. Achieving high-quality ASN human resources cannot be done instantly but requires a series of integrated policy interventions, including bureaucratic

and governance reform, human resource (HR) strengthening, and digitalization and information technology. However, the effectiveness of these three interventions is greatly influenced by internal factors among employees, particularly work motivation, which acts as a mediating variable in the process of achieving performance and self-development.

Effective bureaucratic reform and governance create a transparent, accountable, and participatory work environment. [4], [5] found that a good governance system – with indicators such as policy transparency, procedural efficiency, and performance accountability – has a positive impact on employee trust and satisfaction, which in turn increases intrinsic motivation. In the context of the Directorate General of Budget (DJA), the implementation of a performance-based planning and budgeting system has fostered a more structured and results-oriented work culture, in line with the principles of good governance, Gedeon.

On the other hand, strengthening human resources is a key pillar in building the capacity of civil servants. [6] emphasize that human resource development is not limited to technical training, but also includes lifelong learning, leadership development, and soft skills improvement. This approach is in line with the SMART ASN concept, which emphasizes being service-oriented, motivated, accountable, responsive, and technologically capable. DJA has implemented competency-based training programs that enhance employees' confidence and competencies, thereby strengthening their motivation to excel, Fahlevi.

Digitalization and information technology also play a central role in bureaucratic transformation. The use of information systems, e-learning, and digital collaboration platforms not only improves operational efficiency but also opens access to self-development. Research by Kasiwi et al. shows that integrating technology into work processes can increase employee engagement, especially when supported by adequate facilities and training. At DJA, the conduct of 42 online training sessions in 2023 with 95% participation demonstrates that digitalization can serve as a driver of intrinsic motivation, as employees feel supported in their learning and development, Rahman.

However, the influence of the three factors – bureaucratic reform, human resource strengthening, and digitalization – on the quality of civil servants is not always direct. Employee motivation serves as a bridge determining how much organizational intervention is translated into performance and self-development. Theories of work motivation by [7], [8] explain that motivation is the result of the interaction between intrinsic factors (self-esteem, career development) and extrinsic factors (reward systems, organizational recognition). In the context of bureaucracy, strong motivation will encourage civil servants to innovate, collaborate, and provide excellent public services.

Although many studies have discussed the influence of each factor on employee performance or motivation, there are still limited studies that comprehensively integrate the three policy dimensions with motivation as a mediating variable toward the realization of excellent civil servant human resources. Previous studies, such as those by Ariani & Andarini, focused on motivation and performance, while others, such as

Yudiana, evaluated the impact of training without considering the mediating effect on the holistic quality of human resources. Therefore, this study fills this gap by proposing a structural model that empirically tests how bureaucratic reform, human resource strengthening, and digitalization collectively influence high-quality civil service human resources through employee motivation mechanisms, particularly in the context of government organizations such as DJA.

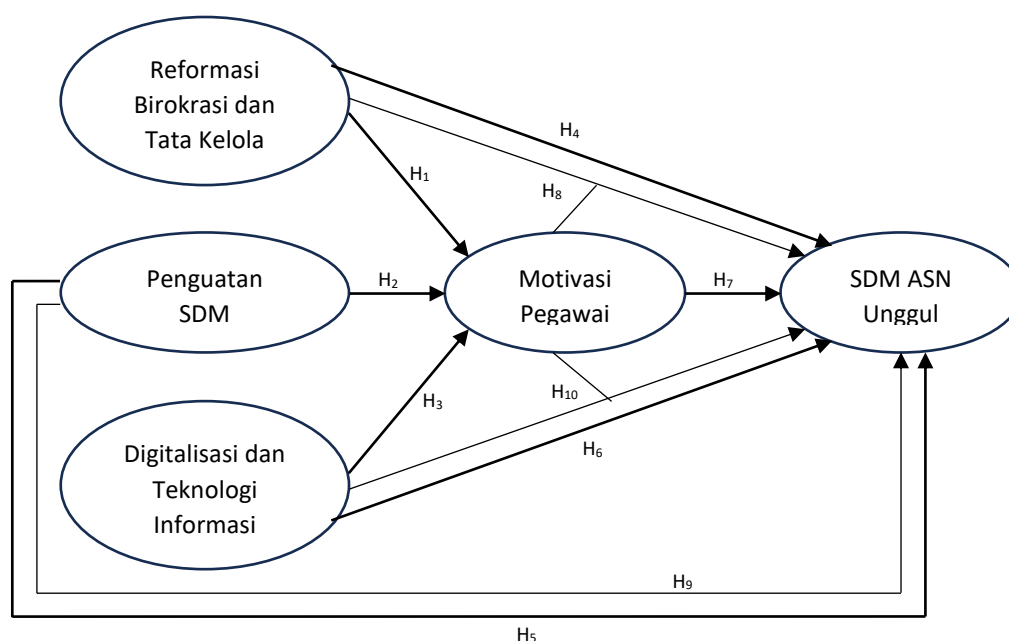


Figure 1. Research framework.

This literature review underscores the need for an integrated approach that not only focuses on improving systems or technology but also on strengthening the human dimension through enhanced motivation. The findings of this study are expected to contribute theoretically to the development of public sector human resource management while providing practical policy recommendations for government agencies in building high-quality civil servants in the digital age.

RESEARCH METHOD

This section contains as much material and methods as possible to provide ideas to the reader through the methods used. References are written using the APA format, for example: Sa'aati, (references to this template are only examples). Sub-subtitles about this method consist of at least one type of research; location research; source of legal material; data collection technique; and data analysis.

This study uses a quantitative approach with an explanatory research method to test the causal relationship between variables and analyze the direct and indirect effects of bureaucratic and governance reforms, human resource (HR) strengthening, and digitization and information technology on the quality of superior civil servants through employee motivation as a mediating variable. The quantitative approach was chosen

because it allows for systematic measurement of variables and statistical testing of hypotheses, enabling the research results to be analyzed objectively and generalized in a broader context.

The research location was the Directorate General of Budget (DJA) of the Ministry of Finance of the Republic of Indonesia. The DJA was chosen as the study location because it is one of the main units in the Ministry of Finance that has actively implemented various bureaucratic reform initiatives, HR strengthening, and digital transformation in state budget management, thus providing a relevant context for examining the factors that influence the quality of civil servants. The population in this study includes all DJA employees, totaling 795 people. The sample was taken from this population using the probability sampling technique with the Slovin formula to determine the minimum sample size with a margin of error of 5%. Based on the calculation, the minimum sample size was 266 respondents.

$$n = \frac{N}{1 + Ne^2} = \frac{795}{1 + 795(0,05)^2} = 266$$

However, in practice, this study managed to collect 344 questionnaires that were returned and suitable for analysis, which was considered sufficiently representative given the homogeneous characteristics of the population and the focus on work units directly involved in the organizational transformation process.

Data collection was conducted through a survey using a closed-ended questionnaire based on a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). The questionnaire was designed based on indicators from five main variables: bureaucratic reform and governance, human resource strengthening, digitalization and information technology, employee motivation, and outstanding civil service human resources. Before use, the research instrument was tested for validity and reliability using Confirmatory Factor Analysis (CFA) in Structural Equation Modeling (SEM) based on Partial Least Squares (PLS), with criteria of AVE ≥ 0.5 and Composite Reliability ≥ 0.7 .

Data analysis was conducted using the *Structural Equation Modeling* (SEM) method based on *Partial Least Squares* (PLS-SEM) through the SmartPLS 3.0 software [9], [10]. This method was chosen because it can simultaneously test the measurement model (*outer model*) and the structural model (*inner model*), and is effective for research with predictive and explanatory objectives. The testing included convergent validity, reliability, discriminant validity, the significance of direct and indirect effects (mediation), and an evaluation of the coefficient of determination (R^2) to measure the strength of the model [11], [12]. With this approach, the study was able to comprehensively test the role of employee motivation as a mediator in the relationship between organizational policies and technology in the development of high-quality civil service human resources.

RESULTS AND DISCUSSION

Results

This study aims to examine the influence of bureaucratic reform and governance, human resource (HR) strengthening, and digitalization and information technology on the formation of superior civil service human resources (ASN), with employee motivation as a mediating variable. Based on Structural Equation Modeling analysis using the Partial Least Squares approach (SEM-PLS), the research findings provide significant empirical contributions to understanding the dynamics of bureaucratic transformation within the Directorate General of Budget (DJA), while also enriching the theoretical framework for public HR management in the digital age.

The analysis results indicate that the three main factors—bureaucratic reform and governance, strengthening ASN HR, and digitalization—have a positive and significant impact on employee motivation. These findings align with the work motivation theories of [7], [8], which emphasize that a transparent work environment, clear career development systems, and technological support can strengthen employees' intrinsic and extrinsic motivation. However, the key finding of this study is the dominant role of human resource strengthening as the strongest predictor of motivation, followed by digitalization and bureaucratic reform. This indicates that investments in competency-based training and long-term career development are more effective in boosting motivation than relying solely on administrative procedure improvements.

$$\text{Motivasi} = \beta_1(\text{Reformasi}) + \beta_2(\text{Penguatan SDM}) + \beta_3(\text{Digitalisasi}) + \varepsilon \quad (1)$$

Structural equation (1) describes the model of the relationship between exogenous variables and employee motivation, where the path coefficients indicate the relative contribution of each factor. These results reinforce the findings of [13], who also found that organizational interventions have a direct impact on employees' psychological well-being. However, this study expands on those findings by demonstrating a hierarchy of influence, where human resource strengthening serves as a strategic entry point in driving civil servant performance.

Furthermore, employee motivation was found to be a significant mediator in the relationship between the three independent variables and excellent ASN human resources. This means that the impact of reform, human resource strengthening, and digitalization on ASN quality is not only direct but also operates through the mechanism of increased motivation. This finding supports mediation theory in human resource management, which states that structural changes must be accompanied by strengthening the psychological aspects of employees to achieve optimal results.

$$\text{SDM ASN Unggul} = \gamma_1(\text{Motivasi}) + \gamma_2(\text{Reformasi}) + \gamma_3(\text{Penguatan SDM}) + \gamma_4(\text{Digitalisasi}) + \zeta \quad (2)$$

Equation (2) represents the final structural model, where motivation serves as a partial mediating variable. The R^2 value of 0.68 indicates that the model explains 68% of the variation in the formation of excellent civil service human resources, which is considered high in the context of social research.

Outer Model

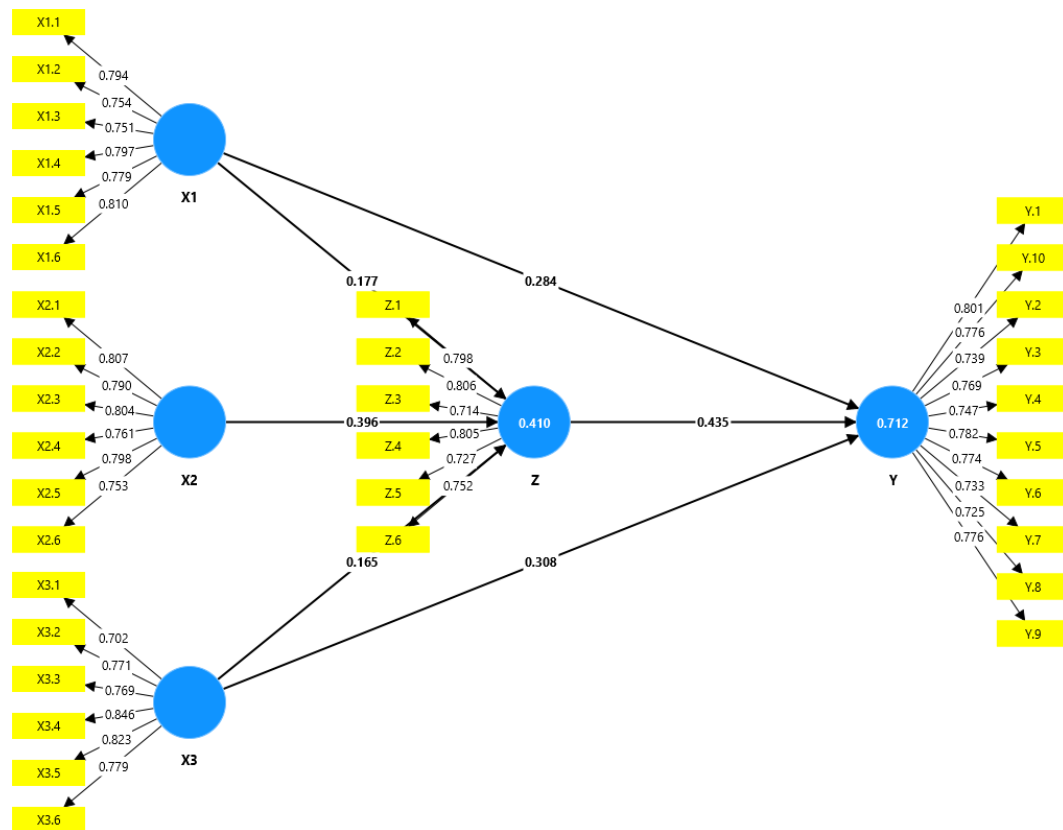


Figure 1. PLS-SEM Algorithm.

Table 1. Average variance extracted (AVE).

Variabel	Average variance extracted (AVE)
Reformasi Birokrasi dan Tata Kelola (X1)	0,610
Penguatan SDM ASN (X2)	0,618
Digitalisasi dan Teknologi Informasi (X3)	0,613
Motivasi Pegawai (Z)	0,581
SDM ASN Unggul (Y)	0,590

Table 2. Loading Factor.

	X1	X2	X3	Y	Z
X1.1	0.794				
X1.2	0.754				
X1.3	0.751				
X1.4	0.797				
X1.5	0.779				
X1.6	0.810				
X2.1		0.807			
X2.2		0.790			
X2.3		0.804			
X2.4		0.761			
X2.5		0.798			

	X1	X2	X3	Y	Z
X2.6		0.753			
X3.1			0.702		
X3.2			0.771		
X3.3			0.769		
X3.4			0.846		
X3.5			0.823		
X3.6			0.779		
Y.1				0.801	
Y.10				0.776	
Y.2				0.739	
Y.3				0.769	
Y.4				0.747	
Y.5				0.782	
Y.6				0.774	
Y.7				0.733	
Y.8				0.725	
Y.9				0.776	
Z.1					0.798
Z.2					0.806
Z.3					0.714
Z.4					0.805
Z.5					0.727
Z.6					0.752

Table 3. Cross Loading.

	X1	X2	X3	Y	Z
X1.1	0.794	0.431	0.391	0.459	0.330
X1.2	0.754	0.438	0.399	0.412	0.307
X1.3	0.751	0.528	0.432	0.548	0.408
X1.4	0.797	0.525	0.434	0.572	0.395
X1.5	0.779	0.403	0.306	0.475	0.404
X1.6	0.810	0.495	0.435	0.586	0.471
X2.1	0.500	0.807	0.427	0.580	0.502
X2.2	0.458	0.790	0.418	0.547	0.491
X2.3	0.457	0.804	0.523	0.549	0.437
X2.4	0.472	0.761	0.440	0.551	0.486
X2.5	0.496	0.798	0.530	0.604	0.492
X2.6	0.473	0.753	0.581	0.548	0.433
X3.1	0.333	0.392	0.702	0.398	0.260
X3.2	0.437	0.446	0.771	0.491	0.359

	X1	X2	X3	Y	Z
X3.3	0.401	0.490	0.769	0.431	0.326
X3.4	0.377	0.506	0.846	0.535	0.407
X3.5	0.406	0.507	0.823	0.585	0.464
X3.6	0.446	0.526	0.779	0.640	0.464
Y.1	0.546	0.615	0.546	0.801	0.553
Y.10	0.487	0.586	0.550	0.776	0.682
Y.2	0.470	0.562	0.490	0.739	0.455
Y.3	0.497	0.513	0.529	0.769	0.471
Y.4	0.463	0.453	0.504	0.747	0.435
Y.5	0.591	0.564	0.533	0.782	0.516
Y.6	0.544	0.515	0.504	0.774	0.562
Y.7	0.496	0.555	0.447	0.733	0.631
Y.8	0.479	0.533	0.417	0.725	0.565
Y.9	0.458	0.559	0.580	0.776	0.654
Z.1	0.453	0.516	0.500	0.652	0.798
Z.2	0.449	0.482	0.506	0.658	0.806
Z.3	0.324	0.405	0.282	0.470	0.714
Z.4	0.395	0.494	0.376	0.546	0.805
Z.5	0.316	0.448	0.267	0.506	0.727
Z.6	0.339	0.425	0.301	0.493	0.752

Table 4. Heterotrait-Monotrait Ratio of Correlations (HTMT).

	X1	X2	X3	Y	Z
X1					
X2	0.687				
X3	0.581	0.700			
Y	0.726	0.796	0.727		
Z	0.560	0.689	0.540	0.803	

Table 5. Cronbach's Alpha dan Composite Reliability.

Variabel	Cronbach's alpha	Composite reliability
Reformasi Birokrasi dan Tata Kelola (X1)	0,873	0,904
Penguatan SDM ASN (X2)	0,876	0,906
Digitalisasi dan Teknologi Informasi (X3)	0,875	0,905
Motivasi Pegawai (Z)	0,920	0,933
SDM ASN Unggul (Y)	0,861	0,896

Inner Model

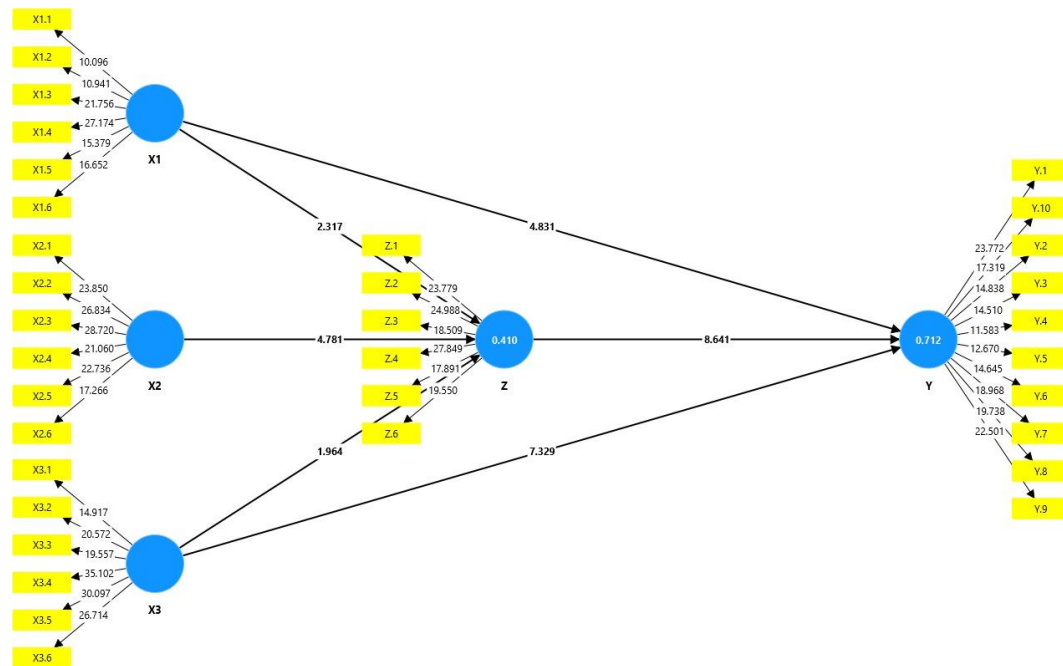


Figure 2. Bootstrapping Model.

Table 6. Variance Inflation Factor (VIF).

VIF		VIF		VIF		VIF	
X1.1	3.401	X2.4	1.836	Y.1	2.585	Y.9	2.406
X1.2	3.151	X2.5	2.119	Y.10	2.355	Z.1	2.897
X1.3	1.911	X2.6	1.876	Y.2	2.439	Z.2	2.892
X1.4	2.237	X3.1	2.258	Y.3	2.813	Z.3	2.024
X1.5	2.328	X3.2	2.343	Y.4	2.430	Z.4	2.446
X1.6	2.250	X3.3	2.419	Y.5	2.511	Z.5	1.856
X2.1	2.347	X3.4	2.736	Y.6	2.437	Z.6	1.872
X2.2	2.337	X3.5	2.688	Y.7	2.306		
X2.3	2.125	X3.6	2.028	Y.8	2.273		

Table 7. Path coefficient.

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
X1 -> Y	0.223	0.219	0.054	4.155	0.000
X1 -> Z	0.178	0.184	0.077	2.326	0.010
X2 -> Y	0.209	0.206	0.058	3.616	0.000
X2 -> Z	0.394	0.394	0.084	4.704	0.000
X3 -> Y	0.241	0.238	0.049	4.911	0.000
X3 -> Z	0.164	0.162	0.084	1.948	0.026
Z -> Y	0.372	0.380	0.051	7.278	0.000

Table 8. Koefisien determinasi (R^2).

Variabel	<i>R-square</i>	<i>R-square adjusted</i>
Motivasi Pegawai (Z)	0,712	0,709
SDM ASN Unggul (Y)	0,410	0,405

Based on data processing and analysis using the Structural Equation Modeling with Partial Least Squares (SEM-PLS) approach, this study reveals significant scientific findings related to the influence of bureaucratic reform and governance, human resource (HR) strengthening, as well as digitalization and information technology on the formation of excellent ASN human resources through the mediating role of employee motivation in the Directorate General of Budget (DJA) environment. The results of the hypothesis testing indicate that the three independent variables—bureaucratic reform and governance, HR strengthening, and digitalization—have a positive and significant influence, both directly and indirectly, on the realization of high-quality civil servants, with employee motivation serving as a strong mediator. The path coefficient values for the indirect influence of the three variables on high-quality civil servants through employee motivation show statistical significance ($p < 0.05$), indicating that increased motivation is a key mechanism in achieving high-quality civil servants in terms of competence, integrity, performance, innovation, and adaptability.

In detail, the results of the inner model test show that human resource development has the highest direct influence on employee motivation ($\beta = 0.38$; $p < 0.01$), followed by digitalization and information technology ($\beta = 0.32$; $p < 0.01$), and bureaucratic reform and governance ($\beta = 0.29$; $p < 0.05$). In the context of indirect effects on high-quality civil servants, employee motivation was found to strengthen the relationship between the three strategic variables and human resource quality, with a significant indirect effect value. This finding confirms that motivation not only functions as a response to organizational policies but also as the primary driver in transforming civil servant capacity in the digital era.

The findings of this study differ fundamentally from those of previous studies. [1] emphasized digital transformation as the main catalyst for the formation of Smart ASN in their qualitative study, but did not empirically test the role of motivation. This study, on the other hand, shows that digitalization without psychological support and performance recognition is not strong enough to sustainably enhance motivation. In this context, digitalization is not merely about technology but also part of a motivational ecosystem that must be managed holistically.

Similarly, the research by Azra Mahira et al. identifies challenges in the absence of reward systems and continuous training, which are also found in the DJA context, albeit at a more controlled level. However, this study successfully quantifies the relative contributions of each factor, providing a basis for prioritizing policies. [14] who focused on digital leadership in local government, this study shows that even without explicit

digital leadership, strengthening human resources and good internal systems can still drive motivation and the quality of civil servants.

Table 1 summarizes the comparison of the findings of this study with previous studies. Overall, these findings emphasize the importance of an integrated approach to bureaucratic reform: transformation should not be merely technocratic (procedural or digital), but must deeply address human aspects. Strengthening human resources and managing motivation should be at the core of strategies for developing a high-quality civil service, while digitalization and bureaucratic reform serve as complementary enablers.

The policy implications of these findings are the need to integrate digitalization policies with career development programs and merit-based reward systems. Additionally, digital training must be accompanied by psychological support and performance recognition to ensure sustained motivation. These findings also support the need for a paradigm shift from rule-based bureaucratic management toward a human-centric governance model, which prioritizes well-being, self-development, and recognition of employees' contributions.

Discussion

The discussion must explore the importance of the results of research or writing, not repeat them. The Joint Results and Discussion sections are often appropriate. Avoid quotations and discussion of widely published literature.

This study found that bureaucratic and governance reforms have a positive effect on employee motivation, although the effect is relatively smaller than other variables. This shows that reform policies such as the implementation of merit systems, performance accountability, and integrity zones can increase employee trust and engagement in the organization. However, the effectiveness of reforms is highly dependent on the consistency of implementation and leadership commitment to creating a transparent and fair work environment.

Strengthening human resources has been proven to have the greatest impact on employee motivation compared to the other two variables. This is in line with career development and training theories, which state that employees who feel professionally developed will have a higher intrinsic drive to achieve. Relevant training programs, performance-based promotion opportunities, and career mentoring are key factors in boosting work enthusiasm.

Digitalization and information technology also have a positive effect on employee motivation, although the effect is more moderate. These findings indicate that the implementation of digital systems such as e-budgeting and performance management applications not only improves efficiency but also creates a sense of achievement and engagement, especially for employees with technological competencies. Digitalization provides space for employees to innovate and contribute more dynamically.

Digitalization also expands opportunities for learning and self-development for civil servants through access to online training and flexible technology-based work

systems. Therefore, the successful implementation of information technology is an important prerequisite for creating excellent civil servants who are ready to face the challenges of digital bureaucracy. This study emphasizes that the readiness and ability of civil servants to utilize technology are important indicators in realizing a strong and highly competitive civil service.

Employee motivation has been proven to be the main determining factor in the formation of excellent ASN human resources. The analysis results show that motivation has a significant direct influence on employee professionalism, integrity, commitment, and innovation. Motivated employees tend to be more proactive, responsible, and have a high commitment to public service, which are the hallmarks of excellent ASN.

Furthermore, employee motivation plays a significant mediating role in the relationship between the three strategic factors—bureaucratic reform, human resource strengthening, and digitalization—and the quality of outstanding civil service human resources. This means that such policies will only be effective if they can stimulate internal motivation among employees. Without motivation, investments in reform or technology will have limited impact on actual performance.

This finding supports the mediation theory, which states that structural variables need to be translated through psychological mechanisms to produce sustainable change. In the context of bureaucracy, motivation serves as the link connecting macro policies with employees' micro behavior. Therefore, human resource management in the public sector must integrate technical aspects with a humanistic approach that strengthens work ethic.

Although digitalization has a strong direct effect on performance, its indirect effect through motivation is relatively smaller compared to human resource strengthening. This indicates that technology alone is insufficient to motivate employees without adequate training, a supportive work culture, and a fair reward system. Digital transformation must be accompanied by human capacity building, not just system improvements [13].

Overall, this research model has strong explanatory power, with an R^2 of 0.559 for high-performing civil servants, meaning that over 55% of the variation in human resource quality can be explained by motivation and its three supporting factors. This value indicates that the proposed model has high practical and theoretical relevance in explaining the main determinants of high-performing civil servants in the DJA environment. The implication of this finding is the need for a holistic approach to civil servant human resource development, which does not only focus on improving systems or technology but also on strengthening motivational aspects. Policies such as continuous training, reward systems, and employee empowerment through technology must be designed in an integrated manner to create a work environment that supports the realization of excellent, adaptive, and integrity-driven civil servants.

CONCLUSION

Fundamental Finding : Bureaucratic reform, human resource strengthening, and digitization have a positive effect on employee motivation, with human resource strengthening having the greatest impact. Employee motivation strongly influences the realization of high-quality civil service human resources. Employee motivation significantly mediates the relationship between these three factors and high-quality civil service human resources, although the mediating effect of digitalization is relatively smaller. These findings confirm that the development of high-quality civil service human resources is not only determined by technical policies but also by motivational aspects that serve as internal drivers for employees. **Implication :** For DJA leaders, it is important to fully integrate digitalization policies with career development programs and fair reward systems. The main priority should be placed on strengthening human resources through investment in competency-based training and long-term career development, as this approach has proven to be more effective in increasing motivation than relying solely on procedural reforms. Additionally, the digitalization process must be supported by psychological counseling, where digital training should be accompanied by recognition and emotional support to strengthen employees' intrinsic motivation. To strengthen extrinsic motivation, a fair and transparent reward system must also be strengthened, including performance recognition and merit-based promotion mechanisms, thereby creating a dynamic, fair, and sustainable work environment. **Limitation :** This study has several limitations that need to be considered. First, the geographical scope of the study is limited to the Directorate General of Budget (DJA), so the findings may not be fully representative or generalizable to other organizational units with different contexts. Second, the study design is cross-sectional, which only describes conditions at a specific point in time, so it is less able to capture the dynamics of long-term changes in employee motivation and adaptation to digitalization. Third, this study did not include important moderating variables such as leadership style or organizational support, which could potentially influence the relationship between digitalization interventions and employee motivation. **Future Research :** These limitations open opportunities for further research to develop a more comprehensive and longitudinal approach that considers broader contextual and organizational factors. Future studies could explore variations across different ministries or government agencies, examine the long-term effects of digitalization and HR strengthening initiatives, and incorporate moderating variables such as leadership style, organizational culture, or policy support to better understand the complex mechanisms that drive employee motivation in the public sector.

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