

THE INFLUENCE OF DIGITAL TRANSFORMATION AND HUMAN RESOURCE DEVELOPMENT ON EMPLOYEE PERFORMANCE BY MEDIATING EMPLOYEE ATTITUDES WITHIN THE METEOROLOGY, CLIMATOLOGY, AND GEOPHYSICS AGENCY

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Abstract

This study is a conceptual investigation that aims to explore the theoretical relationships among digital transformation, human resource development (HRD), employee attitudes, and human resource performance. It focuses particularly on the mediating role of employee attitudes in enhancing the effects of digital transformation and HRD on performance. In the context of the modern workforce and the Fourth Industrial Revolution, organizations are increasingly pressured to adapt by leveraging digital technologies and investing in employee development. However, the effectiveness of these strategies is not only determined by their implementation but also by how employees perceive and respond to them. Digital transformation offers significant benefits such as operational efficiency and improved decision-making, while HRD programs help build employee competence and foster professional mindsets. Employee attitude emerges as a key psychological factor that mediates these relationships. Positive attitudes can increase motivation, adaptability, and productivity, thus reinforcing the success of organizational initiatives. Conversely, negative attitudes may limit the impact of these efforts. This study contributes theoretically to the fields of human resource management and digital transformation by providing a conceptual framework that highlights the central role of employee attitudes. While it does not present empirical data, it sets the foundation for future research to empirically test and validate the proposed model using quantitative methods for a more comprehensive understanding of the interactions among the studied variables.

Keywords: Digital Transformation, Human Resources Development, Employee Attitude, Employee Performance

Introduction

Employee performance is one of the main indicators of an organization's success in achieving its strategic goals (Munadil et al., 2024). Optimal performance reflects the level of effectiveness and efficiency in the execution of tasks and responsibilities, ultimately impacting the overall productivity of the institution (Ardian, 2020). In the public sector, improving employee performance becomes crucial to ensure high-quality public services based on scientific data, rapid, accurate, and responsive to the dynamics of change (Vrchota et al., 2020). Therefore, understanding the factors that influence employee performance is essential to support better bureaucratic reforms and governance.

One of the key factors believed to have a significant influence on employee performance is digital transformation (Denmamode & Panchoo, 2024). Digital transformation includes the application of information and communication technology to improve work processes (Rodríguez-Abitia & Bribiesca-Correa, 2021), accelerate services, and enhance data accuracy and transparency (Andriole, 2018). In the current digital era, organizations that can quickly adapt to technological advancements will excel in efficiency and service quality (Faisol et al., 2024).

In addition, human resource development (HRD) plays a strategic role in shaping individual and organizational capacity (Syahiroh et al., 2024). Employees are equipped with training, continuous education, career development programs, and relevant competency strengthening aligned with the development of their duties and responsibilities. Effective HRD not only impacts technical skill enhancement but also strengthens employees' commitment, loyalty, and work motivation (Taufiq et al., 2019). With improved HRD quality, overall employee performance is also likely to experience significant improvement.

The controversy in research findings indicates a fascinating field of study. Therefore, in this study, employee attitudes are proposed as a mediator. Attitudes reflect an individual's perceptions, emotions, and tendencies toward their work (Retnowati & Darmawan, 2022). Technological changes and HRD improvements

will only have a positive impact if accompanied by employees' open attitudes toward change, work enthusiasm, and performance orientation (Porotu'o et al., 2021).

Based on the research background, this study aims to analyze the influence of digital transformation and human resource development on employee performance, with employee attitudes as a mediating variable within the Meteorology, Climatology, and Geophysics Agency (BMKG). This research integrates three critical elements in public sector organizations: digital transformation, human resource development (HRD), and employee attitudes as a mediating variable in the effort to improve employee performance. The study refers to previous research conducted by (Adisaksana, 2022) and (Oktafien et al., 2023) which found that Human Resource Digital Transformation (HRDT) had no significant effect on Employee Performance (EP). However, these findings differ from those of (Firmansyah & Napitupulu, 2024) and (Devi Rukani & Dyah Ratnasari, 2024) who emphasized that digital transformation has a positive and significant impact on improving employee performance. Similarly, conflicting results were also found in studies by (Monalis et al., 2020) regarding the role of human resource development in influencing employee performance.

The novelty of this study lies in the use of employee attitudes as a mediating variable linking digital transformation and HR development to employee performance. Employee attitudes are viewed as a key factor in optimizing the impact of organizational initiatives. This study offers a holistic approach to understanding how these factors interact in enhancing public sector performance, while also providing both theoretical and practical contributions to the development of a contextual, behavior-oriented performance model.

Theoretical review

The Resource-Based View (RBV) theory originates from four foundational theoretical streams: the traditional study of distinctive competencies, Ricardian economics, Penrosian economics, and the anti-trust implications of economics (Barney, 1991). This theory posits that organizations should leverage existing resources in innovative ways to seize external opportunities, rather than acquiring entirely new capabilities for each new challenge (Kengatharan, 2019). According to RBV, there are two main categories of resources tangible and intangible that are essential in helping organizations achieve superior performance (Wood et al., 2018). Building on this, (Bromiley & Rau, 2016) argue that corporate strategy should aim to make resources superior, unique, and irreplaceable, transforming them into strategic assets. For example, intangible assets like organizational culture which is socially complex, tacit, and habitual can significantly influence company performance (Acar & Ozs, 2018).

In this context, digital transformation is seen as a strategic resource, as it enhances efficiency, effectiveness, and workforce productivity through process automation, real-time data access, and the use of technology in learning and decision-making (Stroumpoulis & Kopanaki, 2022). From the RBV perspective, digital transformation strengthens the core capabilities of human resources and fosters dynamic capabilities, such as continuous adaptation and innovation (Irfan et al., 2019). As a result, human resources become more responsive to environmental changes, more collaborative in task execution, and capable of generating added value through tech-based innovation (Teng et al., 2022). Therefore, digital transformation is not merely a support tool but a strategic investment in developing human capital as a key organizational asset, aimed at sustainable performance improvement and long-term competitive advantage.

Several previous studies have shown that digital transformation has a significant impact on improving human resource (HR) performance (Riduan & Firdaus, 2024). Digital transformation—which includes technology adoption, the digitalization of work processes, and the development of management information systems—has been proven to accelerate workflows, enhance efficiency, and support more accurate decision-making (Wahyudi et al., 2023). Thus, the proposed hypothesis is:

H1: Digital Transformation has a positive effect on HR Performance.

The Resource-Based View (RBV) considers digital transformation as a strategic resource that can enhance an organization's internal capabilities, particularly in shaping employees' mindsets, behaviors, and work orientation (Porfírio et al., 2021a). Digital transformation brings changes not only to systems and work processes but also creates a work environment that demands adaptability, openness to innovation, and technological proficiency (Adisaksana, 2022). A positive employee attitude toward digital change is an intangible asset that is valuable and difficult for other organizations to replicate (Hofstede, 1998; Ju et al., 2021).

Previous studies have shown that digital transformation significantly influences employee attitudes in the workplace (Hoberg et al., 2017). The implementation of new technologies, process automation, and service digitalization not only changes how work is done but also impacts employees' perceptions, adaptability, and engagement (Nafis Khakimuddin et al., 2024). Research by (Porfírio et al., 2021a) found that a well-structured digital transformation process that actively involves employees can foster positive attitudes such as enthusiasm, openness to change, and a willingness to learn and innovate. Conversely, a lack of organizational readiness in supporting the digital transition often leads to resistance, uncertainty, and anxiety among employees. These

findings highlight the importance of a human-centered managerial approach in implementing digital transformation to not only drive operational efficiency but also cultivate positive and productive employee attitudes. Thus, the proposed hypothesis is:

H2: Digital Transformation has a positive effect on Employee Attitudes.

Within the framework of the Resource-Based View (RBV), human resource development (HRD) is considered a strategic investment in internal assets that are valuable, rare, difficult to imitate, and not easily replaceable (Ahmed et al., 2018). RBV emphasizes that an organization's competitive advantage largely depends on how it manages and develops the unique capabilities of its human resources (Assensoh-Kodua, 2019). Through education, training, skill development, and enhanced work experience, organizations can cultivate a workforce that is competent, adaptable, and innovative (Miller, 2019).

Well-developed human resources possess higher levels of knowledge and skills, stronger work motivation, and the ability to contribute effectively to organizational goals (Nagano, 2020). Several previous studies have shown that human resource development has a significant impact on improving employee performance (Bowo & Hendro, 2023). HRD initiatives such as training, education, competency enhancement, and career development programs have been shown to improve work capability (Darsana, 2023), as well as employee motivation and productivity. Thus, the proposed hypothesis is:

H3: Human Resource Development has a positive effect on HR Performance.

The Resource-Based View (RBV) emphasizes human resource development (HRD) as a strategic investment that strengthens an organization's internal capabilities by improving individual quality, including shaping employee attitudes (Miller, 2019). Through education programs, training, mentoring, and career development, organizations not only enhance employees' technical skills but also foster positive attitudes such as confidence, commitment, loyalty, and readiness for change (Miller, 2019). Employee attitudes formed through HR development are high-value intangible assets that are difficult to replicate and serve as a key to achieving sustainable competitive advantage. Employees who feel valued and empowered through continuous development tend to be more open to new tasks, more motivated to innovate, and more likely to demonstrate constructive and productive workplace behavior (Sukaatmadja et al., 2021). Previous studies have shown that human resource development has a significant relationship with employee attitudes in the workplace (Retnowati & Darmawan, 2022). Thus, the proposed hypothesis is:

H4: Human Resource Development has a positive effect on Employee Attitudes.

When human resources (HR) have a positive attitude toward their work and organization, they tend to exhibit productive, collaborative, and innovative behavior, which directly enhances the quality, efficiency, and effectiveness of HR performance (Ju et al., 2021). Constructive attitudes also strengthen team cohesion, accelerate adaptation to change, and support the achievement of organizational goals (Miao et al., 2021). Thus, employee attitude is not merely an outcome of managerial systems, but a competitive advantage that organizations can leverage to achieve high and sustainable performance. Previous studies have shown that employee attitude plays an important role in determining the success of HR performance (Miao et al., 2021). Therefore, the proposed hypothesis is:

H5: Employee Attitude has a positive effect on HR Performance.

Digital transformation is a key driver in improving human resource (HR) performance through automation, efficiency, and enhanced work quality (Wahyudi, 2018). However, its success depends not only on the implementation of technology but also on employees' attitudes toward the change (Patarru' et al., 2020). Employees with a positive attitude toward technology adoption can accelerate its use and improve performance, while negative attitudes can hinder performance (Retnowati & Darmawan, 2022). Employee attitude also plays an important mediating role in the relationship between human resource development (HRD) and HR performance (Utami et al., 2016). HRD initiatives such as training and skill enhancement can improve employee competence, but the effectiveness of these efforts depends on employees' attitudes (Azis et al., 2021). Employees with a positive outlook on self-development are more likely to effectively apply new skills, leading to improved performance. In contrast, negative attitudes can diminish the impact of HR development. Studies show that a proactive and open attitude toward change encourages employees to improve their performance, while negative or apathetic attitudes limit the full benefits of development opportunities (Astrini et al., 2018). Therefore, in addition to quality HR development, it is essential for organizations to foster positive employee attitudes and support career growth to enhance overall HR performance (Coleman & Adim, 2019). Based on this, the proposed hypotheses are:

H6: Employee Attitude mediates the effect of Digital Transformation on HR Performance

H7: Employee Attitude mediates the effect of Human Resource Development on HR Performance

Methods

This study is a conceptual investigation aiming to examine the relationships between two or more variables. It explores the theoretical connections among digital transformation, human resource development,

employee attitudes, and human resource performance, without yet incorporating empirical data or statistical analysis (Sugiyono, 2018). The population of this research consists of all employees at the Meteorology, Climatology, and Geophysics Agency (BMKG) who are involved in the implementation of competency development strategies and digital transformation initiatives.

According to (Hair, 2021) the sample size should be at least 100 or more. As a general rule, the minimum sample size should be at least five times the number of items being analyzed, and a 10:1 ratio is more widely accepted. With 16 questionnaire items used in this study, the minimum required sample size is $16 \times 10 = 160$. Therefore, the respondents in this study consist of 160 BMKG employees engaged in the implementation of competency development and digital transformation strategies.

The sampling technique used is non-probability sampling with a convenience sampling method (Hair, 2021). This technique was chosen based on considerations of time and cost efficiency, making it easier for the researcher to collect data. Data were gathered using a closed-ended questionnaire. The response scale used in this study ranges from 1 to 5, with anchors from "Strongly Disagree" to "Strongly Agree." The data analysis technique applied in this study is Partial Least Squares (PLS).

Results and Discussion

The rapid advancement of technology and the dynamics of modern organizations compel companies to continuously adapt through digital transformation and human resource development (HRD). However, improving employee performance is not solely driven by managerial strategies—it is also heavily influenced by internal employee factors, especially their attitudes toward change. This article presents a conceptual framework explaining the relationships among digital transformation, HRD, employee attitudes, and HR performance. The primary focus is on the mediating role of employee attitudes in strengthening the impact of digital transformation and HR development on employee performance in the digital era.

In the era of the Fourth Industrial Revolution, digital transformation has become a strategic necessity for organizations to survive and grow. Companies are expected not only to implement digital systems and technologies but also to ensure employees can adapt to these changes. HRD, through training, retraining, and capacity building, becomes essential in preparing adaptive and productive employees. However, a frequently overlooked aspect is the employee's own attitude. Attitude is a critical psychological factor that influences how individuals respond to change and apply it in their daily performance. Digital transformation can enhance operational efficiency, accelerate workflows, and improve decision-making quality. Technologies like automation, artificial intelligence, and cloud-based systems reduce administrative burdens and allow employees to focus on strategic tasks. In this context, digital transformation directly contributes to HR performance through workflow optimization and increased individual productivity.

The adoption of new technology also influences employee perceptions and attitudes toward the organization (Uren & Edwards, 2023). When employees see their company embracing innovation and providing modern work tools, they feel more motivated and proud to be part of the organization. Positive attitudes toward digital transformation foster confidence, a willingness to learn, and higher work enthusiasm (Porfírio et al., 2021b). HRD plays a central role in improving job competence (Potnuru et al., 2021). Training programs, coaching, mentoring, and career development not only enhance employees' technical and non-technical skills but also shape a professional work mentality. Employees who receive development opportunities tend to perform better because they feel prepared and capable of handling complex job demands.

Organizations that consistently invest in HRD tend to build strong psychological ties with their employees. Investment in employee self-development strengthens positive attitudes such as a sense of belonging, commitment to the organization, and loyalty. Therefore, HRD impacts not only technical skills but also reinforces employee attitudes toward their work and company. Employee attitude is a key determinant of performance levels. Employees with positive attitudes tend to have intrinsic motivation, a strong learning spirit, and a readiness to collaborate. They are also more responsive to change and easier to align with organizational goals. Thus, employee attitude directly affects work effectiveness and productivity (Dodson & L. Anne Di Borders., 2006).

In this conceptual framework, employee attitude serves as a mediating variable between digital transformation and HR performance, as well as between HR development and HR performance. This means that even if a company implements digital transformation or HRD programs, performance improvement depends greatly on how employees respond in terms of attitude. Without the support of a positive employee mindset, both strategies risk falling short of delivering optimal results. Therefore, human resource management strategies must consider affective and psychological factors as a key part of performance enhancement efforts.

Conclusion

Digital transformation and human resource development (HRD) are two key strategies for addressing the challenges of the modern workforce. However, the success of these strategies is greatly influenced by

employee attitudes. A positive attitude not only enhances the direct impact of transformation and development but also serves as a critical mediator in determining how effectively employees can translate these strategies into actual performance. Therefore, organizations must take the management of employee attitudes seriously—through effective communication, engagement, and psychological support—to ensure that digital transformation and HRD optimally contribute to employee performance.

This study contributes to the advancement of knowledge in the fields of human resource management and digital transformation. Theoretically, the findings enrich the academic literature on the relationships between digital transformation, HR development, and employee performance, while also deepening the understanding of employee attitude as a significant mediating variable in improving organizational effectiveness. This is a conceptual study that does not yet present either qualitative or quantitative data. Future research is encouraged to test this model through quantitative analysis to provide a more comprehensive picture of the influence among the variables studied.

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