

The Role of Meaning Competence and Self Determination in Mediating The Effect of Digital Transformation on The Job Performance of Employees at The BPJS Health Office in Cirebon City

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ABSTRACT

Digital transformation has become a crucial factor in improving employee performance; however, its success is not only determined by technological aspects, but also by the psychological readiness of employees. This study aims to analyze the effect of digital transformation on work performance, with meaning competence and self-autonomy as mediating variables among employees of the Cirebon BPJS Health Office. This study employs a quantitative approach using an associative research design to analyse the relationships among variables a saturated sampling technique involving 109 respondents. Data were collected through questionnaires and analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS) with SmartPLS software. The results show that digital transformation has a significant positive effect on work performance, meaningfulness, and self-autonomy. In addition, meaningful competence and self-autonomy significantly influence work performance. Mediation analysis shows that digital transformation acts as a mediator in the relationship between meaningful competence and autonomy and work performance. These findings highlight that the success of digital transformation in improving work performance is greatly influenced by employees' the ability to find meaning in their work (meaning competence) and their level of autonomy and intrinsic motivation (self-determination).

INTRODUCTION

Human resource management relies heavily on the concept of job performance, which describes how well an employee performs their duties and acts in the workplace in accordance with the company's expectations. The methods, efforts, and quality of an individual's contribution to the achievement of organizational goals are all visible aspects of performance, according to (Verhoef et al., 2021) and not just on the end result of the work. Companies are competing to implement digital systems because automation, big data, machine learning, and artificial intelligence have changed the way companies run their operations, make decisions, and interact with clients. Their productivity and ability to compete are enhanced by the use of collaborative platforms. These changes require organizations to be able to adapt quickly and appropriately in order to remain competitive in an increasingly complex market dynamic. However, The implementation of this technology often faces challenges, as it requires individuals and organizations to understand, accept, and adapt to these changes (Verhoef et al., 2021).

One of the main challenges is the gap between technological skills and employee attitudes toward change (Abhari, 2025). Many employees feel burdened by the need for new technology or experience difficulties in operating digital systems, and employees who feel unprepared tend to resist the use of new systems (Gun et al., 2024). In practice, BPJS Kesehatan offices in various regions, including in the city of Cirebon, still face challenges such as long service lines, limited human resources, and demands for fast, digital-based services. These conditions require employees to perform at their best in order to provide effective and efficient services to the public. However, improved job performance is influenced not only by technical factors but also by psychological factors such as self-determination, which reflects an individual's intrinsic motivation at work. If this issue is not properly addressed, it could lead to reduced productivity and service quality (Shie et al., 2025). Digital transformation that is not balanced with appropriate skills enhancement can lead to stress in the workplace, confusion in roles, and decreased performance (Qiao et al., 2024).

Psychological Empowerment (Alonso et al., 2024), is a grand theory that describes psychological empowerment as a cognitive state of employees comprising four dimensions meaning, competence, self-determination, and impact. Within the framework of digital transformation, this theory is highly relevant because the adoption of digital technologies such as collaboration platforms, process automation, and real-time analytics has the potential to strengthen employees' perceptions of the meaning of their work, enhance their sense of competence through mastery of digital skills, and provide greater autonomy in how they work. Thus, digital transformation is viewed not merely as a technical change, but as a creator of a psychological context that supports psychological empowerment (Ochoa Pacheco et al., 2023).

In this context, meaning competence plays a very important role, determining an individual's readiness to face change (Hwang et al., 2022). Meaning competence refers to a person's ability to understand the purpose, benefits, and meaning of their work (Lysova et al., 2019). When employees understand/realize their role in the digital transformation process, they are more

likely to accept change and make technology part of their work, knowing that the digitization process aims to improve work effectiveness and benefit both the organization and themselves (Abhari, 2025). Conversely, ambiguity about meaning can make employees feel that the change is unimportant or threatens their well-being (Ullrich et al., 2023).

In addition to the ability to understand meaning, other psychological aspects also play an important role self-control, or the ability to regulate oneself and provide motivation (Bindel Sibassaha et al., 2025). Employees with a high level of self-control generally display strong internal motivation, are able to take action, and adapt more quickly to new ways of working (Starke & Ludviga, 2025). In the context of digital transformation, employees with a high level of self-determination tend to be more open to innovation, more proactive in learning new technologies, and self-control helps employees deal with uncertainty and various challenges without easily losing enthusiasm (Sipe, 2018).

However, in practice, not all institutions provide opportunities for independence development. A work environment that is too rule-bound, a lack of support from superiors, and limited autonomy prevent employees from developing professionally (Hu & Lan, 2024). When employees feel they have no control over their work, the use of new technology is instead seen as a burden rather than an opportunity (Nie et al., 2023). As a result, this has led to suboptimal performance and resistance to digitization (Gun et al., 2024).

The Importance of Research on Digital Transformation. Although literature on digital transformation, meaning competence, and self-determination continues to grow, most research still focuses solely on the technological aspects, such as the adoption of digital systems, infrastructure readiness, or business process efficiency, in a dynamic and rapidly changing business era, the importance of team collaboration as the foundation for organizational success is increasingly emphasized (Lestari et al., 2022). However, recent developments show that digital transformation requires not only technology, but also psychological readiness and meaning competence within employees so that they are able to understand and constructively interpret these changes (Al-Alawi et al., 2023).

Furthermore, this research is significant because there are still shortcomings in previous studies, which usually focus more on technology or company policy (Muneer et al., 2025). In fact, success in digital transformation depends heavily on individuals' desire to find meaning in their tasks and their ability to maintain their inner motivation (Gao & Gao, 2024). In order to perform their duties well, similar activities are also needed in terms of quality and quantity (Wibowo, 2018). Particularly in integrating self-determination as a mediating variable that explains how digital transformation can have a real impact on job performance. This research gap highlights the need for an empirical model that links digital transformation, meaning competence, and self-determination simultaneously to understand the psychological mechanisms that influence job performance in the digital age. Without an understanding of these things, digitization strategies often fail to deliver meaningful performance improvements.

Previous research has mostly focused on the technical aspects of digital transformation, including system preparation, technology spending, and implementation strategies (Muneer et al., 2025). However, the success of digitization depends heavily on employees, as the primary users, who must have adequate skills and a strong drive to adapt (Cosa & Torelli, 2024). Research on meaning competence and self-determination in the context of digital transformation is still quite limited, highlighting the need for further studies to combine these three variables into a holistic model (Maghrifani et al., 2022). Therefore, it is important to conduct research that specifically examines how meaning competence and self-determination can influence or strengthen the relationship between digital transformation and job performance (Seo, 2023).

This research aims specifically to analyze the impact of digital transformation on job performance, taking into account the role of meaning-making abilities and self-determination, which are essential (Hizam et al., 2023). In addition, this research not only supports theoretical developments within the domains of management and organizational behavior, but also presents practical implications for companies in formulating more effective human resource development strategies. This study utilizes a quantitative research design supported by SEM-PLS techniques to generate practical and evidence-based recommendations for strengthening workforce effectiveness. The investigation also attempts to clarify contradictory outcomes reported in earlier literature concerning the connections between technological transformation in organizations, employee work outcomes, perceived capability, and autonomous motivation. Detailed information regarding the demographic profile and characteristics of the participants involved in this research is displayed in Table 1.

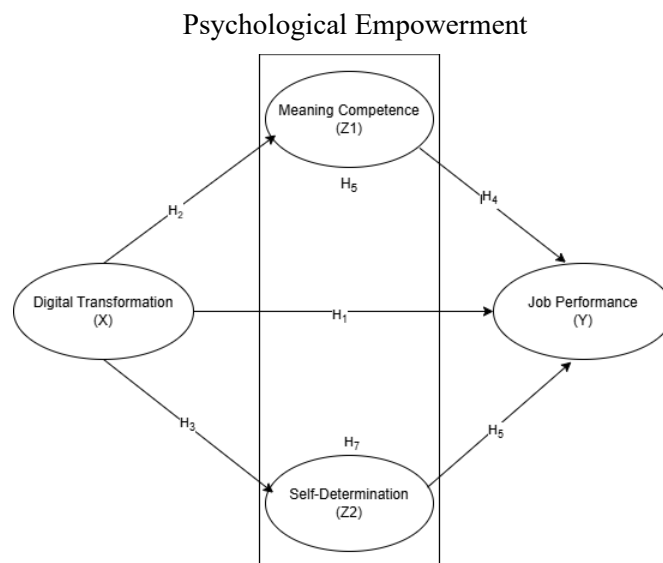


Figure 1. Research Figure

RESEARCH METHODS

This study uses an associative quantitative approach using associative research, the researcher aims to determine the effect of independent variables on dependent variables (Sugiyono, 2023).

This research was conducted to examine how organizational digitalization influences employees' perceptions of their work performance at BPJS, with competence and self-determination as mediating variables.

The primary data in this research were obtained through the distribution of structured questionnaires containing fixed-response items. The instrument was designed by referring to the measurement dimensions of every variable examined in the study, including Digital Transformation (X1), Employee Performance (X2), Meaning Competence (Z1), and Self-Determination (Z2). Responses from participants were assessed using a five-point Likert measurement system, where a value of 1 represented "strongly disagree," while a value of 5 reflected "strongly agree."

The study took place at the BPJS Kesehatan branch office located in Cirebon. A quantitative design with an associative orientation was applied to investigate the relationships and influences between the independent and dependent variables examined in the research model. The entire workforce of the office, consisting of 109 employees, was included as the population of the study. Because the total population size was relatively manageable, all employees were selected as respondents through a total sampling technique. Information required for the research was gathered through questionnaire distribution. Furthermore, the collected responses were processed and evaluated using Structural Equation Modeling (SEM) supported by the Partial Least Squares (PLS) approach with the assistance of SmartPLS software. By implementing total population sampling, the research successfully involved 109 employee participants as the final sample. By using a saturated sample, researchers can obtain more complete and accurate data because there are no elements of selection as samples that could potentially cause bias. In addition, this technique allows the research results to present the population conditions in their entirety in accordance with the research objectives. The collected data were examined through both descriptive and inferential statistical techniques by applying the SEM-PLS method with the assistance of SmartPLS 4 software. Several analytical stages were performed, including the assessment of instrument validity, evaluation of composite reliability, examination of model fit, as well as hypothesis verification through structural model testing, coefficient of determination (R^2) analysis, and mediation effect assessment.

RESULTS & DISCUSSION

Profile of Research Participants. Identifying the demographic background of participants plays a significant role in strengthening the credibility and accuracy of the analytical results obtained in this research. Information related to respondents' characteristics, including sex, age category, occupational position, and years of working experience, provides a broader representation of the employee composition at BPJS Kesehatan in Cirebon. A detailed summary of the respondents' demographic distribution is presented in Table 1.

Tabel 1. Respondent Data Characteristics

Respondent Characteristics	Category	Total	Percentage (%)
Gender	Male	52	47,7%
	Female	57	52,3%
	Total	109	100%
Respondent Age	< 25	19	17,4%
	25-30	36	33%
	31-35	13	11,9%
	>35	41	37,6%
	Total	109	100%
Employment Status	Permanent employee	67	61,5%
	Contract employees	40	36,7%
	Intern	2	1,8%
	Total	109	100%
Length of Service	< 1 year	8	8,3%
	1-5 year	41	37,6%
	5-10 year	13	11,9%
	>10 year	46	42,2%
	Total	109	100%

Source: Research Data (Processed), 2026

The demographic distribution of employees at BPJS Kesehatan demonstrates that most participants in the study were permanent staff members with considerable working experience. A total of 42.2% of respondents had served for more than ten years, while 37.6% reported a tenure ranging from one to five years. These findings suggest that the majority of employees possess a strong understanding of organizational mechanisms, operational procedures, and institutional work patterns, enabling them to adjust more effectively to the adoption of digital systems within the organization. In addition, respondents were largely concentrated within the productive age category, especially employees older than 35 years, who accounted for 37.6% of the sample. This situation reflects the presence of experienced personnel who are simultaneously required to remain responsive to ongoing technological advancements. The implementation of digital transformation within the institution is therefore likely to contribute to employee performance improvement by supporting greater operational effectiveness, accelerating service processes, and enhancing the precision of information management. In addition, the stability of employment status, as demonstrated by the dominance of permanent employees (61.5%), can strengthen employee self-determination, as a sense of security and job certainty encourages intrinsic motivation, independence, and commitment to completing tasks. On the other hand, long work experience also contributes to the formation of meaning competence, where employees are able to interpret their work as a valuable role that has a direct impact on the quality of public services. Therefore the characteristics of these respondents

provide a strong basis for examining the impact of digital transformation on job performance, both directly and indirectly through self-determination and meaning competence as mediating variables.

Tabel 2. Convergent Validity Results

Variabel	Digital Transformation	Job Performance	Meaing Competence	Self-Determination
Digital revolution develops my cognitive skills at work	0.731			
The implementation of digital technology improves the quality of customer service in my workplace	0.738			
The adoption of digital innovation increases the significance and effectiveness of the tasks I perform	0.726			
The integration of digital technology encourages me to develop more innovative ideas in carrying out my work responsibilities	0.801			
The advancement of digitalization has created significant changes in the way I work and develop compared to previous conditions	0.713			
The development of digital technology has strengthened my capabilities and increased my opportunities for career advancement in the workplace.	0.770			
The use of digital systems and technology contributes to greater efficiency and enhances my work output	0.714			
The implementation of digital technology in the workplace expands my understanding and skills related to information and communication technology.	0.717			
The advancement of digital innovation supports my ongoing growth and professional skill enhancement.	0.749			
The application of digital technology in the workplace creates broader opportunities for my professional growth and career progression.	0.786			
I am able to accomplish my assigned duties within the specified timeframe.		0.712		
I am able to achieve or surpass the targets set for me in my work.		0.748		
I ensure that the services I provide comply with, or even surpass, established quality standards		0.791		
I react promptly when issues or problems arise in the workplace		0.784		

Variabel	Digital Transformation	Job Performance	Meaning Competence	Self-Determination
I consider my work to be highly meaningful and valuable to me personally			0.793	
I find my job responsibilities to be personally meaningful and significant			0.806	
I perceive my work as meaningful and personally valuable			0.791	
I feel assured in my capacity to perform my job responsibilities effectively			0.873	
I have strong confidence in my ability to carry out my work tasks effectively			0.730	
I am given substantial autonomy and flexibility in determining how I complete my job tasks				0.877
I am granted a high degree of independence in deciding how to carry out my work responsibilities				0.824
I have the freedom to determine my own approach in completing my work tasks				0.873

Source: Research Data (Processed), 2026

The results of the outer loading assessment indicate that all indicators included in this study meet the requirements for convergent validity, as each item records a value above 0.70. This confirms that the measurement items are appropriate in representing their respective constructs within the SEM-PLS model. For the Digital Transformation (X) construct, the indicator loadings fall between 0.713 and 0.801. These values demonstrate that each indicator contributes strongly and consistently in reflecting the digital transformation variable. Meanwhile, the Job Performance (Y) construct, represented by indicators JP.1 to JP.4, shows outer loading values ranging from 0.712 to 0.791. This result confirms that all indicators used to measure employee performance are valid and effectively capture the intended construct.

Tabel 3. Results of Discriminant Validity Analysis with Fornell-Larcker Criterion Approach

Variabel	Digital Transformation	Job Performance	Meaning Competence	Self-Determination
Digital Transformation	0.745			
Job Performance	0.649	0.759		
Meaning Competence	0.673	0.716	0.800	
Self-Determination	0.523	0.556	0.454	0.858

Source: Research Data (Processed), 2026

The assessment of discriminant validity using the Fornell–Larcker criterion demonstrates that all constructs in this study satisfy the required validity standards. This is evidenced by the square root values of the Average Variance Extracted (AVE) placed on the diagonal of the matrix, namely Digital Transformation (0.745), Job Performance (0.759), Meaning

Competence (0.800), and Self-Determination (0.858). Each of these values is higher than the corresponding inter-construct correlation coefficients. These results indicate that every construct possesses adequate discriminant capability, confirming that each variable measures a distinct concept without significant overlap. Consequently, the measurement model is considered appropriate for distinguishing between the theoretical constructs used in this research framework.

Composite Reliability. The evaluation of composite reliability was conducted to determine the internal consistency of the measurement model and to ensure that each construct is reliably represented by its corresponding indicators. In this study, the analysis was performed using SmartPLS, which generates composite reliability values to assess the extent to which the observed variables consistently measure their respective latent constructs. The resulting values indicate the level of reliability across all constructs in the model, reflecting how well the indicators work together in representing each variable. Based on these results, it can be inferred that the measurement model demonstrates satisfactory reliability, thereby confirming that all constructs are consistently measured and are appropriate for further structural analysis.

Tabel 4. Composite Reliability Test Results

<i>Variable</i>	Cronbach's alpha	Composite reliability (rho_c)	Average variance extracted (AVE)
Digital Transformation	0.911	0.926	0.555
Job Performance	0.755	0.845	0.576
Meaning Competence	0.859	0.898	0.640
Self-Determination	0.821	0.893	0.736

Source: Research Data (Processed), 2026

Based on the result of construct reliability and validity analysis using SmartPLS, Cronbach's Alpha values for all research constructs were above the minimum threshold of 0.70, namely Digital Transformation at 0.911, Job Performance at 0.755, Meaning Competence at 0.859, and Self-Determination at 0.821. This indicates that the overall construct has good internal consistency and the indicators used are reliable.

Inner Model. In PLS-SEM, the inner model refers to the structural component of the model that specifies the relationships among latent variables. It illustrates how exogenous (independent) constructs influence endogenous (dependent) constructs, including any mediating variables included in the framework. These relationships are evaluated through path coefficients, coefficient of determination (R^2), and statistical significance levels. Accordingly, the inner model serves as the basis for hypothesis testing and for determining the explanatory power of the independent variables in accounting for variations in the dependent variables within the proposed research model.

Determinant coefficient (R^2). Within the PLS-SEM approach, the coefficient of determination (R^2) is used to measure how effectively the independent constructs account for changes in the

dependent constructs. A larger R^2 value reflects a stronger capability of the model to explain the phenomenon under investigation. Generally, an R^2 value approaching 0.75 is interpreted as indicating substantial explanatory strength, a value around 0.50 suggests a moderate level of explanation, while a value near 0.25 reflects relatively weak predictive capability. Consequently, the R^2 coefficient functions as an important benchmark for evaluating the adequacy and explanatory performance of the structural (inner) model in PLS-SEM analysis.

Tabel 5. Determination Coefficient Test Results

<i>Variable</i>	R-square	R-square adjusted
Job Performance	0.602	0.590
Meaning Competence	0.453	0.448
Self-Determination	0.274	0.267

Source: Research Data (Processed), 2026

The findings of the structural model evaluation reveal that the Job Performance construct obtains an R-square value of 0.602, with an adjusted R-square of 0.590. These results indicate that the variables included in the model, both independent and mediating constructs, are capable of explaining 60.2% of the variance in employee job performance. Meanwhile, the remaining 39.8% of the variation is attributable to other determinants that were not incorporated into the present research framework.

F-square. In PLS-SEM analysis, the F-square (f^2) statistic is applied to evaluate the magnitude of the effect exerted by an independent variable on a dependent variable. This measurement helps determine the contribution strength of each predictor construct within the structural model. Generally, f^2 values are interpreted as small at 0.02, moderate at 0.15, and substantial at 0.35. Therefore, the f^2 coefficient is used to assess how strongly each independent variable contributes to explaining the endogenous construct in the proposed model.

Tabel 6. F-square Results

Variabel	Digital Transformation	Job Performance	Meaning Competence	Self-Determination
Digital Transformation		0.056	0.828	0.377
Job Performance				
Meaning Competence		0.290		
Self-Determination		0.096		

Source: Research Data (Processed), 2026

The findings of the effect size analysis indicate that Digital Transformation exerts a substantial influence on Meaning Competence, as reflected by an f^2 value of 0.828. Its impact on Self-Determination is categorized as moderate, with an f^2 coefficient of 0.377. However, the direct contribution of Digital Transformation toward Job Performance is relatively weak, indicated by an f^2 value of 0.056. In addition, Meaning Competence demonstrates a moderate contribution to Job Performance with an effect size of 0.290, whereas Self-Determination shows only a

limited influence, represented by an f^2 value of 0.096. These results suggest that Meaning Competence plays a more dominant mediating role than Self-Determination in explaining how Digital Transformation affects employee Job Performance.

The outcomes of the hypothesis assessment are presented in Table 6. The evaluation of each hypothesis was carried out through the analysis of path coefficients, t-statistics, and p-values in order to identify the significance of the relationships among the constructs included in the model. A relationship is considered statistically significant when the t-statistic exceeds 1.96 and the p-value remains below the 0.05 threshold. Furthermore, the table offers a comprehensive description of both the direct relationships and the moderating effects examined in the proposed research framework.

Tabel 6. Results of Direct Effect Testing

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Digital Transformation → Job Performance	0.214	0.216	0.101	2.130	0.033
Digital Transformation → Meaning Competence	0.673	0.683	0.050	13.445	0.000
Digital Transformation → Self-Determination	0.523	0.530	0.068	7.645	0.000
Meaning Competence → Job Performance	0.466	0.464	0.086	5.412	0.000
Self-Determination → Job Performance	0.232	0.235	0.081	2.864	0.004

Source: Research Data (Processed), 2026

Referring to the results presented in Table 4.8, Digital Transformation demonstrates a positive and statistically significant influence on Job Performance, as indicated by a path coefficient of 0.214, a t-statistic of 2.130, and a p-value of 0.033. The findings also reveal that Digital Transformation significantly contributes to Meaning Competence ($\beta = 0.673$; $t = 13.445$; $p = 0.000$) as well as Self-Determination ($\beta = 0.523$; $t = 7.645$; $p = 0.000$). Moreover, Meaning Competence shows a significant positive relationship with Job Performance, reflected by a coefficient value of 0.466, a t-statistic of 5.412, and a p-value of 0.000. Similarly, Self-Determination is found to significantly enhance Job Performance with a coefficient of 0.232, a t-statistic of 2.864, and a p-value of 0.004. Based on these statistical results, all hypotheses related to the direct effects among the constructs in this research are supported and accepted.

Discussion. H1: The Impact of Digital Transformation on Job Performance. The hypothesis testing results demonstrate that Digital Transformation exerts a positive and statistically significant influence on the Job Performance of BPJS Kesehatan employees. The analysis, which involved 109 respondents and was processed using SmartPLS, shows a t-

statistic value of 2.130, exceeding the required threshold of 1.96, along with a p-value of 0.033, which is below the significance level of 0.05. These findings confirm that H_1 is supported, while H_0 is rejected. In other words, a greater implementation of digital transformation within the organization tends to contribute to improved employee performance levels.

More specifically, the implementation of digital transformation at BPJS such as the use of digital information systems, the automation of work processes, and the use of technology in service delivery helps employees complete their work more quickly, accurately, and efficiently. This impact was directly experienced by 109 respondents, who reported increased productivity and work quality as a result of using these digital technologies.

These findings are consistent with research (Astuti et al., 2025) shows that Digital Transformation has a significant positive effect on Employee Performance, as evidenced by positive path coefficients and statistical significance values (p-values < 0.05). This means that increased implementation of digital technology, information systems, and digital-based work processes can improve the effectiveness and efficiency of employees' work, thereby improving work performance.

H2: The Impact of Digital Transformation on Meaning Competence. The statistical testing results reveal that Digital Transformation significantly and positively influences Meaning Competence among employees of BPJS Kesehatan. Based on data collected from 109 respondents and analyzed through SmartPLS, the obtained t-statistic of 13.445 exceeds the critical value of 1.96, while the p-value of 0.000 remains far below the 0.05 significance criterion. Accordingly, H_3 is accepted and H_0 is rejected. These findings suggest that a stronger implementation of digital transformation within the organization is associated with a higher level of employees' meaning competence.

More specifically, the implementation of digital transformation at BPJS such as the use of digital information systems, the integration of technology into work processes, and the digitization of services has helped employees gain a clearer understanding of their roles and the objectives of their work. This was reported by 109 respondents, who noted that they not only work more efficiently but also feel that their work holds greater value and significance for both the organization and society.

These findings are consistent with research (Blanka et al., 2022) explains that digital transformation encourages increased employee competence through changes in work systems, the use of digital technology, and increasingly complex job roles. Meaning competence is part of psychological competence related to an individual's understanding of the meaning and value of their work, clarity of roles, and confidence in carrying out tasks.

H3: The Impact of Digital Transformation on Self-Determination. The findings from the hypothesis analysis show that Digital Transformation has a positive and statistically significant relationship with Self-Determination among employees of BPJS Kesehatan. The SmartPLS output, based on responses from 109 participants, produced a t-statistic value of 7.645, which exceeds the minimum criterion of 1.96, while the p-value of 0.000 is below the 0.05 significance

threshold. Therefore, H_2 is supported and H_0 is rejected. This indicates that the implementation of digital transformation within the organization contributes to increasing employees' level of self-determination.

More specifically, the implementation of digital transformation at BPJS such as the use of digital work systems, faster access to information, and technological support for decision-making has given employees greater autonomy to work independently and take control of their tasks. This was reported by 109 respondents, who noted that they have become more flexible in managing their work, more confident in making decisions, and have greater freedom in completing their tasks.

Research conducted (Yildiz et al., 2025) shows that digital transformation has a significant positive impact on employee self-determination. The implementation of digital technology in organizations encourages increased employee autonomy in managing work methods, decision-making, and initiative in carrying out tasks.

H4: The Influence of Meaning Competence on Job Performance. The hypothesis testing results demonstrate that Meaning Competence positively and significantly affects the Job Performance of employees at BPJS Kesehatan. Based on the SmartPLS analysis involving 109 respondents, the obtained t-statistic value of 5.412 exceeds the critical threshold of 1.96, while the p-value of 0.000 is lower than the significance level of 0.05. Accordingly, the proposed hypothesis is supported, and H_0 is rejected. These findings indicate that employees who possess a higher level of meaning competence are more likely to demonstrate better work performance within the organizational environment.

More specifically, meaning competence reflects the extent to which employees understand the meaning, purpose, and value of the work they do. Among BPJS employees, this is evident in how the 109 respondents were able to link their daily tasks to the organization's goal of providing optimal service to the public. When employees feel that their work has clear meaning and contributes to a greater purpose, they tend to work with greater responsibility, exhibit higher motivation, and demonstrate better work quality.

Research conducted (Yildiz et al., 2025) which shows that meaning competence has a significant positive effect on job performance. These findings indicate that when employees understand the meaning of their work, feel that their work is valuable, and are confident in their competencies, they will perform optimally.

H5: The Influence of Self-Determination on Job Performance. The hypothesis testing outcomes reveal that Self-Determination exerts a positive and statistically significant influence on the Job Performance of employees at BPJS Kesehatan. The SmartPLS analysis, conducted using data from 109 respondents, produced a t-statistic value of 2.874, which is higher than the required critical value of 1.96, while the p-value of 0.004 is below the 0.05 level of significance. Based on these findings, H_4 is accepted and H_0 is rejected. This indicates that employees with

stronger self-determination tend to exhibit higher levels of job performance within the organizational setting.

More specifically, self-determination reflects the level of independence, freedom, and ability employees have to manage and make decisions regarding their work. Among BPJS employees, this is evident in how the 109 respondents were able to manage tasks independently, determine effective work methods, and take the initiative in completing their work. These conditions foster increased productivity, work quality, and accountability for work outcomes.

Research conducted (Yildiz et al., 2025), Self-determination has been proven to have a significant positive effect on job performance. Self-determination is positioned as part of psychological empowerment, which reflects the level of autonomy, freedom in decision-making, and the ability of individuals to manage and control their work.

H6: The Influence of Digital Transformation in Mediating the Relationship between Self-determination and Job Performance. The mediation analysis results demonstrate that Digital Transformation plays a significant mediating role in the relationship between Self-Determination and Job Performance among employees of BPJS Kesehatan. Based on the SmartPLS output obtained from 109 respondents, the indirect effect produced a t-statistic value of 2.577, which exceeds the critical threshold of 1.96, along with a p-value of 0.010 that is lower than 0.05. These findings confirm that the mediation hypothesis is supported, whereas the null hypothesis is rejected. The results further suggest that self-determination contributes to employee performance not only through a direct pathway but also indirectly through the implementation of digital transformation. Employees who possess stronger self-determination are generally more capable of adapting to and utilizing digital technologies, organizational information systems, and technology-based work processes in a more effective manner. This capability ultimately improves both work efficiency and overall performance outcomes. Within the organizational context of BPJS Kesehatan, the findings from the 109 respondents indicate that higher levels of employee self-determination are associated with greater adaptability toward digital transformation initiatives, which subsequently contributes to enhanced job performance.

H7: The Influence of Digital Transformation in Mediating the Relationship between Meaning Competence and Job Performance. The mediation analysis findings reveal that Digital Transformation significantly mediates the relationship between Meaning Competence and Job Performance among employees of BPJS Kesehatan. Based on the SmartPLS analysis conducted on 109 respondents, the indirect effect produced a t-statistic value of 5.190, which is higher than the required critical value of 1.96, while the p-value of 0.000 is below the 0.05 significance threshold. Accordingly, the proposed hypothesis is accepted and H_0 is rejected. These results indicate that Meaning Competence contributes to employee performance not only directly but also indirectly through the implementation of digital transformation. Employees who possess a stronger understanding of the significance and purpose of their work are more likely to utilize digital technologies, organizational information systems, and digital-based operational processes more effectively. In the context of BPJS Kesehatan, the responses from

109 participants demonstrate that employees with higher levels of meaning competence tend to adapt more successfully to digital transformation initiatives. This adaptability ultimately supports improvements in work effectiveness and overall job performance.

CONCLUSION & SUGGESTION

The findings of this research demonstrate that Digital Transformation, Self-Determination, and Meaning Competence serve as important factors influencing Job Performance among employees of BPJS Kesehatan, based on data collected from 109 respondents. The empirical analysis reveals that Digital Transformation not only directly contributes to improvements in employee performance but also significantly influences the development of Self-Determination and Meaning Competence within the organizational environment. In addition, both Self-Determination and Meaning Competence were proven to positively enhance employee performance. The study further identifies Digital Transformation as an important mediating mechanism that reinforces the effects of these psychological factors on Job Performance. This indicates that successful performance enhancement is not merely dependent on technological implementation, but also on how effectively the organization aligns digital systems with employees' motivational and cognitive capacities. Therefore, the results of this study emphasize that the effectiveness of digital transformation initiatives within BPJS Kesehatan requires not only technological advancement but also the strengthening of employees' internal competencies and motivational aspects in order to achieve optimal organizational performance outcomes.

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