



**THE INFLUENCE OF STRATEGIC PLANNING AND DIGITAL
LEADERSHIP ON ORGANIZATIONAL PERFORMANCE IN THE DIGITAL
ERA (CASE STUDY: SUMENEP COMMUNICATIONS AND
INFORMATION SERVICE)**

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Abstract

Digital transformation has become a strategic necessity in improving the quality of governance. This study aims to analyze the influence of Strategic Planning and Digital Leadership on Organizational Performance at the Sumenep Regency Communication and Information Service. The type of research used is quantitative with an associative approach. The population in this study were all 60 employees of the Sumenep Communication and Information Service, who were also used as samples. Primary data were collected through questionnaires and Data analysis tests consist of Validity Test, Reliability Test, Normality Test, Multicollinearity Test, Heteroscedasticity Test and T Test (partial test), F Test (simultaneous test) and Determination Coefficient Test (R^2). The analysis technique in this research uses the Multiple Linear Regression Test. The results of the study indicate that (1) Strategic Planning has a positive and significant effect on Organizational Performance; (2) Digital Leadership has a positive and significant effect on Organizational Performance; and (3) Strategic Planning and Digital Leadership simultaneously have a significant effect on Organizational Performance. The coefficient of determination shows that both independent variables contribute 67.9% to Organizational Performance, while the rest is influenced by other factors outside this study. These findings confirm that the success of local government digital transformation is highly dependent on careful planning and effective digital leadership.

Keywords: Strategic Planning, Digital Leadership, Organizational Performance



INTRODUCTION

Digital technology has transformed public communication patterns and how public services are planned, implemented, and evaluated. The government must utilize technology in every bureaucratic process due to digital transformation, from data management and information dissemination to the provision of fast, transparent, and accountable public services. The strong motivation provided by the government through Presidential Decree No. 95 of 2018 concerning SPBE and Presidential Instruction No. 3 of 2023 demonstrates that digitalization is a strategic obligation to improve government efficiency and effectiveness, and is no longer an option. This demonstrates that digitalization has transformed governance, public services, and bureaucratic procedures (Dewi et al., 2023).

However, digital transformation will not be successful without the support of innovative strategic planning and digital leadership capable of guiding change. Strategic planning is necessary for organizations to have a clear, measurable digital roadmap and the ability to anticipate the dynamics of the technological environment. Furthermore, digital leadership is crucial for building a digital work culture, driving innovation, and enhancing employee competency (Suharyoto et al., 2025).

By increasing the SPBE Index from 2.53 in 2022 to 2.84 in 2023, Sumenep Regency demonstrates its commitment to digital transformation. However, this indicates that digitalization efforts are not yet fully optimal, as achievements are still below the national target of 3.5. In this regard, the Sumenep Communication and Information Service is responsible for managing information systems, maintaining data security, providing digital services, and assisting with coordination between regional agencies within the SPBE ecosystem. This indicates that digital transformation in the government sector is not only oriented towards providing applications, but also towards changes in work systems, governance, and coordination patterns between regional agencies (Rahmadany, 2024).

One of the main obstacles to achieving the Sumenep Regency's SPBE target is suboptimal data integration between regional agencies. This condition causes data to remain scattered, also known as data silos, which hinders service interoperability and the overall utilization of digital systems. To achieve effective e-government, the Sumenep Communications and Information Technology Office must strengthen the SPBE architecture by aligning business processes, integrating applications, and establishing an integrated data center. This implies



that without a strong integration system, local government digitalization efforts will be hampered, resulting in the inability to run digital public services efficiently and in a standardized manner (Hilda et al., 2024).

In addition to data integration issues, Sumenep also faces challenges with strategic digital transformation planning, civil servant digital competency, and digital leadership quality. Strategic digital transformation planning often does not fully reflect the organization's actual needs, resulting in digital roadmaps that fail to keep pace with technological developments. This situation is exacerbated by the competency gap among civil servants, both in ICT proficiency and in professional data management. Sundari et al. (2024) stated in their research that the main obstacles to implementing SPBE at the regional level lie in inadequate human resource capacity and leadership quality that is unable to drive change towards digital governance. Furthermore, other studies have revealed that the success of data-driven governance is greatly influenced by the ability of officials to manage data and build a sustainable digital ecosystem (Setiawan, 2025).

Clear and measurable strategic planning is necessary to drive the digital transformation of government organizations. This planning must guide digital transformation priorities, determine human resource needs, establish data-driven programs, and ensure budget allocation aligns with digital transformation goals. Digitalization often stops at application development without governance changes if not properly planned. This aligns with research conducted by Fatchuroji et al. (2020), which found that business strategy planning has a positive and significant impact on SME performance. This means that a higher level of maturity in strategic planning can significantly improve SME performance. This contrasts with research by Shofa (2022), which found that strategic planning has no significant impact on company performance.

In addition to strategic planning, the success of digital transformation depends heavily on adaptive, visionary digital leadership capable of driving organizational cultural change. Digital leaders are responsible for creating an innovative work environment, facilitating technology-based collaboration, and ensuring that technology is used effectively to complete assigned tasks. Digital leadership is a key factor determining the success of digital transformation, not only dependent on technology adoption but also on organizational cultural readiness and the role of visionary leadership (Setiawan, 2025). This also aligns with research conducted by Samuel & Ramli (2024) that found digital leadership impacts employee performance. However, research conducted by Musthofa et al. (2025) showed that digital leadership had no impact on employee performance.



The urgency of this research lies in the need to improve the effectiveness of digital transformation at the regional level, which still faces challenges in integration, human resource competency, and leadership readiness. The Communication and Information Service (Diskominfo), as the control center for digitalization, requires an empirical evaluation of the extent to which strategic planning and digital leadership impact organizational performance. The research findings are expected to provide a basis for policy improvements and strengthening SPBE governance.

Based on the description above, the purpose of this study is to determine the effect of strategic planning and digital leadership partially on organizational performance in the digital era at the Sumenep Regency Communication and Information Service and to determine the effect of strategic planning and digital leadership simultaneously on organizational performance in the digital era at the Sumenep Regency Communication and Information Service. Of course, it is also necessary to determine the boundaries of the problem so that in the next discussion, it can be more focused and not vague or not expanded. The limitation of the problem is that this study was only conducted on all employees of the Sumenep Regency Communication and Information Service and the data used is a questionnaire distributed via Google Form to employees of the Sumenep Regency Communication and Information Service.

LITERATURE REVIEW

Strategic Planning

According to Supriyanto & Ernawati (2010), strategic planning is a management process for creating and maintaining alignment between organizational goals and existing resources in order to capture ever-evolving market opportunities. Strategic planning also examines how to select target outcomes, organizational goals, and strategic action plans to be disseminated and modified as circumstances change, as well as how established programs are progressing. Strategic planning is a results-oriented process that aims to be achieved over a period of one to five years, taking into account potential, opportunities, and potential constraints. A strategic plan contains a realistic vision, mission, goals, and programs, as well as a plan for the desired and achievable future (Oktaviana et al., 2022).

According to Akdon (2006), the indicators of strategic planning consist of:

1. Determination of vision and mission,
2. Analysis of the external environment,
3. Analysis of the internal environment,
4. Identification of strategic issues.



Digital Leadership

Digital leadership is a concept that has evolved along with technological advances and the increasingly profound digital transformation in various aspects of life and the business world. In this context, digital leadership refers to the ability of leaders to utilize information and communication technologies to manage organizations, direct strategies, and inspire and motivate teams (Iman & Siregar, 2024).

Digital leadership is a leadership approach that emphasizes the use of digital technology in achieving organizational goals, both at the individual and institutional level (Abdullah et al., 2024). Digital leaders are expected to be able to manage virtual teams, empower members to work independently, and use KPI as performance benchmarks (Antika et al., 2024).

Greatnusa (2023) stated that the indicators of Digital Leadership are having a clear vision regarding digitalization, being able to adapt to change, and having sufficient technical capabilities.

Organizational Performance

According to Gasperz (2012), performance is a translation of performance, which is often interpreted as "appearance," "demonstration," or "achievement." This also agrees with what Mangkunegara (2008) said that the term performance comes from the words job performance or actual performance, namely work achievement or achievement that is to be achieved.

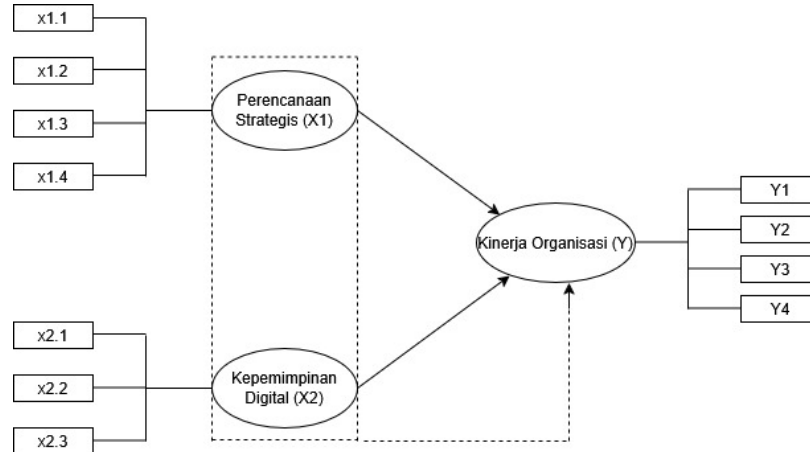
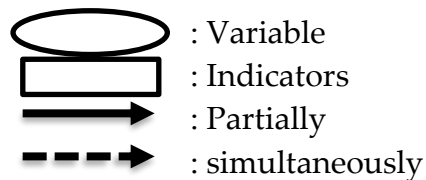
There is a modern measurement of organizational performance, that measurement is not only on the financial side but also from the non-financial side, namely by using a balanced scorecard. According to Kaplan in Gasperz, (2012) a balanced scorecard is a performance measurement tool in recording work plans to be achieved in the future along with their performance achievements by applying a balance between financial and non-financial factors, long-term and short-term strategies, and a balance between internal perspectives (the interests of all parties in the organization) and external.

Furthermore, Gasperz (2012) explains the four perspectives of the balanced scorecard as follows: 1. Financial, 2. Customer, 3. Internal Business Process, 4. Learning and Growth.

Framework of Thinking

The framework of thinking is a conceptual model of how theory relates to various factors that have been identified (Putri, 2022). Based on the results of the theory that has been explained above, the development of a framework of thinking

from the variables of Strategic Planning and Digital Leadership that influence Organizational Performance is as follows:

**Information:****Hypothesis:**

- H1 : Strategic Planning has a positive and significant impact on Organizational Performance.
- H2 : Digital Leadership has a positive and significant impact on Organizational Performance.
- H3 : Strategic Planning and Digital Leadership have a simultaneous influence on Organizational Performance.

RESEARCH METHOD

This research uses quantitative methods, including hypothesis testing. This study includes independent variables (those that influence) and dependent variables (those affected). The data used in this study is primary data in the form of a questionnaire. The population and sample used are all 60 employees of the Sumenep Communication and Information Service.

The data analysis used in this study uses a quantitative descriptive method. Data analysis tests consist of Validity Test, Reliability Test, Normality Test, Multicollinearity Test, Heteroscedasticity Test and T Test (partial test), F Test (simultaneous test) and Determination Coefficient Test (R^2). The analysis technique in this research uses the Multiple Linear Regression Test.



RESULTS AND DISCUSSION

Data Analysis

Validity Test

Tabel 1
Validity Test Result

Variable	Item	r Count	r table	Validity
Strategic Planning (X1)	X1.1	0,602	0,2542	Valid
	X1.2	0,832	0,2542	Valid
	X1.3	0,878	0,2542	Valid
	X1.4	0,866	0,2542	Valid
Digital Leadership (X2)	X2.1	0,672	0,2542	Valid
	X2.2	0,858	0,2542	Valid
	X2.3	0,872	0,2542	Valid
Organizational Performance (Y)	Y1	0,364	0,2542	Valid
	Y2	0,874	0,2542	Valid
	Y3	0,895	0,2542	Valid
	Y4	0,839	0,2542	Valid

Source: Data Processed (2025)

Based on the validity test results table, it can be seen that all statement items/indicators of the Strategic Planning, Digital Leadership and Organizational Performance variables are declared valid because the correlation results between the respondents' answers to each statement item/indicator with the total score, so that the calculated r result is greater than the table r.

Realibility Test

Table 2
Realibility Test Result

Variable	Cronbach's Alpha	Standart Reliability	Information
X1	0,806	0,60	Reliable
X2	0,714	0,60	Reliable
Y	0,750	0,60	Reliable

Source: Data Processed (2025)



Based on the results of the reliability test calculations, all indicators of the Strategic Planning, Digital Leadership and Organizational Performance variables are said to be reliable, because the Cronbach Alpha value is > the standard reliability value, which is 0.60.

Classical Assumption Test

Normality Test

The results of the normality test in this study can be seen in the following table:

Table 3
Normality Test Result

Table with 3 columns: Test Statistic, Unstandardized Residual, and Significance. Rows include N, Normal Parameters (Mean, Std. Deviation), Most Extreme Differences (Absolute, Positive, Negative), Test Statistic, and Asymp. Sig. (2-tailed).

Source: Data Processed (2025)

The data results in the table above show that in the Kolmogorov Smirnov column, the significance value of Asymp.Sig. (2-tailed) is greater than 0.05, which is 0.20. Therefore, it can be concluded that the research data is normal.

Multicollinearity Test

The results of the multicollinearity test in this study can be seen in the following table:

Table 4
Multicollinearity Test Result

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Strategic Planning	.740	1.351
	Digital Leadership	.740	1.351

a. Dependent Variable: Organizational Performance

Variable	Tolerance	VI	Criteria
X1	0,740	1,351	There is no multicollinearity
X2	0,740	1,351	There is no multicollinearity

Source: Data Processed (2025)

The results of the multicollinearity test show that the tolerance value of each independent variable is greater than 0.10 and the Variance Inflation Factor (VIF) value of the independent variable is less than 10. So, based on the results of the tolerance and VIF values of each variable X1 and X2, it can be concluded that there is no multicollinearity between the independent variables in the regression model.

Heteroscedasticity Test

The results of the heteroscedasticity test can be seen in the following image:

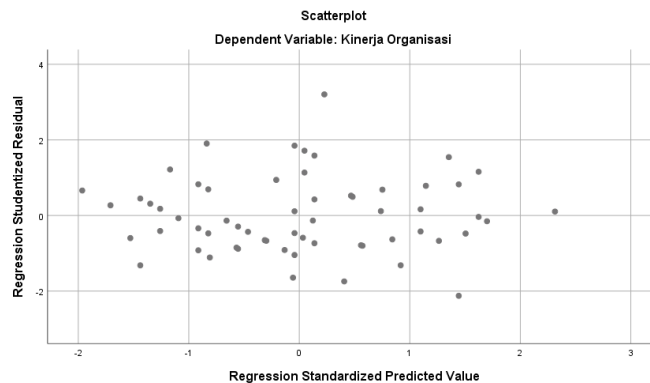


Figure 1
Heteroscedasticity Test Result



Source: Data Processed (2025)

The scatterplot graph shows that the points on the graph do not form a clear pattern; the points are spread above and below the number 0 on the Y-axis. Therefore, the graph cannot be read clearly. This result indicates that heteroscedasticity does not occur.

Multiple Linear Regression

Tabel 5
Multiple Linear Regression Result

Table with 6 columns: Model, Unstandardized Coefficients (B, Std. Error), Standardized Coefficients (Beta), t, Sig. Rows include (Constant), Strategic Planning, and Digital Leadership.

a. Dependent Variable: Organizational Performance

Source: Data Processed (2025)

Based on the table above, the results of the multiple linear regression analysis in the t-test table obtained the coefficient of the independent variable Strategic Planning (X1) = 0.230 and the variable Digital Leadership (X2) = 0.883 and a constant of 1.223 so that the regression equation model obtained in this study is as follows:

Y' = alpha + beta1.X1+ beta2.X2+ e
Y'= 1,223 + 0,230.X1+0,883.X2+e

The multiple linear regression equation model can be interpreted as follows:

- 1. If the constant value is 1.223, it means that when the Strategic Planning and Digital Leadership variables are considered constant or have a value of 0 (zero), the value of Organizational Performance will increase by 1.223.
2. If the Strategic Planning value increases by one unit or one percent, it will result in an increase in the Organizational Performance variable value of 0.230 or 23%. Assuming the other variables are constant or have a value of 0 (zero).



- 3. If the Digital Leadership score increases by one unit or one percent, it will result in an increase in the Organizational Performance variable value of 0.883, or 88.3%. Assuming the other variables are constant or have a value of 0 (zero).

Based on the results of the regression test obtained, it shows that the Digital Leadership factor ($X_2 = 0.883$ or 88.3%) is the most dominant factor influencing the Organizational Performance of the Sumenep Communication and Information Service.

T-Test

The results of the t-test by comparing the t-table with the calculated t-table can be seen in the following table:

Table 6
T-Test Result

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.223	1.064		1.149	.255
	Strategic Planning	.230	.074	.267	3.114	.003
	Digital Leadership	.883	.114	.662	7.716	.000

a. Dependent Variable: Organizational Performance

Source: Data Processed (2025)

From the t-test analysis table, it can be seen that the results of the Strategic Planning variable (X_1) obtained a sig. value of 0.003, smaller than the significance level of 0.05 with a B value of 0.230. This shows that Strategic Planning has a significant positive effect on Organizational Performance. The Digital Leadership variable (X_2) with a sig. level of 0.000 is smaller than the significance level of 0.05 with a B value of 0.883. This shows that the Digital Leadership variable has a significant effect on Organizational Performance.

F Test

The results of the F test by comparing the calculated F with the F table and P value can be seen in the following table:



Tabel 7
F-test Result

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	385.205	2	192.602	63.320	.000 ^b
	Residual	173.379	57	3.042		
	Total	558.583	59			
a. Dependent Variable: Organizational Performance						
b. Predictors: (Constant), Digital Leadership, Strategic Planning						

Source: Data Processed (2025)

The F-test results obtained a significance value of 0.000, which is smaller than the significance value of 0.05. This means that the sig. value is <0.05, so the conclusion is that variable X (Strategic Planning and Digital Leadership) simultaneously has an influence on the Organizational Performance of the Sumenep Communication and Information Service.

Test of the Coefficient of Determination

Table 8
Test of the Coefficient of Determination Result

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.830 ^a	.690	.679	1.74406	2.234
a. Predictors: (Constant), Digital Leadership, Strategic Planning					
b. Dependent Variable: Organizational Performance					

Source: Data Processed (2025)

Based on the analysis results assisted by the SPSS version 25 program, it can be seen that the Adjusted R² is 0.679 or 67.9%. This means that 67.9% of the regression model's ability in this study to explain the independent variables, namely Strategic Planning and Digital Leadership, explains the dependent variable, namely Organizational Performance, while the remainder (100% - 67.9% = 32.1%) is influenced by other variables not taken into account in this research analysis, such as Work Ethics, Organizational Culture, Work Motivation and Organizational Communication.



The Influence of Strategic Planning on the Organizational Performance of the Sumenep Communication and Information Service

From the results of the hypothesis test calculation (t-test), it can be seen that Strategic Planning has a significant value of 0.003 which is smaller than $\alpha = 0.05$ ($0.003 \leq 0.05$) so it can be concluded that Strategic Planning has a positive and significant effect on the Organizational Performance of the Sumenep Communication and Information Service, thus the first hypothesis, namely (It is suspected that Strategic Planning has a positive and significant effect on the Organizational Performance of the Sumenep Communication and Information Service) is declared accepted.

The results of this study are supported or in accordance with the theory in the research of Fatchuroji et al., (2020) which states that business strategy planning has a positive and significant influence on organizational performance, meaning that the higher the level of maturity in preparing business strategy planning, the better it can improve organizational performance.

The Influence of Digital Leadership on the Organizational Performance of the Sumenep Communications and Information Service

From the results of the hypothesis test calculation (t-test), it can be seen that Digital Leadership has a significant value of 0.000 which is smaller than $\alpha = 0.05$ ($0.000 \leq 0.05$) so it can be concluded that Digital Leadership has a positive and significant effect on the Organizational Performance of the Sumenep Communication and Information Service, thus the first hypothesis, namely (It is suspected that Digital Leadership has a positive and significant effect on the Organizational Performance of the Sumenep Communication and Information Service) is declared accepted.

The results of this study support or align with the existing theory in the study (Setiawan, 2025) that the success of digital transformation is highly dependent on adaptive, visionary digital leadership, and the ability to drive organizational cultural change. Digital leaders are responsible for creating an innovative work environment, facilitating technology-based collaboration, and ensuring that technology is used effectively to complete assigned tasks. Digital leadership is a key factor determining the success of digital transformation, not only depending on technology adoption, but also on the readiness of organizational culture and the role of visionary leadership.



The Influence of Strategic Planning and Digital Leadership on the Organizational Performance of the Sumenep Communications and Information Service

There is a significant influence between the influence of Strategic Planning and Digital Leadership simultaneously on the Organizational Performance of Sumenep Communication and Information Service, as evidenced by showing that the independent variable has a significant value of 0.000 where this probability value is ≤ 0.05 , it can be concluded that Strategic Planning and Digital Leadership simultaneously influence the Organizational Performance of Sumenep Communication and Information Service. The results of this study mean that the higher or greater the increase that occurs in terms of Strategic Planning and Digital Leadership simultaneously, will have an effect on improving the Organizational Performance of Sumenep Communication and Information Service.

CONCLUSION

Based on the results of the data analysis and discussion that have been carried out, the following conclusions can be drawn:

Strategic planning has a positive and significant impact on the organizational performance of the Sumenep Communication and Information Service.

The t-test results show a significance value of 0.003 (<0.05), indicating that strategic planning has been proven to contribute to improving organizational performance. This means that the better the vision and mission are defined, the better the environmental analysis, and the better the identification of strategic issues, the higher the organizational performance.

Digital leadership has a positive and significant impact on organizational performance at the Sumenep Communications and Information Service.

A significance value of 0.000 (<0.05) indicates that digital leadership is a strong factor influencing performance. Adaptive, visionary leaders who effectively utilize technology can enhance a digital work culture and organizational collaboration.

Strategic Planning and Digital Leadership simultaneously influence the organizational performance of the Sumenep Communications and Information Service.

The F-test results show a significance value of 0.000 (<0.05), indicating that both independent variables together significantly contribute to improving



organizational performance. This confirms that digital transformation requires not only thorough strategic planning but also strong digital leadership.

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