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## The Influence Of Transformational Leadership, Employee Digital Competency, And Percieved Organizational Support On Employee Performance With Job Satisfaction As A Mediation Variable

Bun Yamin<sup>1</sup>, Mursidah Nurfadilah<sup>2</sup>

Univesitas Muhammadiyah, Kalimantan Timur

email: [by711@umkt.ac.id](mailto:by711@umkt.ac.id)<sup>1</sup>, [mn74@umkt.ac.id](mailto:mn74@umkt.ac.id)<sup>2</sup>

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### ABSTRACT

Optimal employee performance can increase productivity and reduce the level of errors at work. So it is necessary to know what factors can influence employee performance which are mediated by employee job satisfaction in order to improve employee performance. In this research, the factors examined are Transformational Leadership, Employee Digital Competence, and Perceived

Organizational Support. The research method used in this study is a quantitative approach, with a sample of 100 respondents. Data analysis was carried out using the Partial Least Square (PLS) method using SmartPLS version 3 software. The findings of this study are that Transformational Leadership has a significant effect on Employee Performance. Digital Competence does not have a significant

influence, while Perceived Organizational Support contributes positively to Employee Performance. Job satisfaction was identified as a significant mediator between these variables, except for the influence of Digital Competence and Perceived Organizational Support on Employee Performance

## 1. Introduction

Competition increasing business fierce sticking out as consequence from development technology and globalization are mandatory all company compete create competitive advantage . That matter done company in frame ensure continuity life company (sustainable) and development company For period long . It will be very difficult For still survive in competition business if company No capable adapt with fast .

Source Power quality human resources is one of condition absolute in reach objective development national . Importance existence source Power reliable human in A organization or companies in the era of globalization This demand exists employee with productivity tall . Therefore That company need proactive employees , who have initiative tall and have not quite enough answer full to development company and career . Temporary that , source Power man in something agency said as factor main in determine Where to direction and purpose from company . In carrying out job , employee produce something called with performance . Performance ie results work that can be done achieved by someone or group of insiders something company , accordingly with authority and responsibility answer each one, in frame effort reach objective company concerned legally , no violate legal and appropriate with norms and ethics (Muis et al., 2018) .

By direct , performance optimal employees can increase productivity , performance and reduce level error in Work . Additionally , performance good employees also deliver impact positive for the company in a way whole . Employees who feel valued tend own level satisfaction high work , which in the end can reduce turnover and increase retention talent . Phenomenon This create environment positive , constructive work culture strong company , and helpful company For become more adaptive to change . However , on the contrary , performance lowly employees or not optimal result impact which is detrimental for company . Employee performance own role central in determine success and power competitive something company in the middle current global dynamics This . Globally , problems related performance employee has become focus main for various type organization , start from company private , institutional government , up to company non-profit . Current , level high competition , change fast in technology , and market dynamics that are not Certain demand company For own performance optimal employee use answer challenges the (Song et al., 2018) .

At the global level , problems general like uncertainty economics , global competition , and revolution Industry 4.0 creates pressure addition to performance employee . Companies must adapt with fast to change environment and guarantee that employee own required competencies For face demands new . Apart from that , policy Work distance distance and change in dynamics team work also creates challenge new related management performance employee . However , aside These global problems , there are also problems specifically that can be hinder performance level employees company . Like , lack of support leadership transformational can hinder innovation and motivation employee (Maulana & Oetarjo, 2022) . Insufficient digital capabilities can become constraint in face change technology (Marguna & Sangiasseri, 2020) . Apart from that , perception low to support company ( Perceived Organizational support) can influence well-being psychological employees and in turn influence performance employee (Le & Lei, 2019) .

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Leadership transformational is one of style leadership in the era of globalization . According to (Fahri Rokhman et al., 2022) leadership transformational ie type a leader who inspires his followers For put aside interest personal them and have ability influence the outside normal . Leadership transformational direct team with give clear view , improve motivation employees , and stimulate development personal and professional as well as inspiring member his For No only trust himself Alone in a way personal , but also trusting potency they Alone For imagine and create the future more companies Good . Related problems with leadership transformational is Still found lacking leaders Want to listen with full attention inputs subordinates and so on special not enough notice needs subordinates . Besides , leader Transformational also cares about the problems faced employee as well as always give motivation to get it increase performance so that will created satisfaction Work for its employees . Employee digital competency covers skills , knowledge , and abilities employee in adopt and utilize digital technology in context work they . In the era of digital transformation , success organization depending on the extent of the employee can control tools and technology latest . Therefore that is , employee digital competency become factor key that can speed up adaptation company to change technology and improve productivity as well as efficiency in implementation tasks daily .

Satardien et al., (2019) state that Perceived organizational support (POS) becomes method for company in donate connection positive with employee , because employee tend Work more Good as reply on support positive from company . POS level can be influence loyalty and attachment employee to company . With exists trust that company appreciate and support them , employees can feel more engaged , committed , and motivated For increase its performance . If employee feel treated with fair , they are will respond with performance with good and attitude positive to his job . With So , POS can explained as business best employee in operate task and achieve objective company as response positive on confidence they that they appreciated , cared for prosperity , and gain support important from company .

Study previous from (Putra & Dewi, 2019) and (Orabi, 2016) show that Transformational Leadership has impact positive on motivation employees and performance company in a way whole . Study This give strong foundation For identify that Transformational Leadership as factor key influences performance employee . On the other hand , research from (Huu, 2023) highlighting importance employee digital competence in context of the current digital era This . That state that employee with level high digital competence tend more productive and able adapt more Good to change technology . Furthermore , research by (Rahmayani & Wikaningrum, 2022) and (Zumrah & Boyle, 2015) emphasize role important Perceived Organizational Support (POS) in motivating employees and improve its performance . Research result his state that employees who feel supported by the organization own level satisfaction more work tall and inclined give more performance Good .

Beside explained variables above , Satisfaction Work employee be one important thing in something company , with so employee will try give the best for interest company . Satisfaction Work employee is aspect crucial in company , motivating employee For perform optimally for success company . Influencing factors satisfaction work , like style leadership , and digital competencies strengthened by research (Fikri et al., 2021) who identified leadership transformational and digital competencies can influence satisfaction Work . Digital competency also plays a role role important , proven by (Şükranlı, 2020) in Turkey and (Pfrombeck et al., 2022) in Switzerland who found connection positive and negative between digitalization company with satisfaction work , highlighting global differences in impact digital competence towards satisfaction Work .

Based on explanation problems and studies previous ones that have been described above , so , researchers interested For do study with title “ Influence Transformational Leadership, Employee Digital Competence , and Perceived Organizational Support for Employee Performance with Satisfaction Work as variable mediation ”.

## 2. Literature review

### Employee Performance

Jamaludin, (2017) states that employee performance is a work result achieved by a person in carrying out the tasks assigned to him which is based on skill, experience, seriousness and time. According to Yalitoba, (2019) , the dimensions and indicators of employee performance include the following:

Table 1. Dimensions and indicators of employee performance

No	Dimensions	Indicator
1.	Quality Work	Neatness in Work Ability in Work Accuracy in Work
2.	Quantity Work	Speed in Work Satisfaction in Work
3.	Responsibility	Work result Suggestions and Infrastructure
4.	On- site presence Work	Absence
5.	Cooperation	Compactness in Work Collaboration

## Leadership Transformational

According to (Fikri & Prastyani, 2021) leadership transformational is a leader who inspires his followers For put aside interest personal they are for good orgasation and them capable own outside influence normal to yourself his followers . Dimensions and indicators from leadership transformational according to (Nata Wasistha & Rahyuda, 2018) :

Table 2. Dimensions and indicators Leadership Transformational

No	Dimensions	Indicator
1.	Idealized Influence	Make I like when I is at around he
2.	Inspirational Motivation	Can give description to us regarding what can we do
3.	Intellectual	Use method new when we found
	Consideration	out confusing problem
4.	Individual Consideration	Give personal attention to our visible neglected

## Employee Digital Competence

Digital competency has used For various goals , esp in context employment , education and training , as well learning throughout life . According to the International Telecommunication Union (ITU) or Perifanou and Economides, digital competence is defined as ability or Skills For utilise benefit technology information and communication (ICT) in life daily . Spend it time quality For self themselves and others, now and in an increasingly digital future . In other words, IT defines digital competence as ability For increase results positive from use of ICT and reduce results associated negatives with digital participation . According to (Hidayat et al., 2023) there is a number of dimensions and indicators about digital competencies , including :

Table 3. Dimensions and indicators Employee Digital Competence

No	Dimensions	Indicator
1.	Knowledge ( Knowledge )	Knowledge theoretical Mastery material Understand relevant principles and concepts
2.	Skills ( Skills )	Ability or expert in apply knowledge in situation Work daily . Ability use tools and technology advanced capabilities For Keep going learn and improve Skills
3.	Attitude ( Attitude )	Attitude Positive to Work Seriousness and discipline in operate task . Ability adapt with change in environment Work

## Perceived Organizational Support

Perceived organizational support (POS) is confidence employee about to what extent organization value contribution them and care to well-being himself . This matter show that commitment from organization to his employees can be very useful . Support perceived organization or perceived organizational support is level Where employee Certain organization value contribution them and care with well-being they . POS can also be viewed as commitment organization on employees . If party organization in a way general value dedication and loyalty employee as form commitment employee to organization , then the employees in a way the general public also pays attention How commitment for employees , like exists feeling accepted and acknowledged , obtain salary and promotion , get various access information , as well a number of form any other necessary assistance that is available organization to they (Agustian &

Fitria, 2020) . According to (Ridwan et al., 2020) , perceived organizational support exists a number of dimensions and indicators following :

Table 4. Dimensions and indicators Perceived Organizational Support

No	Dimensions	Indicator
1.	Received Justice ( Fairness)	Perception about fair treatment to all over member organization Value business extras that have been employee give .
2.	Support Superior	Notice all complaint from employee Feel proud on success employee in Work . Telling you employee if No do work with Good
3.	Rewards / Rewards and Conditions Work Organization (Organizational Rewards and Job Conditions):	Very care about well-being employee The company highlights and promotes performance employee to member organization other

### Satisfaction Work

Satisfaction Work Alone No how much a lot of effort by someone take it out For work , but rather how much Far somebody like work the . Satisfaction Work relate with feeling or attitude somebody about work That myself , like salary , opportunity promotion or education , supervision , colleagues work , burden work , and so on. Satisfaction Work is results Work in a way the quality and quantity achieved by someone employee in carry out his task in accordance with not quite enough the answer given to her (Anggraini, 2018) . (Utami et al., 2021) state that There is a number of indicator from satisfaction work , namely :

Table 5. Dimensions and indicators Satisfaction Work

No	Dimensions	Indicator
1.	Wages	Fair or not salary received compared to with duties and responsibilities the answer given . Amount wages assessed comparable with contribution and performance provided .
2.	Work That Alone	Load elements that provide satisfaction in carry out task . Level of fun to fill work and the extent of work the motivate .
3.	Work colleague	Quality interaction and cooperation with colleague Work . Connection with colleague Work considered pleasant or No .
4.	Superior	Leadership style superior influence perception satisfaction Work . Order or guidance superior against satisfaction work individual .
5.	Promotion	Perception about opportunity grow through increase department . To what extent is a person feel exists chance to get promoted . Influence opportunity promotion to satisfaction Work individual .

### 3. Method

Research used in this research is quantitative approach . Quantitative research methods aim to test predetermined hypotheses. The quantitative method is in the form of numbers obtained from measurements using a scale for the variables in the research (Shahzad et al., 2018) . The respondent in this research is XY. Data analysis was carried out using the Partial Least Square (PLS) method using SmartPLS version 3 software (Yannis & Nikolaos, 2018) . Deep sample study This as many as 100 respondents complied criteria , from the total population XY. The stages of data analysis in this research are explained as follows.

#### Measurement Method/Outer Model

##### Validity and Reliability Test

Validity and Reliability Test done For ensure that measurements used worthy For used as measurement (valid and reliable) . Testing validity and reliability can seen from :

Convergent Validity is indicators assessed based on correlation between item score / score component with score the construct , which can seen from the standardized loading factor that describes big correlation between each measurement item ( indicator ) with the construct . Size individual reflexivity is said tall If the correlation is  $> 0.7$ .

Discriminant Validity is a measurement model with indicator assessed reflexivity based on crossloading measurement with the construct . discriminant validity, ie with compare mark squareroot of average variance extracted (AVE)

Composite reliability is indicator For measure something construct that can seen on the display coefficient latent variable . In measurement this , if the value achieved is  $> 0.70$ , then can said construct own high reliability .

Cronbach Alpha is a reliability test carried out For strengthen composite reliability results . Something variable can stated reliable If own mark Cronbach alpha  $> 0.7$ .

Inner Model Analysis or normal called with the Structural Model used For predict connection because consequence between the variables tested in models.

Test Instruments	Test used
Validity test	Convergent Validity AVE
Reliability Test	Cronbach Alpha Composite Reliability

##### R-Square Test

The R2 test is used For measure how much Far deep model capabilities explained variation variable dependent .

#### Structural Model or Inner Model

Inner model analysis testing using Smart PLS is done with do testing hypothesis . In testing hypothesis can seen from t- statistical values and values probability . For test hypothesis with use mark statistics , for alpha 5% t- statistic value is used is 1.96, whereas beta value is used For know direction influence connection between variable . Criteria acceptance / rejection hypothesis is :

$H_a = t\text{-statistics} > 1.96$  with p- values  $< 0.05$ .

$H_0 = t\text{-statistic} < 1.96$  with p- values  $> 0.05$

### 4. Results and Discussion

#### Outer Model Analysis Results

##### Validity test

Validity test used For measure valid , or valid or not something questionnaire . In research This testing validity done with using convergent validity and AVE. Validity using convergent validity which is the measurement model with reflection indicator assessed based on correlation between the item

scores/component scores that are calculated with PLS. Size individual reflection is said tall If correlate more from 0.7 with measured construction . However according to Dahri, (2017) for study stage beginning from development scale measurement A loading value of 0.5 to 0.6 is sufficient adequate . The results of the outer model analysis are presented in figures and tables following :

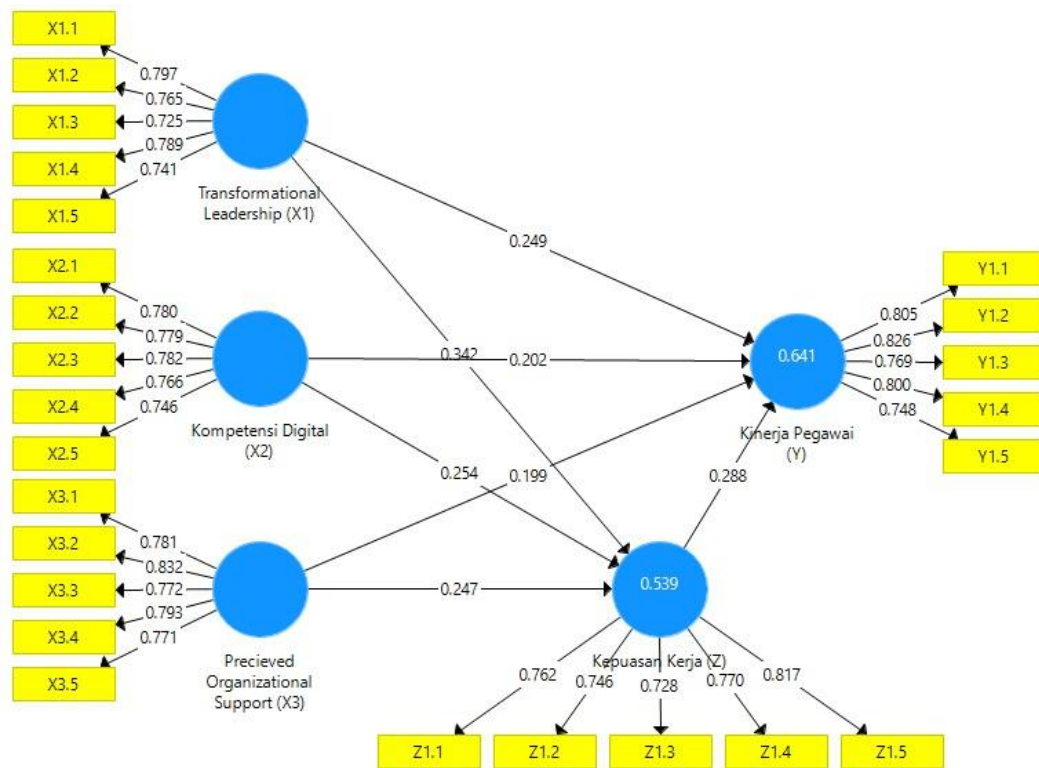


Figure 1. Outer Model Analysis

Table 6. Validity Test

Variable		Outer Loading	AVE	Information
Transformational Leadership (X1)	X1.1	0.797	0.584	Valid
	X1.2	0.765		Valid
	X1.3	0.725		Valid
	X1.4	0.789		Valid
	X1.5	0.741		Valid
Competence (X2)	X2.1	0.780	0.594	Valid
	X2.2	0.779		Valid
	X2.3	0.782		Valid
	X2.4	0.766		Valid
	X2.5	0.746		Valid
Precieved Organizational Support (X3)	X3.1	0.781	0.624	Valid
	X3.2	0.832		Valid
	X3.3	0.772		Valid
	X3.4	0.793		Valid
	X3.5	0.771		Valid



Employee Performance ( Y )	Y1.1	0.805	0.624	Valid
	Y1.2	0.826		Valid
	Y1.3	0.769		Valid
	Y1.4	0.800		Valid
	Y1.5	0.748		Valid
Satisfaction Work ( Z )	Z1.1	0.762	0.585	Valid
	Z1.2	0.746		Valid
	Z1.3	0.728		Valid
	Z1.4	0.770		Valid
	Z1.5	0.817		Valid

Source : Processed Primary Data (2023)

Study This uses 2 types of reliability tests namely the Cronbach Alpha test and Composite Reliability Test. Cronbach Alpha measure mark lowest ( lowerbound ) reliability . Data stated reliable if the data own Cronbach alpha value  $>0.7$ . Composite reliability measures mark true reliability from something variable . Data stated own reliability tall if own composite reliability score  $>0.7$ .

Table 7. Reliability Test Results

	Cronbach's Alpha	Composite Reliability
Transformational Leadership ( X1 )	0.796	0.868
Competence (X2)	0.871	0.902
Precieved Organizational Support (X3)		
Employee Performance (Y)	0.860	0.899
Satisfaction Work ( Z )	0.821	0.875

Source : Processed Primary Data (2023)

Test result show that , all over instrument stated reliable with Cronbach Alpha and Composite reliability scores  $>0.7$ .

### R-Square Test

The R-Square Coefficient determination (R-Square) test was used For measure how much Lots Endogenous variables are influenced by variables other . Based on yagn data analysis done through using the SmartPLS program , obtained R-Square value as shown in the table following :

Table 8. R-Square Value

Variable	R- Square	R-Square Adjusted
Satisfaction Work (Z)	0.539	0.525
Employee Performance (Y)	0.641	0.626

Source : Processed Primary Data (2023)

Based on table above can is known that R- Sqaure value For Employee Performance variable (Y) is 0.641. Acquisition mark the explain that percentage the amount of Transformational Leadership (X1), Digital Competence (X2) and Precieved Organizational Support (X3) with mediated variable Satisfaction Employment 64.1%. Based on results testing , obtained R-Square score for satisfaction work (Z) is 0.539 which means satisfaction Work influenced by Transformational Leadership (X1), Digital

Competence (X2) and Precieved Organizational Support (X3) amounting to 53.9% and the other 46.1% influenced by variables that have not been explained in study This .

### Hypothesis testing

Figure 2. Inner Model Analysis

Test hypothesis can seen through t- statistical values and values probability . For testing hypothesis use mark statistics so for alpha 5% with compare t count with t table . So that criteria reception or rejection hypothesis is H0 rejected if t- statistic > t count . For reject / accept Hypothesis use probability then Ha is accepted If p value < 0.05 (Hair et al., 2019) . Following This is hypothesis test results obtained in study This via inner model:

Table 9. Hypothesis Test Results

Influence	T	P Value	Hypothesis
Statistics			
<b>Direct Influence (Path Coefficient)</b>			
Transformational Leadership (X1) -> Employee Performance (Y)	2,024	0.022	H1 Accepted
Competency (X2) -> Employee Performance (Y)	1,787	0.370	H1 Rejected
Precieved Organizational Support (X3) -> Employee Performance (Y)	1,955	0.026	H1 Accepted
Transformational Leadership (X1) -> Satisfaction Work (Z)	3,701	0,000	H1 Accepted
Digital Competence (X2) -> Job Satisfaction (Z)	2,323	0.010	H1 Accepted
Precieved Organizational Support (X3) -> Satisfaction Work (Z)	2,268	0.012	H1 Accepted
Job Satisfaction (Z) -> Employee Performance (Y)	3,199	0.001	H1 Accepted
<b>Indirect Influence ( Specific Indirect Effect )</b>			
Transformational Leadership (X1) -> Satisfaction Work (Z) -> Employee Performance (Y)	2,386	0.009	H1 Accepted
Competence (X2) -> Satisfaction Work (Z) -> Employee Performance (Y)	1,804	0.360	H1 Rejected
Precieved Organizational Support (X3) -> Satisfaction Work (Z) -> Employee Performance (Y)	1,697	0.450	H1 Rejected

Test result hypothesis First show The influence Transformational Leadership (X1) has on Employee Performance (Y) . The T statistics value is 2.024 and the P value is 0.022. T statistic value > T table (2.024 > 1.954) as well P value of 0.022 < standard alpha 5% (0.022 < 0.05) indicates there is influence significant Transformational Leadership (X1) on Employee Performance (Y). In other words, increasingly Transformational Leadership good and appropriate will capable improve employee performance or Hypothesis first (H1) is accepted .

Hypothesis second in findings study This rejected , p This because T statistic value  $< T$  table ( $1.787 < 1.954$ ) as well P value of  $0.370 > \text{standard alpha } 5\%$  ( $0.370 > 0.05$ ) shows No there is influence significant Digital Competence (X2) on Employee Performance (Y). In other words, increasingly Digital Competence Good Not yet capable improve employee performance . Then Hypothesis third in findings studies This accepted , p This proven by the T statistic value  $> T$  table ( $1.955 > 1.954$ ) as well The P value is  $0.026 < \text{standard alpha } 5\%$  ( $0.026 < 0.05$ ). So , Precieved Organizational Support is increasing good and appropriate will capable improve employee performance . Hypothesis fourth accepted , indicated with T statistic value  $> T$  table ( $3.701 > 1.954$ ) as well The P value is  $0.000 < \text{standard alpha } 5\%$  ( $0.000 < 0.05$ ). So , Transformational Leadership is increasingly good and appropriate will capable increase satisfaction Work . Then , hypothesis fifth in studies This accepted matter This showed with T statistic value  $> T$  table ( $2.323 > 1.954$ ) as well The P value is  $0.010 < \text{standard alpha } 5\%$  ( $0.010 < 0.05$ ). With thereby Good and appropriate Digital Competence can mediate and improve satisfaction Work employee . This is the same with hypothesis the sixth received , which is indicated with T statistic value  $> T$  table ( $2.268 > 1.954$ ) as well The P value is  $0.012 < \text{standard alpha } 5\%$  ( $0.012 < 0.05$ ). So , good Precieved Organizational Support can enhance and mediate satisfaction Work .

Furthermore hypothesis seventh with T statistic value  $> T$  table ( $3.199 > 1.954$ ) as well P value of  $0.001 < \text{standard alpha } 5\%$  ( $0.001 < 0.05$ ) states that H1 is accepted , so Satisfaction Work can mediate performance employee . Hypothesis eighth accepted , p This showed with T statistic value  $> T$  table ( $2.386 > 1.954$ ) as well The P value is  $0.009 < \text{alpha standard } 5\%$  ( $0.009 < 0.05$ ). With Thus , Transformational Leadership is mediated by satisfaction Work can increase performance employee . Hypothesis ninth and hypothesis tenth rejected , p this is shown with each value T statistic value  $< T$  table ( $1.804 < 1.954$ ) and ( $1.697 < 1.954$ ) and P value of  $0.360$  and  $0.450 > \text{standard alpha } 5\%$  ( $0.360 > 0.05$ ) and ( $0.450 > 0.05$ ). With Thus , mediated Digital Competence satisfaction Work No can increase performance employee . Then Mediated Precieved Organizational Support satisfaction Work No can increase performance employee .

## Discussion

### The Influence of Transformational Leadership on Employee Performance

Analysis results show that leadership transformational own positive and significant influence to performance employees , that is that the Company has apply leadership transformational make employee own trust , admiration , loyalty , and respect to the leader , with so employee can reach more performance tall . This matter support his research (Mujanah et al., 2020) (Novitasari et al., 2020) and (Saroni et al., 2023) . Findings the indicated that in effort For increase performance more employees tall so required application leadership transformational to employee so that can motivated For reach more performance tall .

### Influence Digital Competence on Employee Performance

Based on existing references , visible that influence digital competence towards performance employee become Interesting topics in various environment organization . Although a number of study find impact significant positive from competence to performance employee ( Suarjana , 2022) . However study (Rachman & Widiartanto , 2022) state that No exists influence competence to performance employee . Apart from that , interaction competence with other variables increasingly complicate understanding about its influence to performance employee .

### The Influence of Perceived Organizational Support on Employee Performance

Based on the findings studies is known that there is influence positive and significant between the variable perceived organizational support performance employee . This matter means If perception support organization increase so performance employee will increases too. If employee consider that organization provide high perceived organizational support , then employee the will develop more relationships and perceptions positive to organization the place Work ( Neysyah et al., 2023) . Study This in line with (AR Pratiwi & Muzakki , 2021) that perceived organizational support can increase

feelings of optimism and appreciation for employee who is need social and emotional employee , so employee feel must repay service to organization with improve employee performance ( performance ). Apart from that , perceived organizational support makes employee feel more satisfied and more committed with his work and improve its performance (Al-Omar et al., 2019) . Level of perceived organizational support of employees will increase when company give support with form whatever is effective For employees , support can shaped support technical , support social nor support psychology (Irfan & Hakim, 2022) . Therefore that , perceived organizational support can give influence positive and significant to performance (Irfan & Hakim, 2022) (NA Pratiwi et al., 2023) .

#### **The Influence of Transformational Leadership on Satisfaction Work**

Based on results findings studies this shows that hypothesis on variables This can accepted because Transformational Leadership is influential positive significant to Satisfaction Work that is the more big the variable style leadership transformational so satisfaction work is also increasing increase , p This aligned and supportive research previously carried out by ( Djuraidi & Laily, 2020) , ( Qarismail & Prayekti , 2020) , ( Zeindra & Lukito , 2020) , ( Asriani , et al., 2020) , and (Cahyono, 2019) .

#### **Influence Digital Competence towards Satisfaction Work**

Based on results findings studies This state that exists significant relationship between digital competence with satisfaction Work . This matter in line with study from (Edward & Kaban, 2020) show that employees who have level more digital competence tall tend own satisfaction more work tall . This matter caused by ability his For more effective finish task work , collaborate online , or use digital tools for increase productivity . Additionally , research (Firmansyah et al., 2023) it may also identify specific areas where improvement digital competence can bring impact positive on satisfaction work , like managing data, communicating virtually , or adapt self to change technology , so digital competence plays role important in influence satisfaction work , esp in context digital leadership , development career , and engagement employee .

#### **The Influence of Perceived Organizational Support on Satisfaction Work**

Based on the findings studies This is known that there is the influence of Perceived Organizational Support on satisfaction Work . A number of study in line with findings studies This ie (Annisa Lubis, 2022) and ( Sholahurobani & Sobirin , 2023) show that employees who feel support more organization tall tend own level satisfaction more work tall . There is support from organization can covers various aspect , like support social , support in development skills , and upgrades balance work-life . Furthermore , ( Candana et al., 2022) conclude that company can strengthen satisfaction Work employee with increase his efforts in providing and improving POS. Study This support findings previously which also highlighted the importance of POS in create environment positive work . As impact positive , employees who feel supported by the organization tend more motivated , performant tall , and has level more retention Good . Implications managerial from studies This recommend that organization can increase satisfaction Work employee with focus on strengthening and improving support perceived organization .

#### **Influence Satisfaction Work on Employee Performance**

Influence satisfaction Work to performance employee has studied in a way wide in variety environment company . A number of study has highlighting role mediation satisfaction Work in connection between various factors and performance employee . For example , ( Suhardi et al., 2020) find that satisfaction Work mediate influence motivation work , competence , and environment Work to performance employee . Satisfaction Work mediate impact involvement Work to performance employee . Satisfaction Work influential significant to performance employee . Apart from that , the role mediation satisfaction Work in connection between various factors and performance employee has become focus study . ( Ramadanti & Ahman, 2022) highlighting role mediation satisfaction Work in connection between various factors and performance employee . (Lutfi & Siswanto, 2018) find that satisfaction Work mediate influence leadership transformational , cultural organization , and motivation Work to performance employee By overall , studies This give outlook comprehensive about

influence significant satisfaction Work to performance employees and roles the mediation in context various factor organization .

### **The influence of Transformational Leadership is mediated Satisfaction Work on Employee Performance**

Based on the findings studies This state that exists influence leadership mediated transformational satisfaction Work to performance employee . This matter aligned and supportive research previously carried out by ( Pratama & Elistia , 2020) , ( Solihin , 2023) , ( Anggara et al., 2022) , and ( Saroni et al., 2023) show that leadership transformational own impact positive significant on satisfaction Work employee . Capable leadership guide employee often create environment work that motivates , gives meaning to work , and improves involvement employee . Satisfaction work , inside context this , identified as factor mediating key influence positive leadership transformational to performance employee . Studies This in a way collective underline importance satisfaction Work as factor mediation in connection between leadership transformational and performance employees , provide outlook valuable to in complex interactions from variables This in environment organization .

### **Influence Mediated Digital Competence Satisfaction Work on Employee Performance**

Based on findings studies This find that No exists influence between satisfaction mediating work influence digital competence towards performance employee . Findings from (Ristianti, 2022) although exists enhancement Digital Competence among employees , their impact on performance employee No significant If No accompanied by level satisfaction adequate work . This study create outlook new in understanding about influencing factors performance employees in the digital era. Beside that's a finding This give signal to company For consider No only enhancement digital competence but also management and improvement satisfaction Work employee as mutual steps support . Findings This in a way collective support idea that digital competence , together with other factors such as commitment and culture organization , play role important in influence performance employee .

### **Influence Precieved Organizational Support is mediated Satisfaction Work on Employee Performance**

Based on existing references , yes understood that connection between Perceived Organizational Support (POS) which is mediated by Satisfaction Work with Employee Performance is complex and multifaceted problems . Although a number of study highlighting impact positive POS against satisfaction work and performance employee (Neysyah et al., 2023) (Pratiwi & Muzakki, 2021) . However there is other factors can influence connection between POS and Organizational Citizenship Behavior in turn can influence performance employee . In addition , factors like personality proactive , empowering psychology , and efficacy self role in moderate or mediate connection between POS, satisfaction work , and performance employee . However , it's important For noted that No exists influence direct between POS, which is mediated by satisfaction work , towards performance employees have too observed in studies This .

(Maan et al., 2020) find that empowerment psychological individual and satisfaction Work strengthened by support organization , esp for lacking individual proactive , however No in a way direct connect it with performance employee . Then , (Atilla & Kiliç, 2022) research connection between support organization and work emotional , and despite explore impact to behavior employees , effects direct to performance it's not focus his studies . So , discussion existing studies give different understanding about connection between POS, satisfaction work , and performance employee . Although a number of study support impact positive POS against satisfaction work and performance employees , other studies emphasize role mediation commitment organization and factors other . However , it is proven that influence direct POS, which is mediated by satisfaction work , towards performance employee No supported universally deep studies this and the existing references .

## **5. Conclusions**

Study This conclude that leadership transformational , employee digital competence , and support perceived organization own influence significant to performance employee . Satisfaction Work role as variable important mediation in connection This . Leadership effective transformational capable increase satisfaction Work employee , who in turn contribute positive to enhancement performance they . Additionally , adequate digital competency and support Strong organization is also evident increase satisfaction work , which is then influential positive on performance employee . Therefore that , organization must focus on development leadership transformational , improvement employee digital competence , and giving support adequate organization For increase performance employee in a way whole through enhancement satisfaction Work .

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