

Transformational Leadership and Adaptive Human Resource Capability for Digital-Era Employee Job Satisfaction

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ABSTRACT

The research motivation is the impact of digitalization on the working process in the public sector; thus, the workforce should demonstrate its responsibility and collaboration, accuracy, and flexibility in working processes. Research objectives aim to analyze the relationship between transformational leadership and adaptive competence of HR in community and village empowerment office of Cianjur regency based on the object of research, which is employees' job satisfaction in terms of digitalization process within community and village empowerment office of Cianjur regency. To carry out the research, the researcher decided to use quantitative approach; meanwhile, the type of research is explanatory survey. Simple random sampling is applied when selecting samples from the target population; it included 30 respondents from the Community and Village Empowerment Office of Cianjur District. The research methodology includes validity tests, reliability test, classical assumption test, multiple regression analysis, coefficient of determination, t-tests and f-tests. The method of collecting the data is a questionnaire with 5-point Likert Scale. There is a positive correlation between Transformational Leadership and job satisfaction of the employees. ($t\text{-value}=0$). From the analysis above, the output reveals that the $t\text{-value}$ is 4.501 while the significance level is <0.001 , implying that there is a significant and positive influence of the transformational leadership towards job satisfaction of employees. Again, the adaptive human resource capacity has a very significant effect on the dependent variable with the $t\text{-value}$ of 3.156 and significance level of 0.004. The two independent variables are positively affecting with the F value of 34.932 and F value of <0.001 respectively. Additionally, the coefficient of determination ($R\text{-squared}$) obtained is 0.721, implying that 72.1 percent of the total variance in job satisfaction of employees can be predicted by the model developed from this study. What makes the current research distinct from other similar studies is that the researcher managed to position the concept of adaptive human resource capacity as a strategic variable in order to explain job satisfaction among the employees in the public sector. The outcomes reveal the areas where improvements are necessary such as transformational leadership, digital learning, cross functional collaboration and change readiness. Future researchers need to adopt bigger sample size in addition to incorporating more organizations in the public sector and considering mediating and moderating variables.

Keywords: Human Resource Adaptability; Digital Transformation; Employee Job Satisfaction; Public Sector; Transformational Leadership

INTRODUCTION

Public sector governance is definitely going digital especially when discussing issues such as human resource management, coordination of work, administrative processes, and public service provision. Public sector employees are not only office bound but they are required to be responsive, cooperate, ensure accuracy in their work, be flexible, and use technology to accomplish their tasks. Job satisfaction is the key issue here due to its connection with comfort at work, motivation, commitment and quality of public service delivery. According to Luthans (2022), job satisfaction includes the job, pay, opportunities for advancement, other factors, and supervision. Job satisfaction can therefore be defined as satisfaction with the type of work performed by individuals (viewed from the employees' perspective) and also the measure of organizational capability to offer support to the people (viewed from the organizational perspective).

Cianjur District Community and Rural Empowerment Agency (DCA) can be considered among those institutions which make up an integral part of the process of community empowerment, rural development management, and rural development program management. With the increase in demand for digitized public services, it will be necessary to work differently, using technologies and data, and cooperating with colleagues from various fields. As can be seen from the first survey, there remain problems associated with the willingness of staff to work differently, taking into account digitalization, consistent cooperation, and adequate leadership in meeting new requirements. The reason lies in the fact that a dissatisfied staff member will inevitably affect not only his/her subordinates but also the quality of service.

At any point when there is change in any organization, there are certain things that need to be taken into account to make sure that the employees in the organization remain happy and satisfied with their jobs and one of those is transformational leadership. According to Bass (2021), there were four main components of transformational leadership which were individualized consideration, intellectual stimulation, inspirational motivation, and idealized influence. In other words, a transformational leader acts as a role model, a strategist, an innovator and as an advocate for their employees in a changing world. Moreover, the flexibility of Human Resources needs to be increased from the digital age perspective. Apart from this, there is also a need to increase the flexibility of Human Resources from the digital perspective.

This is one of the topics which have already been discussed in previous studies. Alharafsheh et al. (2023) contend that through providing the employee within the public sector with directions and instructions, transformational leadership can play a vital role in reducing the confusion and job insecurity. Kochei (2024) stated that transformational leadership facilitates flexibility, innovations, and creativity and readies the employees for digital transformation.

According to the findings of Shibeika et al. (2025), Digital Human Resource Management (HRM) positively influences the degree of Employee Satisfaction, which depends on involving employees, supporting the work system, and effective processes within the organization. Although some researchers have used one or a combination of the above-mentioned elements, namely Transformation Leadership (TL): DHRM, Job Satisfaction, as a topic for the study before, the element of Human Resource Adaptability in local public organizations was neglected.

What sets this study apart from other studies is that the new model has been developed to understand the phenomenon of job satisfaction among public sector employees in an age of Digital transformation in light of transformational leadership and the concept of HR Adaptability. What is meant is that in the current study, employee job satisfaction does not depend only on actions taken by the employee's leader; on the contrary, it also depends on actions taken by the employees themselves in terms of recognizing the need for change, learning how to cope with it, working together towards it, and responding to it.

Table 1. Summary of the Preliminary Survey on Research Problems

Variable	Main Problem Indicators	Dominant Finding
Transformational Leadership (X1)	Idealised Influence/Charisma; Inspirational Motivation	No: 54%
	Intellectual Stimulation; Individualised Consideration	No: 60%
Adaptive Human Resource Capability (X2)	Digital Sensing Capability; Adaptive Learning and Reskilling	No: 50%
	Collaborative Reconfiguration; Psychological and Change Readiness	No: 55%
Employee Job Satisfaction (Y)	The Work Itself; Pay	No: 60%
	Promotion; Co-workers; Supervision	No: 55%

Source: Processed by the researcher, 2026

As can be seen in Table 1, the preliminary study shows that there still exists low employee job satisfaction, which results from poor transformational leadership practices and poor Adaptive Human Resource Capability. This will be the starting point of the study because there is some empirical evidence for further quantitative analysis.

LITERATURE REVIEW

Transformational Leadership (X1)

The transformational leadership style is a leadership approach, which emphasizes certain qualities of the leader, such as his/her ability to act as a role model, to motivate and inspire employees, to stimulate intellectually and give personalized attention. As suggested by Bass (2021), Alharafsheh et al. (2023) and Kochei & Awuor (2024), there are four dimensions of transformational leadership style, including charismatic leadership, inspirational motivation, intellectual stimulation, and individual consideration.

Adaptive Human Resource Capability (X2)

Human Resource Adaptability refers to the capability of both individual people and organizations to transform their working environment. "Detection" or "detection to detect," "capture" or "capture to capture," and "reconfiguration" or "reconfiguration to reconfigure" are seen as important elements in digital transformation, as pointed out by Ellström et al. (2022). However, according to Minbaeva (2021), it is essential for HR capabilities to have certain digital characteristics, learn through lifelong education, be flexible, and be able to react to modern technology. According to Dwiwarman (2026), Human Resource Adaptive Capability may be defined as the ability of individual people and groups of human resources to constantly detect, understand, recycle, and reconfigure themselves to fit into changes in the digital environment and organization. The notion of Human Resource Adaptive Capability discussed in this paper will be analyzed using the following measures: capability of digital detection, adaptive learning and skills recycling, collaborative reconfiguration, and psychological readiness.

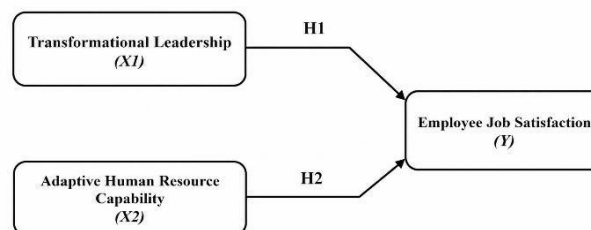
Employee Job Satisfaction (Y)

Attitude of employee towards his job is positive attitude of the employee, which could be described in terms of feeling, evaluation, comfort, recognition, and socialization with other individuals (co-workers and supervisors). The variables that would be considered for this research are five job satisfaction variables such as work, payment, promotion, co-workers, and supervisor (Luthans, 2022; Afandi, 2023).

Conceptual Framework

It is anticipated that the Transformational Leadership would impact on the job satisfaction among the employees because employees exposed to such inspirational, motivational and intellectually challenging leadership can bring about positive impacts on their psychological well-being as well as engagement in their jobs. Moreover, another independent variable that is thought to impact job satisfaction among the employees is HR Adaptability, and it refers to the capacity of the employees to be a part of the digital revolution, to have an endless learning process, cooperate effectively, and be flexible and confident in their jobs. The conceptual framework based on the theory presented in this study is as follows:

The conceptual framework of this study is presented in Figure 1:



Note: Effect of Structure

Figure 1. Conceptual Framework Showing the Impact of Transformational Leadership and Adaptive Human Resource Capability on Employee Job Satisfaction. Source: Derived by the researcher, 2026.

Hypotheses

X1 = Transformational Leadership

X2 = Adaptive Human

Resource Capability Y =

Employee Job Satisfaction

H1: Transformational leadership has a positive and significant effect on employee job satisfaction in the digital era.

H2: Adaptive Human Resource Capability has a positive and significant effect on employee job satisfaction in the digital era.

H3: Transformational Leadership and HR adaptability have positive and significant effects on employees' job satisfaction in the digital age.

RESEARCH METHOD

Quantitative approach and explanatory research method were applied in this study. It is meant to analyze the influence of transformational leadership and adaptive human resource capability towards employee job satisfaction in the digital age. Quantitative approach was used since in the analysis process of this research, there will be statistical analysis among the variable relationships (Sugiyono, 2022). The population in this study was all community and village empowerment officers in Cianjur Regency, while the sample was 30 individuals who were randomly chosen through simple random sampling. Every individual in the population had the same opportunity to be chosen as the respondent of this research method.

The tool used to collect primary data was a five point Likert scale questionnaire, and its range varied from strongly disagree to strongly agree. The research tools were based on the indicators associated with every variable of the study. The transformational leadership was measured through idealized influence/charisma, inspirational motivation, intellectual stimulation, and individualized consideration (Bass, 2021). Adaptive human resource capability is measured through four main components that include digital sensing capability, adaptive learning and reskilling, collaborative reconfiguration, and psychological and change readiness (Dwiwarman, 2026). On the other hand, employee job satisfaction was measured using four main factors which include nature of the work, compensation, promotion and co-workers, and supervision (Luthans, 2022).

Analysis on data was carried out using SPSS version 30 which consists of validity test, reliability test, classical assumption test, and multiple linear regression. All the items underwent validation through the validity test to examine the accuracy in measuring the desired construct, after which the reliability test took place using Cronbach's Alpha. The classical assumption test was conducted in order to validate whether the regression model applied was correct and appropriate for the study. The classic assumption test entailed the normality test, the autocorrelation test, the multicollinearity test, and the heteroscedasticity test. Furthermore, the partial effects were tested using t-test, the overall effects using the F-test, and the coefficient of determination was used to show the extent of the model in explaining job satisfaction among employees. The regression equation adopted in this study is:

$$Y = a + b_1X_1 + b_2X_2 + e$$

Description: Y = Job Satisfaction of Employees; X1 = Transformational Leadership; X2 = Adaptive Human Resources Capability; a = Constant; b1 & b2 = Regression Coefficients; e = Error Term.

Table 2. Operationalisation of Research Variables

Variable	Indicator	Number of Items	Scale
Transformational Leadership (X1)	Idealised influence/charisma; inspirational motivation; intellectual stimulation; individualised consideration	8	Likert 1-5
Adaptive Human Resource Capability (X2)	Digital sensing capability; adaptive learning and reskilling; collaborative reconfiguration; psychological and change readiness	12	Likert 1-5
Employee Satisfaction (Y)	Job The work itself; pay; promotion; co-workers; supervision	10	Likert 1-5
	Total	30	

Source: Primary data, processed by the researcher, 2026.

RESULTS AND DISCUSSION

Validity and Reliability Tests

As shown in the validity test results, all of the *r* values of the statement items for Transformational Leadership (X1), Adaptive Human Resource Capability (X2), and Employee Job Satisfaction (Y) have exceeded the critical *r* values, which means that all statement items have validities. The test results are displayed below in Table 3:

Table 3. Summary of the Validity Test Results of the Research Instrument

No	Variable	Number of Items	Range of Calculated <i>r</i> -values	Critical <i>r</i> -value	Description
1	Transformational Leadership (X1)	8	0,433–0,697	0,361	All items are valid
2	Adaptive Human Resource Capability (X2)	12	0,445–0,688	0,361	All items are valid
3	Employee Job Satisfaction (Y)	10	0,378–0,647	0,361	All items are valid
	Total	30			

Data Sources: Data collected by the researcher through primary research methods, 2026.

From Table 3, it can be seen that the value of *r* from all the items for Transformational Leadership (X1), Adaptive Human Resource Capability (X2), and Employee Job Satisfaction (Y) exceeds the critical value of *r* (0.361). This suggests that all the constructs employed are valid in the study.

The next step after validity assessment involved using the Cronbach's Alpha Coefficient to determine the reliability of the measuring instrument. According to Table 4 below, all the constructs have Cronbach's alpha coefficients exceeding 0.60.

Table 4. Reliability Test Results

Variable	Cronbach's Alpha	Number of Items	Description
Transformational Leadership (X1)	0,613	8	Reliabel
Adaptive Human Resource Capability (X2)	0,702	12	Reliabel
Employee Job Satisfaction (Y)	0,600	10	Reliabel

Sources: Primary data analyzed by the researcher, 2026.

Coefficients of reliability for transformational leadership (X1), human resource adaptability (X2), and employee job satisfaction (Y) are presented in Table 4 and greater than 0,60. Thus, reliability and validity of the instrument for future data processing are ensured.

Classical Assumption Testing

The classical assumptions test was conducted in order to establish whether the use of the model is appropriate. The classical assumptions include tests of normality, autocorrelation, multicollinearity, and heteroscedasticity. The results of the classical assumptions are as follows:

1. Normality Test

In this research, the one Sample Kolmogorov-Smirnov test was used to perform normality test. The results of this test are presented in Table 5 in SPSS 30.

Table 5. Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		30
Normal	Mean	0,0000000

One-Sample Kolmogorov-Smirnov Test			
			Unstandardized Residual
Parameters ^{a,b}	Std. Deviation		1,68331607
Most Extreme Difference s	Absolute		0,089
	Positive		0,81
	Negative		-0,089
Test Statistic			0,089
Asymp, Sig. (2-tailed)^c			,200
Monte Carlo Sig. (2-tailed) ^e	Sig.		0,200
	99% Confidence	Lower Bound	0,179
	Interval	Upper Bound	0,200
a. Test distribution is Normal.			
b. Calculated from data.			
c. Lilliefors Significance Correction.			
d. This is a lower bound of the true significance.			
e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.			

Sources: Primary data analyzed by the researcher, 2026.

The asymptotic significance (two-tailed) was .200, which was not below .05 (see Table 5). This basically means that the regression residuals are normally distributed and the normality assumption is met.

2. Autocorrelation Test

The autocorrelation test was conducted using the Durbin–Watson method in SPSS 30. The results are presented in Table 6:

Table 6. Autocorrelation Test

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0,849 ^a	0,721	0,701	1,745	2,008
a. Predictors: (Constant), Adaptive Human Resource Capability, Transformational Leadership.					
b. Dependent Variable: Employee Job Satisfaction.					

Sources: Primary data analyzed by the researcher, 2026.

Using Table 6, it can be seen that the value of Durbin-Watson statistic is 2.008. Since the sample size is 30 and the number of independent variables is two, the value of the Durbin-Watson statistic lies in the region where $dU < DW < 4-dU$. Hence, the regression analysis shows that there is no autocorrelation.

3. Multicollinearity Test

The multicollinearity test was conducted using SPSS 30. The results are presented in Table 7.

Table 7. Multicollinearity Test

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	5,168	4,115		1,256	,220		
	Transformational Leadership	,638	,142	,560	4,501	<0,001	,667	1,499
	Adaptive Human Resource Capability	,363	,115	,393	3,156	,004	,667	1,499

a. Dependent Variable: Employee Job Satisfaction.

Source: Primary data, processed by the researcher, 2026.

Table 7 shows that the value of tolerance between Transformational Leadership (X1) and Adaptive Human Resource Capability (X2) is 0.667, which is higher than 0.10, whereas the value of VIF is 1.499, which is less than 10.00. This indicates that there is no problem of multicollinearity, and hence this regression can be used further for analysis.

4. Heteroscedasticity Test

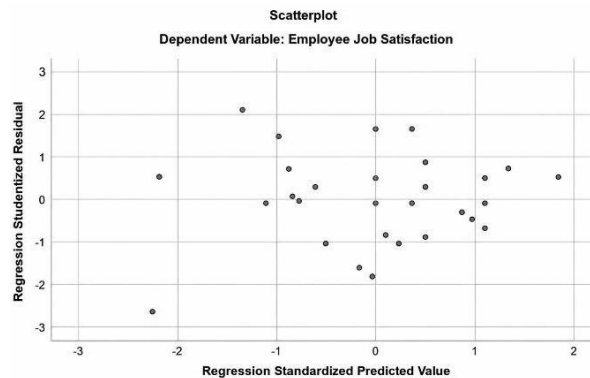


Figure 2. Heteroscedasticity Test

Source: Primary data, processed by the researcher, 2026.

As shown in Figure 2, the residual values appear to be randomly scattered about the Y-axis line zero, and there is no visible pattern. From the above finding, it can be seen that the regression model is free from heteroscedasticity and thus fulfills one of the major requirements of multiple regression analysis.

Multiple Regression Test

The relationship between the independent variables (X) and the dependent variable (Y) was analysed using multiple regression analysis. The results of the test conducted using SPSS 30 are presented in Table 8:

Table 8. Multiple Regression Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	5,168	4,115		1,256	,220

Coefficients ^a						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	Transformational Leadership	0,638	0,142	0,560	4,501	<0,001
	Adaptive Human Resource Capability	0,363	0,115	0,393	3,156	0,004

a. Dependent Variable: Employee Job Satisfaction

Source: Primary data, processed by the researcher, 2026

Based on the results presented in Table 8, the multiple linear regression equation is formulated as follows:

$$Y = 5,168 + 0,638X_1 + 0,363X_2 + e$$

The regression analysis indicates that the constant term of 5.168 is the base value of Employee Job Satisfaction when Transformational Leadership and Human Resource Adaptability are kept constant. The regression coefficient for Transformational Leadership is 0.638, implying that a unit change in the said independent variable leads to an increment of 0.638 in Employee Job Satisfaction. On the other hand, the regression coefficient for Human Resource Adaptability in the Human Resource Adaptability factor is 0.363, which means if there is any change in one then the other will rise by 0.363. It can therefore be concluded that the two predictors (Human Resource Adaptability and Transformational Leadership positively affect EEJS). Correlation Coefficient Test

The correlation coefficient was computed in order to analyze the strength of both partial and simultaneous relationships of the predictor and the criterion variables. This was done through SPSS version 30, and the results are illustrated in Table 9:

Table 9. Correlation Coefficient Test Results of Transformational Leadership (X1) and Adaptive Human Resource Capability (X2) on Employee Job Satisfaction (Y)

Correlations				
Variable		Transformational Leadership	Adaptive Human Resource Capability	Employee Job Satisfaction
Transformational Leadership	Pearson Correlation	1	0,577**	0,786**
	Sig. (2-tailed)		<0,001	<0,001
	N	30	30	30
Adaptive Human Resource Capability	Pearson Correlation	0,577**	1	0,716**
	Sig. (2-tailed)	<0,001		<0,001
	N	30	30	30
Employee Job Satisfaction	Pearson Correlation	0,786**	0,716**	1
	Sig. (2-tailed)	<0,001	<0,001	
	N	30	30	30

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Primary data, processed by the researcher, 2026

According to the findings from the correlation test analysis, the significance value for Transformational Leadership was determined to be less than 0.001, which is below the threshold level of 0.05. This implies that there exists a significant association between Transformational

Leadership and Employee Job Satisfaction. Additionally, there is also a significant association between Adaptive Human Resource Capability and Employee Job Satisfaction, given that the significance value is less than 0.001.

Coefficient of Determination Test

Test for coefficient of determination was carried out using SPSS 30, aimed at measuring the amount of variation of the dependent variable explained by the independent variables. This is illustrated in Table 10 below.

Table 10. Coefficient of Determination Test Results

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,849 ^a	0,721	0,701	1,745
a. Predictors: (Constant), Adaptive Human Resource Capability, Transformational Leadership.				
b. Dependent Variable: Employee Job Satisfaction.				

Source: Primary data, processed by the researcher, 2026

From table 10 above, we get: R = 0.849, R Square = 0.721. Therefore, from this, it can be concluded that Transformational leadership and Adaptive human resource capability together contribute 72.1% to Employee job satisfaction, whereas the remaining 27.9% is contributed by other variables apart from those discussed in this research.

Testing of Hypotheses

Partial t-test

To measure the effect of each independent variable individually on Employee Job Satisfaction, the partial t-test was performed. Results obtained from SPSS 30 for partial t test are shown in Table 11:

Table 11. Partial t-Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
		1	(Constant)	5,168		
	Transformational Leadership	0,638	0,142	0,560	4,501	<0,001
	Adaptive Human Resource Capability	0,363	0,115	0,393	3,156	0,004
a. Dependent Variable: Employee Job Satisfaction						

Source: Primary data, processed by the researcher, 2026.

From Table 11, Transformational Leadership is positively and significantly influencing Employee Job Satisfaction as shown by a t-value of 4.501 and a significance value of <0.001. Since the significance value is less than 0.05 while the t-value is greater than the critical t-value (which is 2.051), H1 is supported. The Adaptive Human Resource Capability is also positively and significantly influencing Employee Job Satisfaction since the t-value is 3.156 while the significance value is 0.004. Since the significance value is less than 0.05 while the t-value is greater than the critical t-value (which is 2.051), H2 is supported.

Simultaneous F-Test

Conducting the simultaneous F-test was done in order to determine if there is an effect of Transformational Leadership and Adaptive Human Resource Capability on Employee Job Satisfaction. This F-test result through SPSS 30 is shown below:

Table 12. Simultaneous F-Test Results

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	212,627	2	106,313	34,932	<0,001 ^b
	Residual	82,173	27	3,043		
	Total	294,800	29			
a. Dependent Variable: Employee Job Satisfaction.						
b. Predictors: (Constant), Adaptive Human Resource Capability, Transformational Leadership.						

Data Source: Primary data, analyzed by researcher, 2026

From Table 12, the F value is 34.932 with a significance value of <0.001. From these findings, the F value is greater than the critical value of 3.35, hence, it can be concluded that the model is statistically significant since the significance value is below 0.05. Hence, this implies that Transformational Leadership and Adaptive Human Resource Capability jointly affect Employee Job Satisfaction positively and significantly.

DISCUSSION

The results of the analysis indicated that Transformational Leadership positively affects the Empathy of Employee Job Satisfaction at low level of significance <0.001 and value of t-test 4.501. It was observed that there is a relationship between psychological wellbeing and job satisfaction with the help of role model nature, inspiring nature, motivating nature and intellectual stimulation of the leader towards his subordinates. Transformational leadership in public sector does not remain limited to the governance process rather it is a process to create trust, will and commitment for digital transformation of public sector organization. This observation is supported by studies of Alharafsheh et al. (2023) on job satisfaction with public sector organizations and transformational leadership; and Kochei and Awuor (2024) on the importance of transformational leadership in public sector digital transformation.

Furthermore, there is a strong and statistically significant positive correlation between the Human Resource Adaptability and Employee Job Satisfaction with t value of 3.156 and significant level of 0.004. This means that those who possess particular capabilities such as digital perception, lifelong learning and training, collaborative reconfiguration, readiness for digitalization and willingness for change will find themselves better prepared for the needs and challenges posed by digitalization. Changes, readiness to listen; capability to update skills; capacity to perform within the digital work environment; positive approach towards changes will improve confidence and job satisfaction of the employees. It supports the findings of Ellström et al., (2022) and Shibeika et al., (2025) that perceptions, adaptation and reconfiguration are among the key determinants of the successful digitalization of the process as well as use of digital HRM positively impacts the job satisfaction of employees.

However, from the interpretation of the results of multiple regression analysis, it was found out that the effect of an F-value of 34.932 and significance value <0.001 positively impacts the job satisfaction of the employees. The adaptive human resources having an F value of 31.0 and significance value < 0.001 positively impacted the job satisfaction of the employees. It shows that the multiple regression of the independent variables discussed explained 72.1% of the variance of job satisfaction of the employee. Thus, attention should be given not on job satisfaction but rather the leadership and adaptability of the resource of public servants.

However, there are several drawbacks of this research. First, one cannot generalize this study to form a conclusion about the whole topic because of the low sample size, namely only thirty participants (PS people from the local organization). Second, the interviewing technique employed to gather information can be considered another drawback because all the staff members in an organization were interviewed individually in connection with their views regarding the discussed issue. Finally, further research of this kind on a more extensive level could be suggested so that to be able to compare various public sector companies in terms of mediating or moderating factors, like digital culture, employee engagement, and

other similar variables.

CONCLUSION

These findings found in this study are congruent with past studies which have shown positive relationship among Transformational Leadership, Human Resource Adaptability and Job Satisfaction in Digital Age. Transformational Leadership may include inspiring, empowerment, stimulating intellectually and personalization of work whereas Human Resource Adaptability may involve awareness of changes in the digital world and its implications, skill development, modernization of work processes and readiness to change the organization. Thus, in order to improve the job satisfaction of workers in the public sector it is essential to undergo transformational leadership to promote Human Resource Adaptability for digital work. It is necessary to improve quality of inspirational leadership in City of Cianjur's Community and Rural Empowerment Office, digital education programs and willingness of the employees of Cianjur City to change. It is recommended in future researches that number of participants be increased and further more variables be taken into consideration other than the three studied here, such as digital organizational culture, digital capacity, employee motivation, and engagement etc.

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