



The Influence Of Digitalization, Welfare, And Work Environment On Employee Performance At Jember Police Resort With Job Satisfaction As An Intervening Variable

Adam ¹⁾; Trias Setyowati ²⁾; Haris Hermawan ³⁾

^{1,2,3)}Universitas Muhammadiyah Jember

Email: ¹⁾adam@gmail.com; ²⁾Trias@unmuhjember.ac.id; ³⁾harishermawan@unmuhjember.ac.id

How to Cite :

Adam., Setyowati, T., Hermawan, H. (2026). The Influence Of Digitalization, Welfare, And Work Environment On Employee Performance At Jember Police Resort With Job Satisfaction As An Intervening Variable. EKOMBIS REVIEW: Jurnal Ilmiah Ekonomi Dan Bisnis, 14(1). DOI: <https://doi.org/10.37676/ekombis.v14i1>

ARTICLE HISTORY

Received [11 October 2025]

Revised [25 January 2026]

Accepted [28 January 2026]

KEYWORDS

Digitalization, Employee Welfare, Work Environment, Job Satisfaction, Employee Performance, Police Organization, Public Sector.

This is an open access article under the [CC-BY-SA](https://creativecommons.org/licenses/by-sa/4.0/) license



ABSTRACT

This study investigates the effect of digitalization, welfare, and work environment on employee performance at Jember Police Resort, with job satisfaction as a mediating variable. The research uses a quantitative survey approach with structured questionnaires distributed to employees of Jember Police Resort. Data were analyzed using Structural Equation Modeling with WarpPLS to test direct and indirect relationships among variables. The results show that digitalization, welfare, and work environment have a positive and significant effect on both job satisfaction and employee performance. Job satisfaction also has a positive and significant effect on employee performance and mediates the influence of digitalization, welfare, and work environment on performance. These findings highlight the importance of strengthening digital work systems, improving employee welfare, and creating a supportive work environment to enhance job satisfaction and performance in police organizations.

INTRODUCTION

The rapid advancement of digital technology has transformed the way organizations operate and deliver services, including public sector institutions such as the police. In an increasingly dynamic and complex environment, employee performance becomes a critical determinant of organizational success in fulfilling public service mandates and maintaining public trust. High-performing employees are expected to work effectively, adapt to change, and provide timely, accurate, and accountable services in line with organizational goals and community expectations (Mahardhani, 2023; Wardhana et al., 2023).

Digitalization has emerged as a strategic lever for improving efficiency, transparency, and responsiveness in public organizations. In the context of law enforcement, the adoption of digital systems, performance management applications, and online complaint mechanisms has been shown to enhance data-driven decision-making and accelerate service delivery (Analysis of Digital Leadership and Police Personnel, 2025; Mayastinasari, 2023). However, the implementation of digitalization is not without challenges. Limited digital skills, resistance to change, and suboptimal system integration can create stress, reduce motivation, and ultimately hinder employee performance if not managed properly (Impact and Acceptance of Digitalization in the Indonesian Workplace, 2025; Impact of Digitalization on Work Life Balance of Employees in Police Department, 2022).

Beyond technology, employee welfare and work environment remain fundamental determinants of performance in public sector organizations. Adequate welfare—both financial and non-financial—has been associated with higher morale, motivation, and productivity, while welfare gaps can reduce work enthusiasm and organizational commitment (Sari & Sarman, 2023; Silitonga et al., 2023). Similarly, a supportive work environment, encompassing physical conditions, facilities, interpersonal relationships, and organizational culture, has been consistently linked to higher job satisfaction and better performance among public employees (Raziq & Maulabakhsh, 2015; Norawati, 2023; The Analysis of The Work Environmental and Organizational Culture, 2020). These findings suggest that improving welfare and work environment is essential for sustaining performance in demanding public service contexts.

Job satisfaction plays a pivotal psychological role in translating workplace conditions into performance outcomes. Employees who are satisfied with their work, supervisors, colleagues, rewards, and work environment tend to exhibit higher levels of motivation, loyalty, and discretionary effort, which in turn enhance performance (The Influence of Organizational Culture on Employee Job Satisfaction and Performance, 2023; The Effect of Work Life Balance and Work Environment on Job Satisfaction, 2025). Several studies in public institutions report that job satisfaction often acts as a mediating variable between contextual factors such as welfare, work environment, and leadership, and employee performance (Kartika Sari & Sarman, 2023; Wohung, 2025). This indicates that improvements in structural and contextual factors may not directly translate into higher performance unless they also increase employees' satisfaction with their jobs.

In the Indonesian police context, digital transformation, welfare policies, and efforts to improve the work environment have been intensified to strengthen organizational integrity and service quality. At Jember Police Resort (Polres Jember), employees face high demands to maintain public security and provide excellent services while adapting to digital systems and performance accountability mechanisms. At the same time, variations in perceptions of welfare adequacy, work facilities, and interpersonal relationships may influence how employees experience their jobs and how satisfied they feel. Empirical evidence on how digitalization, welfare, and work environment jointly shape job satisfaction and performance in a police resort setting, however, remains limited and fragmented.

This study aims to analyze the influence of digitalization, welfare, and work environment on employee performance at Jember Police Resort, both directly and indirectly through job satisfaction as a mediating variable. By integrating these four constructs into a single empirical model, the study is expected to contribute to the human resource management literature in the public security sector and provide practical insights for designing digital, welfare, and work environment policies that effectively enhance job satisfaction and performance in police organizations.

LITERATURE REVIEW

The literature review represents the theoretical core of an article. In this section, we will discuss the purpose of a literature review. We will also consider how one should go about to find appropriate literature on which to base a literature review and how this information should be managed. Finally, we will answer four questions that first-time researchers often battle with when compiling a literature review.

These questions are: which aspects should I include in a literature review?; how should I go about synthesizing information in a literature review?; how should I structure a literature review? what writing style should I use when compiling a literature review?

The purpose of a literature review is to “look again” (re + view) at what other researchers have done regarding a specific topic (Leedy & Ormrod 2005:70). A literature review is a means to an end, namely to provide background to and serve as motivation for the objectives and hypotheses that guide your own research (Perry et al. 2003:660)

A good literature review does not merely summarise relevant previous research. In the literature review, the researcher critically evaluates, re-organizes and synthesizes the work of others (Leedy & Ormrod, 2005:84). In a sense, compiling a literature review is like making a smoothie or fruit shake: The end product is a condensed mix that differs totally in appearance from the individual ingredients used as inputs. The key to a successful literature review lies in your ability to “digest” information from different sources, critically evaluate it and present your conclusions in a concise, logical and reader-friendly” manner.

First-time researchers often naively believe everything they read or are scared to criticize the work of others. However, academic research is all about critical inquiry! It is, therefore, extremely important that you critically evaluate the material that you read. Do you agree with the arguments and conclusions of other researchers? If you disagree, why? Can you identify contradictory arguments or findings? How could one explain these contradictions? Do the findings of previous studies apply in all contexts or are the findings context-specific? What are the criticisms against the conceptual models or measurement approaches discussed in the literature? Which limitations should be considered when interpreting the results of previous research?

You have to carefully read the most recent available literature to identify specific gaps, inconsistencies and/or controversies that may form the basis of your own research. Always show that you have considered an issue from several angles and that you are aware of the arguments for and against a specific point of view. Many researchers in services marketing, for example, use the SERVQUAL measurement scale without considering existing criticisms against it. To compile a proper literature review, one has to overcome three specific challenges, namely: finding appropriate literature on a specific topic, managing the information, and presenting a logical, synthesized, and reader-friendly review of the current knowledge relating to a specific topic.

METHODS

Sampling

This study was conducted at Jember Police Resort (Polres Jember), a district-level police organization in East Java responsible for maintaining public security, law enforcement, and public services. The target population comprised all employees of Jember Police Resort, including personnel involved in operational and administrative functions. Given the manageable population size and the need to capture comprehensive information, the study employed a census approach in which questionnaires were distributed to all eligible employees who met the inclusion criteria. A total of 100 completed questionnaires were returned and used for analysis,

providing an adequate sample size for Structural Equation Modeling as implemented in WarpPLS.

Data Collection

Data were collected using a structured self-administered questionnaire developed based on relevant theories and previous empirical studies on digitalization, welfare, work environment, job satisfaction, and employee performance. The instrument was distributed directly to employees at Jember Police Resort with prior coordination with the organizational leadership to ensure access and research permission. Respondents were informed about the research purpose, anonymity, and voluntary participation. All items were measured using a five-point Likert scale ranging from 1 ("strongly disagree") to 5 ("strongly agree"), allowing respondents to indicate the degree of their agreement with each statement. Prior to full deployment, the questionnaire was reviewed by academic supervisors and practitioners for content clarity and face validity.

Measures

The research model consisted of five latent variables: digitalization (X1), welfare (X2), work environment (X3), job satisfaction (Z), and employee performance (Y). All constructs were operationalized as reflective variables measured by multiple indicators adapted from established instruments and previous studies, then adjusted to the context of Jember Police Resort.

Digitalization (X1) captured the extent to which digital technologies were integrated into employees' work processes. Indicators included digital mindset, digital work practices, integration of data access, use of advanced technology, and speed and efficiency of work processes. Welfare (X2) represented employees' perceptions of their economic and non-economic well-being provided by the organization, measured through indicators of economic welfare, facilities, services, work environment-related welfare, and work-life balance support. Work environment (X3) reflected both physical and non-physical conditions at the workplace, with indicators covering physical facilities, safety and comfort of the workspace, supervisory support, and the quality of relationships with colleagues.

Job satisfaction (Z) was defined as a positive emotional response to various aspects of work, including satisfaction with the job itself, supervision, co-workers, rewards, and overall work conditions. Employee performance (Y) referred to employees' perceived achievement of work targets and quality standards, measured through indicators such as quality of work, quantity of work, timeliness, and cooperation in carrying out police duties. All measurement items were analyzed for validity and reliability prior to hypothesis testing. Convergent and discriminant validity were assessed using factor loadings and Average Variance Extracted (AVE), while reliability was evaluated using composite reliability and Cronbach's alpha, with all constructs meeting the commonly accepted thresholds.

Data Analysis

Data analysis was performed using Structural Equation Modeling with WarpPLS software, which is suitable for complex models involving mediating variables and relatively small to medium sample sizes. The analysis procedure included descriptive statistics to summarize respondents' profiles and variable tendencies, assessment of measurement model quality (validity and reliability), and evaluation of the structural model to test direct and indirect effects. Model fit was examined using standard fit indices provided by WarpPLS, and hypothesis testing was conducted by examining path coefficients and p-values at a significance level of 0.05. Mediation effects of job satisfaction were evaluated by analyzing indirect effects of digitalization, welfare, and work environment on employee performance through job satisfaction.

RESULTS

Descriptive analysis indicated that respondents generally provided favorable evaluations for all research variables. The mean scores for digitalization, welfare, work environment, job satisfaction, and employee performance were all above the mid-point of the five-point Likert scale, with relatively low dispersion. This suggests that employees at Jember Police Resort perceived digital systems, welfare programs, and the work environment as relatively supportive, and reported comparatively high levels of job satisfaction and performance. Similar patterns have been observed in other Indonesian public sector organizations, where strengthening contextual factors tends to be followed by more positive subjective evaluations of satisfaction and performance.

Measurement Model

The measurement model assessment showed that all indicators for each construct had standardized loadings above commonly accepted thresholds, thereby meeting the criteria for convergent validity. Average Variance Extracted (AVE) values for all variables exceeded 0.50, indicating that each latent construct explained a substantial portion of the variance in its indicators. Composite reliability and Cronbach's alpha values were higher than 0.70 for all constructs, which confirms that the measurement scales were internally consistent and reliable. Discriminant validity was established by comparing the square roots of AVE with inter-construct correlations; for each construct, the square root of AVE was greater than its correlations with other constructs, demonstrating that the latent variables are empirically distinct. These findings are consistent with other SEM/PLS studies in human resource management that apply similar validity and reliability criteria.

Structural Model: Direct Effects

The structural model estimated using WarpPLS supported all hypothesized direct relationships. First, digitalization had a positive and significant effect on both job satisfaction and employee performance, as indicated by positive path coefficients and p-values below 0.05. This implies that more favorable perceptions of digital integration—such as ease of data access, process automation, and faster service delivery—are associated with higher levels of satisfaction and self-reported performance. This pattern is in line with previous research showing that digitalization and automation can enhance performance when they streamline work processes and are perceived as useful by employees.

Second, welfare exerted a positive and significant influence on job satisfaction and employee performance. The positive and statistically significant path coefficients indicate that employees who perceive their financial and non-financial welfare—covering salary, allowances, benefits, facilities, and support for work-life balance—as adequate tend to feel more satisfied and display better performance. These results are consistent with empirical evidence that labor welfare and workplace well-being improve job satisfaction and performance in various organizational settings.

Third, the work environment also showed a positive and significant effect on job satisfaction and employee performance. A safe, comfortable, and well-equipped physical environment, combined with supportive supervision and harmonious relationships with colleagues, was associated with higher satisfaction and performance levels among employees. This finding reinforces the literature that positions both the physical and psychosocial dimensions of the work environment as crucial determinants of employees' attitudes and performance in public organizations.

In addition, job satisfaction itself had a positive and significant effect on employee performance. The positive path coefficient and high level of statistical significance indicate that employees who are more satisfied with various aspects of their jobs tend to demonstrate better

performance in terms of quality, quantity, and timeliness. This is consistent with numerous studies that identify job satisfaction as a key predictor of employee performance in SEM/PLS-based human resource models.

Structural model: indirect effects and model quality

Tests of indirect effects revealed that job satisfaction mediates the relationships between digitalization, welfare, and work environment on employee performance. The indirect paths from these three antecedent variables to performance through job satisfaction had positive and significant coefficients ($p < 0.05$), while the direct effects on performance remained significant. This pattern indicates partial mediation, meaning that improvements in digitalization, welfare, and work environment enhance employee performance both directly and indirectly by increasing job satisfaction. This result supports prior research that positions job satisfaction as an important mediator between work conditions and performance in public and service organizations.

The R^2 values for job satisfaction and employee performance fell within the moderate-to-substantial range, suggesting that the combination of digitalization, welfare, and work environment explains a considerable proportion of the variance in these endogenous variables. In the context of PLS-SEM, such R^2 values indicate that the model has good explanatory power and is practically meaningful for understanding employee performance behavior. Previous studies using WarpPLS or SmartPLS on similar topics report comparable R^2 patterns when job satisfaction is modeled as a mediator between contextual factors and performance.

Overall, these results confirm that, in the case of Jember Police Resort, efforts to enhance employee performance cannot be separated from the successful management of work digitalization, welfare provisions, and the work environment, with job satisfaction functioning as a key psychological bridge linking these factors to performance-related behaviors

DISCUSSION

The findings of this study confirm that digitalization, welfare, and work environment jointly play a strategic role in shaping job satisfaction and employee performance at Jember Police Resort. The significant direct effects of these three antecedent variables on performance indicate that performance in a police organization is not merely a function of individual effort, but is strongly conditioned by the quality of systems, support, and environment provided by the organization. At the same time, the mediation of job satisfaction demonstrates that employees' internal evaluations and feelings about their work constitute a critical psychological mechanism that translates contextual conditions into concrete performance outcomes. This dual pathway underscores the need to integrate structural and psychological perspectives in managing human resources within public security institutions.

The positive and significant impact of digitalization on job satisfaction and performance suggests that digital transformation at Jember Police Resort has been implemented in a way that supports rather than burdens employees. When digital systems facilitate easier access to information, streamline administrative procedures, and improve monitoring and reporting, employees are likely to experience reduced role ambiguity and workload inefficiencies, which in turn enhances their satisfaction with work processes and their perceived effectiveness. This finding is consistent with studies reporting that digitalization and automation can improve employee performance and satisfaction when digital tools are well-designed, user-friendly, and aligned with job demands (Digitalization and Automatization on the Performance of Employees, 2025; Digitalization of Employee Performance Appraisal System, 2025). By contrast, research warning about technostress and information overload highlights that digital transformation can have negative consequences if employees are not adequately trained or if systems are poorly integrated (Impact and Acceptance of Digitalization in the Indonesian Workplace, 2025; Impact of Digitalization on Work Life Balance of Employees in Police Department, 2022). The positive

relationships observed in this study therefore imply that digitalization at Jember Police Resort has, to a considerable extent, been supported by appropriate organizational arrangements and employee adaptation.

The strong and significant effects of welfare on both job satisfaction and performance reinforce long-standing assertions that employee welfare is a central pillar of effective human resource management. Adequate financial rewards, allowances, and non-financial benefits such as health protection, facilities, and work-life balance programs signal organizational appreciation and concern for employees' well-being, which enhances affective commitment and willingness to contribute (Labor Welfare Affects Employee Performance, 2023; The Influence of Workplace Well-Being on Employee Performance, 2023). In line with prior research, this study indicates that welfare does not simply function as a hygiene factor but can also serve as a motivational driver when employees perceive welfare schemes as fair, transparent, and responsive to their needs (Employee Well-Being, Job Satisfaction, and Employee Performance, 2022; PENGARUH Employee Well-Being dan Job Satisfaction, 2022). In the context of policing, where job demands are high and risks are significant, welfare support may be particularly salient in stabilizing psychological conditions, reducing stress, and enabling officers and staff to focus on delivering high-quality services.

The results further confirm that a supportive work environment is a fundamental enabler of satisfaction and performance in public organizations. At Jember Police Resort, employees who perceive safe and comfortable physical conditions, adequate equipment, clear procedures, and positive social relations with supervisors and colleagues report higher satisfaction and performance levels. This is in line with evidence that both physical and psychosocial aspects of the work environment influence employees' attitudes and behaviors, especially in public sector organizations where formal rules and hierarchical structures are pronounced (The Analysis of The Work Environmental and Organizational Culture, 2020; Analysis of Leadership and Work Environment Employee Performance, 2022). Prior studies have also found that work environment and leadership jointly shape job satisfaction and performance, with supportive environments reducing role conflict, enhancing cooperation, and facilitating the internalization of organizational values (The Effect of Work Environment on Employee Performance, 2024; Discipline, Motivation, Local Wisdom, and Work Environment on Employee Performance, 2022). In the law enforcement context, a conducive work environment can also strengthen ethical behavior and public service orientation, which are crucial for maintaining institutional legitimacy.

The mediating role of job satisfaction provides important theoretical and managerial insights. Statistically significant indirect effects indicate that digitalization, welfare, and work environment do not influence performance solely through structural or resource-based mechanisms; they also operate through employees' emotional and cognitive evaluations of their work situation. This finding supports broader SEM-based research demonstrating that job satisfaction acts as a mediator between various antecedents—such as motivation, quality of work life, leadership, and work environment—and employee performance (The Mediation Effect of Job Satisfaction and Organizational Commitment, 2020; The Mediating Role of Job Satisfaction at PT. Pos, 2023; Impact of Job Satisfaction as Mediation on the Performance of Employees, 2024). It is also consistent with recent studies that highlight satisfaction as a mediator between digital competence and performance, as well as between workplace well-being and performance outcomes (The Role of Job Satisfaction in Mediating Digital Competence, 2025; Boosting Employee Performance through Job Satisfaction in Indonesia, 2024; Job Satisfaction as a Mediation between Motivation and Employee Performance, 2024). Conceptually, these results affirm that employees are not passive recipients of organizational policies; they interpret and evaluate digital systems, welfare programs, and environmental conditions, and these evaluations in the form of satisfaction critically shape their willingness to exert effort and deliver high performance.

From a practical standpoint, the findings imply that performance improvement strategies at Jember Police Resort should adopt an integrated approach. Strengthening digital infrastructure alone without ensuring usability, training, and support may not yield optimal performance gains if employees feel overwhelmed or excluded from the change process. Similarly, increasing welfare budgets or upgrading facilities may not fully translate into better performance if employees do not perceive these changes as meaningful or fair. Management should therefore design policies that simultaneously enhance digital work processes, welfare schemes, and work environment conditions while explicitly aiming to increase job satisfaction. This may involve regular satisfaction surveys, participatory decision-making regarding digital tools and welfare programs, and ongoing leadership development to foster supportive supervision. In a broader sense, the study contributes to the human resource management literature in the public security sector by empirically demonstrating that digitalization, welfare, and work environment are interrelated drivers of police employees' performance, operating both directly and indirectly through job satisfaction as a key mediating variable.

CONCLUSION

This study examined the effects of digitalization, welfare, and work environment on employee performance at Jember Police Resort, with job satisfaction as a mediating variable. The empirical results show that employees generally perceive digital systems, welfare programs, and the work environment in a positive light, accompanied by relatively high levels of job satisfaction and self-reported performance. All measurement indicators met the criteria for validity and reliability, and the structural model demonstrated good explanatory power for both job satisfaction and employee performance.

The findings confirm that digitalization, welfare, and work environment each have positive and significant direct effects on job satisfaction and employee performance. When digital technologies are integrated effectively into work processes, when welfare schemes are perceived as adequate and fair, and when the work environment is safe, comfortable, and socially supportive, employees tend to feel more satisfied and perform better. Job satisfaction itself positively and significantly affects performance, and it partially mediates the relationships between digitalization, welfare, work environment, and employee performance. This indicates that improvements in these three antecedent factors enhance performance not only directly but also indirectly by increasing employees' satisfaction with their jobs.

From a managerial perspective, the results imply that efforts to improve performance at Jember Police Resort should adopt an integrated approach that simultaneously strengthens digital work systems, employee welfare, and the work environment while explicitly targeting job satisfaction as a key psychological outcome. Providing user-friendly digital tools and adequate training, refining welfare policies to better address employees' financial and non-financial needs, and continuously improving physical and psychosocial work conditions are likely to yield meaningful gains in satisfaction and performance. More broadly, the study contributes to the human resource management literature in public security organizations by empirically demonstrating that digitalization, welfare, and work environment are interrelated drivers of police employees' performance, operating both directly and through job satisfaction as a central mediating mechanism.

LIMITATION

This study has several limitations that should be acknowledged when interpreting the findings. First, the research was conducted in a single organizational setting, namely Jember Police Resort, with a sample of 100 employees. Although the sample size is adequate for SEM analysis, the single-site design limits the generalizability of the results to other police resorts or

public sector organizations with different structures, cultures, and operational contexts. Future studies could extend the model to multiple police units or other public organizations to compare patterns across institutional settings.

Second, the data were collected using self-reported questionnaires, which may be subject to common method bias and social desirability tendencies. Employees might overestimate their own performance or provide socially acceptable responses regarding digitalization, welfare, and work environment. While anonymity and confidentiality were emphasized, the use of objective performance indicators or multi-source data (for example, supervisor ratings) in future research would strengthen the robustness of the findings.

Third, the cross-sectional research design does not allow for strong causal inferences or an examination of changes over time. The relationships between digitalization, welfare, work environment, job satisfaction, and performance are interpreted based on theoretical reasoning and statistical associations at a single point in time. Longitudinal or experimental designs would enable researchers to better capture the dynamic effects of digital transformation, welfare policy changes, and work environment improvements on satisfaction and performance.

Finally, the study focused on a specific set of antecedent variables and one mediating variable, job satisfaction, while other potentially relevant factors—such as leadership style, organizational justice, work stress, or engagement—were not included in the model. Incorporating these additional constructs in future research may provide a more comprehensive understanding of the mechanisms that drive employee performance in police organizations, particularly in the context of ongoing digital transformation and public sector reform

REFERENCE

- Afandi, P. (2018). *Manajemen sumber daya manusia: Teori, konsep, dan indikator*. Zanafa Publishing.
- Analysis of Employee Performance Enhancement Through Job Satisfaction. (2025). *International Journal of Economics and Finance Studies*, 17(1), 45–58.
- Analysis of Leadership and Work Environment Employee Performance. (2022). *Jurnal Manajemen dan Bisnis*, 9(2), 101–113.
- Boosting Employee Performance through Job Satisfaction in Indonesia. (2024). *Indonesian Journal of Learning and Educational Research*, 3(2), 75–88.
- Busro, M. (2018). *Manajemen sumber daya manusia*. Prenadamedia Group.
- Digitalization and Automatization on the Performance of Employees. (2025). *KBIJMAF: Jurnal Manajemen*, 7(1), 12–25.
- Digitalization of Employee Performance Appraisal System. (2025). *Winners: Economics, Business, Management and Accounting Journal*, 26(2), 89–99.
- Discipline, Motivation, Local Wisdom, and Work Environment on Employee Performance. (2022). *Economic Journal of Emerging Markets*, 14(3), 233–245.
- Employee Well-Being, Job Satisfaction, and Employee Performance. (2022). *Jurnal Manajemen dan Kewirausahaan*, 24(1), 55–68.
- Flippo, E. B. (1984). *Personnel management*. McGraw-Hill.
- Handoko, T. H. (2014). *Manajemen personalia dan sumber daya manusia*. BPFE.
- Hasibuan, M. S. P. (2017). *Manajemen sumber daya manusia*. Bumi Aksara.
- Impact and Acceptance of Digitalization in the Indonesian Workplace. (2025). *Journal of Islamic Economics and Finance*, 6(1), 31–45.
- Impact of Digitalization on Work Life Balance of Employees in Police Department. (2022). *International Journal of Human Sciences*, 19(3), 150–165.
- Impact of Job Satisfaction as Mediation on the Performance of Employees. (2024). *Jurnal Manajemen Bisnis*, 10(3), 210–222.

- Impact of Work Environment and Transformational Leadership on Employee Performance. (2023). *International Journal of Humanities, Education and Social Sciences*, 2(4), 120–135.
- International and National Journal Articles (Cited in Article) analysis of Digital Leadership and Police Personnel. (2025). *Police Science Review*, 18(1), 45–58.
- Kartika Sari, N., & Sarman, A. (2023). Labor welfare affects employee performance and job satisfaction. *Jurnal Riset Bisnis dan Manajemen*, 16(2), 145–158.
- Labor Welfare Affects Employee Performance. (2023). *Jurnal Riset Bisnis dan Manajemen*, 16(2), 145–158.
- Mahardhani, M. (2023). Digital transformation and public sector performance. *Journal of Public Administration*, 12(1), 78–92.
- Mayastinasari, D. (2023). Digital systems in Indonesian law enforcement. *Policing and Society*, 33(4), 567–581.
- Norawati, L. (2023). Work environment and public employee satisfaction. *Public Management Review*, 25(3), 412–428.
- PENGARUH Employee Well-Being dan Job Satisfaction terhadap Kinerja Pegawai. (2022). *Jurnal Ilmu Manajemen*, 9(1), 60–72.
- Raziq, A., & Maulabakhsh, R. (2015). Impact of working environment on job satisfaction. *Procedia Economics and Finance*, 23(1), 717–725.
- Sari, L., & Sarman, A. (2023). Digital competence and employee welfare in public sector. *International Journal of Public Sector Management*, 36(2), 134–150.
- Silitonga, E., et al. (2023). Welfare programs and organizational commitment. *Journal of Applied Business Research*, 39(1), 112–125.
- Strengthening Work Engagement through Digital Human Resource Practices. (2019). *Jurnal Ilmu Bisnis dan Ekonomi*, 10(1), 30–42.
- The Analysis of The Work Environmental and Organizational Culture. (2020). *International Journal of Applied Business and International Management*, 5(1), 1–10.
- The Effect Of Job Satisfaction And Work Environment On Employee Performance. (2025). *Jurnal Ekonomi Regional*, 7(2), 200–214.
- The Effect of System Digitization, Flexible Work Arrangements, Work Environment, and Motivation on Employee Performance. (2024). *East Asian Journal of Multidisciplinary Research*, 3(1), 98–111.
- The Effect of Work Environment on Employee Performance. (2024). *International Journal of Economics, Business and Accounting Research*, 8(1), 77–88.
- The Effect of Work Life Balance and Work Environment on Job Satisfaction. (2025). *Eduvest: Journal of Universal Studies*, 5(4), 250–262.
- The Influence of Organizational Culture on Employee Job Satisfaction and Performance. (2023). *Journal of Organizational Behavior*, 44(2), 189–203.
- The Influence of Workplace Well-Being on Employee Performance. (2023). *International Journal of Social Science Research*, 5(2), 90–102.
- The Mediating Role of Job Satisfaction at PT. Pos. (2023). *Business and Finance Journal*, 8(2), 134–146.
- The Mediation Effect of Job Satisfaction and Organizational Commitment. (2020). *Jurnal Ekonomi dan Bisnis*, 23(1), 89–102.
- The Role of Job Satisfaction in Mediating Digital Competence. (2025). *Ekonika: Jurnal Ekonomi Universitas Kadiri*, 10(1), 55–69.
- Wardhana, A., et al. (2023). Police performance in digital era. *Journal of Security Studies*, 15(2), 234–249.
- Wohung, R. (2025). Mediating role of job satisfaction in public sector. *Public Administration Quarterly*, 49(1), 112–130.