

The Role of Transformational Leadership in Improving The Adaptive Ability of Education Personnel Through Motivational Mediation and Administrative Digitalization

Asti Rahayu^{1*}, Mahirun², and Wenti Ayu Sunarjo³

¹²³ Master of Management Study Program, Universitas Pekalongan

*Corresponding Author – Email Address : astyrahayu66@gmail.com

ABSTRACT

This study aims to examine the influence of transformational leadership on the adaptive ability of education personnel by considering motivation and administrative digitalization as mediation variables. The background of this research is based on the importance of adaptive ability in dealing with rapid changes in the university environment, especially in the current digital era. The problem raised is whether transformational leadership is able to improve the adaptive ability of education personnel through increasing motivation and implementing administrative digitalization. The research method used was a survey through a questionnaire of 34 education staff of Pekalongan University which was taken by *accidental sampling*, while for data analysis using SEM-PLS which was processed using the Smart PLS application. The results showed that transformational leadership had a positive and significant effect on motivation and digitization of administration, but did not have a significant effect on adaptive ability, and the two mediating variables were also unable to bridge these influences significantly. Thus, it can be concluded that although transformational leadership can improve the motivational aspect and digitalization of administration, it does not directly or indirectly have a significant impact on improving adaptive skills. These findings imply the need for an additional, more specific approach to develop the adaptive abilities of educators in the face of organizational dynamics.

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Transformational leadership, Motivation, Digitization of Administration, Adaptive Ability.

1. Introduction

The development of information technology has encouraged various institutions, including universities, to carry out digital transformation, especially in the field of administration. Administrative digitalization aims to improve the efficiency and effectiveness of services, but its success is not only determined by technological infrastructure, but also by the readiness of human resources to adopt these changes. Education personnel, as a non-academic element, play a strategic role in supporting the smooth administration of the institution.

Pekalongan University (Unikal) is a private university in Pekalongan City which is under the auspices of the *Samarthya Mahotsaha Paramadharma* Foundation, which means *a selfless oath of loyalty to*

serve. This philosophy is the basic spirit in shaping the character and work ethic of the entire academic community. In carrying out this vision, Unikal establishes *the IKHLAS Values* as the foundation of attitudes and behaviors, namely Integrity, Collaborative, Humanist, Loyal, Adaptive, and Spiritual. **Adaptive Values** are very important in the era of digital disruption, because it emphasizes the ability to adapt quickly, intelligently, and wisely to changes in the work environment.

As a form of response to the dynamics and demands of the digital era, the Unikal continues to innovate in developing digital technology, especially in the administrative process. This innovation is motivated by the need to increase performance productivity and accelerate accurate and integrated data services across all work units. For this reason, Unikal builds a digital information system that is designed centrally to support the achievement of goals One data. Various administrative information systems have been implemented, including the Academic Information System (SIKAD), online correspondence system, personnel system, financial system, to cooperation information system and graduation registration. The ability of information technology users plays an important role and affects the transformation of human resources (Muhardono et al., 2022). This transformation not only encourages efficiency and accuracy in administrative governance, but also demands increased competence and adaptive abilities of education staff. In other words, administrative digitalization requires the readiness of human resources who are not only technically skilled, but also able to adapt quickly to technological changes and work procedures that continue to develop.

In the face of these changes, Unikal education personnel show increased work motivation, especially in terms of willingness to learn, adapt to new systems, and active involvement in digital capacity building. However, this motivation and adaptive ability do not just appear. It takes leadership that is able to provide direction, inspiration, and personal support, namely transformational leadership.

Research on transformational leadership, work motivation, adaptive skills, and innovation in administrative digitalization has been widely conducted in various organizational contexts. However, in the context of education personnel in higher education who are facing digital transformation, this study is still relatively limited. Several studies show mixed results regarding the effectiveness of transformational leadership in improving employee motivation and adaptive abilities. Research by Amalia et al. (2016) concludes that transformational leadership does not have a significant influence on work motivation in the context of the manufacturing industry. On the other hand, other research by Digdowiseiso & Seftia (2021) and Salfitri et al. (2024), emphasizing that this leadership style contributes positively to increased motivation through a personal and participatory approach. In terms of technological change, Nugraha et al. (2024) and Octoyuda et al. (2023) also highlights the role of transformational leadership in accelerating technology adoption and creating a more adaptive organization.

In the context of administrative digitalization, several studies emphasize the strategic role of transformational leadership in driving innovation. Widiatmoko & Arif (2023) shows that transformational leaders are able to inspire public service innovations, such as in the SIPRAJA service system in Sidoarjo Regency. This research emphasizes the importance of the role of leaders as role models and agents of change in the digitalization of administration. Similar findings were found in the study Andarista & Kriswibowo (2023) and Farleni & Hanafi (2023), where the transformational leadership of the village head has been proven to encourage digital innovation in the village government environment.

Further Hindriari et al. (2022) emphasized that transformational leadership also encourages individual creativity and innovation, especially in the face of crises such as the pandemic. This is proof that leaders who have a vision and are able to build trust can stimulate the adaptive abilities of their members, including for MSMEs and educational institutions.

Based on the results of these studies, it can be concluded that transformational leadership has great potential in increasing motivation and adaptive ability, especially if leaders are able to create strong interpersonal relationships, build a clear vision, and encourage innovation through example. However, the effectiveness of this leadership style is greatly influenced by the organization, work culture, and individual perception of leadership itself. Thus, this study seeks to fill the gap in the literature by examining the role of transformational leadership in increasing the motivation and adaptive ability of education personnel, especially in facing digital transformation in higher education administration, which so far has not been studied specifically in the context of private universities such as Unikal.

2. Literature Review

Transformational Leadership

Transformational leadership is a leadership style that can motivate followers to carry out and manage their own interests for the benefit of the organization with individualized friendliness, intellectual stimulation, and ideal influence will all result in extra effort from workers for better organizational effectiveness (Robbins, 2017). This means that a transformational leadership style is a leadership style that is able to change (transforming) subordinates become using their interests to prioritize the interests of the organization as well.

According to Suwatno (2019:107), transformational leadership is leadership that influences employees to make employees feel confident, proud, loyal and respectful to their leaders and also have the motivation to do more than expected. This indicates that transformational leadership does not only change one aspect of motivation or Mindset but the change is expected to occur in all aspects holistically in order to be able to provide the best for the interests of the organization. It can be concluded that transformational leadership is a leadership style that is able to change, influence, and guide members to not only care about their personal interests but also participate in the interests of the organization by becoming more confident, having sense of owning, loyal, and proud of the organization.

According to Rafferty and Griffin developed by Avolio et al in Suwatno (2019:114) There are five indicators of transformational leadership. 1) Vision, which is an ideal picture of the future that is the basis of the organization's values. 2) Inspirational communication, which is an emotional approach to motivate employees and encourage them to prioritize the common good, 3) Supportive leadership, which is shown through attention to the welfare and needs of employees and creating a comfortable and supportive work environment, 4) Intellectual stimulation, which is an effort to increase employee awareness of various organizational problems and encourage new ways of thinking, and 5) Personal awareness, which is reflected in the leader's appreciation for individual efforts through praise and open recognition.

Work Motivation

Motivation Work is an internal and external drive that affects a person's enthusiasm, direction, intensity, and perseverance in achieving work goals. According to (Robbins & Judge, 2018), motivation is a process that explains the intensity, direction, and perseverance of individuals in achieving goals. In other words, motivation is the force that drives a person to act productively in an organization.

Robbins & Judge (2018) Dividing work motivation into three main components, namely intensity, direction, and perseverance. Intensity refers to how much energy a person devotes in their work. Direction indicates the extent to which the energy is directed to activities that support the achievement of organizational goals. Meanwhile, perseverance describes how long a person is able to sustain his efforts in the face of obstacles.

Furthermore, the indicators of work motivation according to (Robbins & Judge, 2018) includes several important aspects, including 1) the need for achievement is the drive to complete tasks to a high standard; 2) the need for affiliation, which is the desire to be accepted and establish good social relationships in the workplace; 3) The need for power is the desire to influence or control others; 4) Clear purpose (*goal clarity*), There is feedback on the results of the work; 6) Expectation of success, namely the belief that the efforts made will yield good performance.

Digitization of Administration

Administrative digitization is the process of transferring or converting administrative systems and documents that were originally done manually, such as recording in books, filling out forms, and managing archives, into a digital technology-based system. In this case, the use of the software and hardware is the main basis in administrative data management (Bungah, 2024)

Administrative digitization includes various aspects, including: the use of software applications for data recording and processing, the management of archives and documents in electronic form, the automation of workflows to reduce reliance on manual processes, and the use of *cloud computing* technology to store and access data efficiently and securely. In practice, administrative digitization is not only limited to filling out forms or processing data, but also involves changing work culture, updating technological infrastructure, and improving the capabilities of the human resources (HR) involved.

Laudon & Laudon (2021) Explained that the digitization of administrative information systems includes data integration between units, ease of access for users, data processing speed, and guaranteed data security. Digitization of administration not only accelerates services, but also triggers a change in work culture that is more adaptive to technology. Indicators of Administrative Digitalization include: 1) System Integration: Merger of various administrative systems into one centralized platform, 2) Process Speed: Faster and more responsive data processing, 3) Data Accuracy: Minimal data error rate, 4) Ease of Access: User-friendly system and easy to use by users, and 5) Data Security: Data protection from the risk of loss or leakage.

Adaptability (Adaptive)

Adaptation is the ability of individuals to adapt to changes in the work environment, including flexibility to policies, technology, and organizational dynamics (Robbins & Judge, 2017). Today, employees are faced with the demands of constantly adapting to the dynamics of an increasingly complex and ever-changing work environment (Sumarmi et al., 2023). They are required to be able to complete various tasks, both routine and sudden and challenging, so high adaptability is required

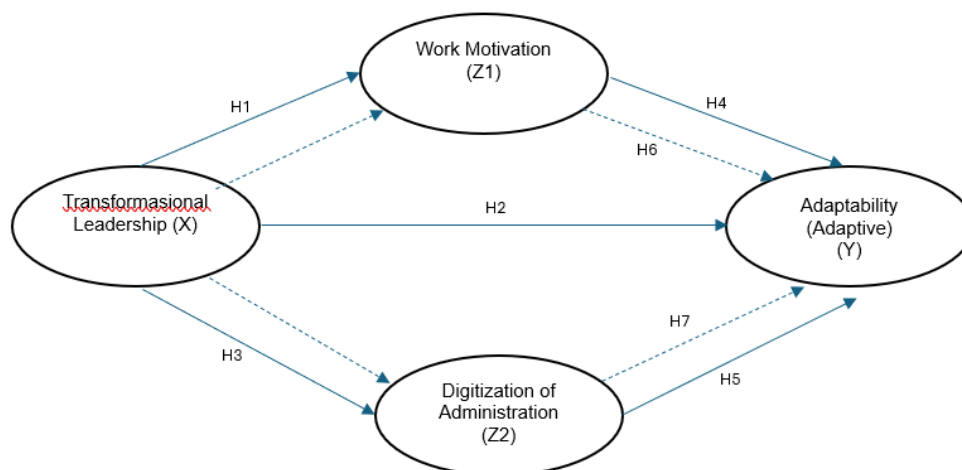
(Amarnani et al., 2020). The level of adaptability of each individual varies, influenced by a number of factors such as personal characteristics, past experiences, and skills. Some employees are able to adapt quickly to change, while others may need additional time or support to adjust (Federici et al., 2021). Individuals with high adaptability are generally more flexible in dealing with new situations and are able to cope better with challenges in the workplace. Therefore, the ability to adapt is very important for every employee to have in facing various challenges (Woo, 2020).

According to Semiun (in Ismawati, 2015) To express adaptability is the ability to adjust to internal needs, tensions, frustrations, conflicts. Indicators to measure adaptability are as follows: 1) Self Knowledge is the ability to know one's potentials and shortcomings, 2) Self-objectivity is the ability to behave and think objectively, 3) Self Control is the ability to control emotions, thoughts, habits, attitudes and behaviors when overcoming the problems faced, and being able to develop oneself to be better, 4) Good Interpersonal Relationship, is the ability to show good interpersonal relationships with others, and 5) Satisfaction in Work, is the satisfaction obtained from all learning activities.

3. Methods, Data, Analysis

The population and sample in this study are 34 Pekalongan University Education Personnel who were taken by technique accidental sampling. The data collection technique used is a distributed questionnaire. Scoring/scoring of the answers to questions on the questionnaire using the Likert scale (Sugiyono, 2018). The score and answer category for each question in the questionnaire were a score of 1: Strongly Disagree (STS) and a score of 5: Strongly Agree (SS). Meanwhile, the Data Analysis method used in this study is the Partial Least Square (PLS) approach. Data processing is done with the help of the Smart PLS version 3 program.

Figure 1. Research Model



Hypothesis Development

The Influence of Transformational Leadership on Work Motivation

Transformational leadership is one of the leadership styles that is considered to be able to face the challenges of change, especially in the context of modern organizations. This leadership style is characterized by the ability of leaders to inspire, provide ideal influence, consider individuals, and stimulate the intellect of the members of the organization. The role of transformational leadership is very important in shaping work morale, readiness to adapt to change, and accelerating digitalization

in the administrative work environment. Research by Digdowiseiso & Seftia (2021) and Salfitri et al. (2024) shows consistent results that transformational leadership has a positive and significant influence on work motivation. Leaders who are able to build personal relationships, understand individual potential, and create an open and innovative work environment have been proven to be able to increase employee motivation. Based on this, the following hypotheses can be drawn:

H1: Transformational leadership has a positive and significant effect on work motivation.

The Influence of Transformational Leadership on Adaptive Abilities

In addition to motivating, transformational leadership also has a great contribution to shaping the adaptive abilities of individuals in the work environment. Nugraha et al. (2024) states that transformational leadership assists organizations in overcoming resistance to change as well as limitations in technological understanding, which ultimately increases adaptive capacity. This is also reinforced by research Wijayanna (2023) and Octoyuda et al. (2023) which emphasizes that the role of visionary leaders is crucial in building an organization that is responsive to technological changes and work dynamics. Based on this, the following hypotheses can be drawn:

H2: Transformational leadership has a positive and significant effect on adaptive skills.

The Influence of Transformational Leadership on Administrative Digitalization

In today's digital era, administrative digitization is an important element in organizational efficiency and effectiveness. Transformational leadership has proven to be able to encourage administrative digitalization innovation. Widiatmoko & Arif (2023), Andarista & Kriswibowo (2023) and Farleni & Hanafi (2023) It shows that leaders who have a transformational style are able to move organizations towards digital transformation, both through public service innovation, information systems, and digitization of documents and work processes. Based on these references, the following hypotheses can be drawn:

H3: Transformational leadership has a positive and significant effect on the digitalization of administration.

The Effect of Work Motivation on Adaptive Ability

High work motivation encourages individuals to be more open to change, improve learning abilities, and encourage enthusiasm to adapt to various new work demands. Work motivation can be a factor that affects an individual's adaptive abilities in a dynamic work environment. Therefore, the hypothesis can be drawn:

H4: Work motivation has a positive and significant effect on adaptive ability.

The Effect of Digitalization on Adaptive Abilities

Digitization of administration can simplify the work process, increase efficiency, and provide ease of access and management of information. This requires individuals to develop adaptive abilities in responding to changes in the increasingly digital work system. Digitalization also poses new challenges that require the readiness of employees to adapt technically and mentally. Therefore, the hypothesis can be drawn:

H5: Digitization of administration has a positive and significant effect on adaptive skills.

The Influence of Transformational Leadership on Adaptive Abilities through Work Motivation

Work motivation is not only a result of transformational leadership, but it can also act as a mediating variable that bridges the relationship between leadership and adaptive ability. This means that leaders who are able to increase the work motivation of their employees also indirectly encourage the improvement of individual adaptive abilities. Therefore, the hypothesis can be drawn:

H6: Work motivation mediates the influence of transformational leadership on adaptive abilities.

The Influence of Transformational Leadership on Adaptive Capabilities through Administrative Digitalization

Administrative digitalization triggered by transformational leadership can be an intermediary that strengthens employees' adaptive abilities. Leaders who drive digital innovation will introduce new systems and technologies that force individuals to develop adaptive competencies, thereby creating a responsive and flexible work environment. Therefore, the hypothesis can be drawn:

H7: Digitization of administration mediates the influence of transformational leadership on adaptive capabilities.

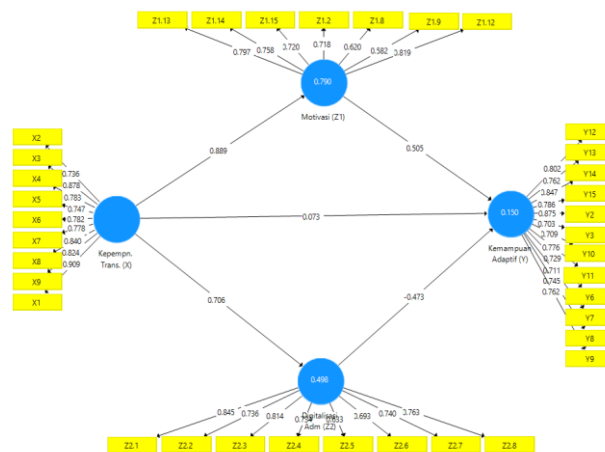
4. Results and Discussion

Uji Measurement Model / Outer Model

External model testing is a process to measure the extent to which the indicators or variables used in the study are reliable and valid.

a. Convergent Validity

Figure 2. Results of Calculate PLS Algorithm (Outer Model)



Source: primary data processed, 2025.

Based on figure 2 above, it can be seen that the *outer loading* value of all variable indicators X1, X2, Z and Y is greater than 0.5 so it is said to be valid.

b. Discriminaty Validity

Table 2. Results of Discriminant Validity and Reliability Test

Variabel	Cronbach Alpha	Rho_A	Composite Reliability	Average Variance Extracted (AVE)	Discriminant Validiy Test Results	Reliability Test Results
Transformational Leadership (X)	0,934	0,936	0,945	0,657	AVE value > 0.5 Valid	Cronbach alpha, rho_a and composite reliability values > 0.7 are reliable
Motivation (Z1)	0,846	0,861	0,882	0,520	AVE value > 0.5 Valid	Cronbach alpha, rho_a and composite reliability values > 0.7 are reliable
Digitization of Administration (Z2)	0,886	0,892	0,909	0,558	AVE value > 0.5 Valid	Cronbach alpha, rho_a and composite reliability values > 0.7 are reliable
Adaptive Ability (Y)	0,938	0,950	0,945	0,591	AVE value > 0.5 Valid	Cronbach alpha, rho_a and composite reliability values > 0.7 are reliable

Source: primary data processed, 2025.

Table 3. discriminant validity

	Digitization of Administration (Z2)	Adaptive Ability (Y)	Transformational Leadership (X)	Motivation (Z1)
Digitization of Administration (Z2)	0,747			
Adaptive Ability (Y)	-0,052	0,769		
Transformational Leadership (X)	0,706	0,187	0,810	
Motivation (Z1)	0,733	0,222	0,889	0,721

From table 3 above, it can be seen that the AVE Root Value (Fornell Larcker Criterion) of each variable is greater than the AVE root correlation with other variables, so that the discriminant validity is met.

Uji Structural Model / Inner Model

a. R Square

R Square is a measure of the proportion of the variation in the value of the affected (endogenous) variable that can be carried out by the variable that affects it (exogenous). Smart PLS gives an indication of R-Square from the color of the graph in green (indicating a good effect). The criterion is if $R^2 = 0.75$ = substantial (large/strong); 0.50 = moderate ; and if 0.25 = weak (small)

Figure 4. R Square

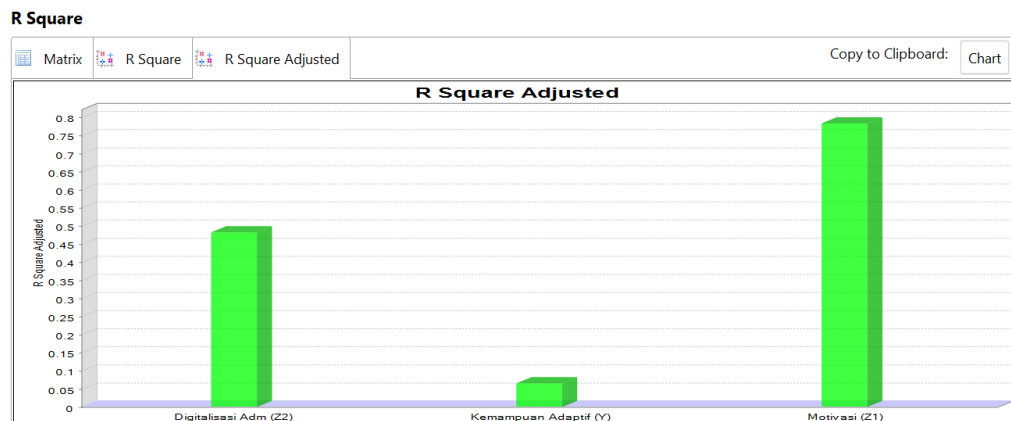


Table 4. R Square

	R Square	R Square Adjusted
Digitization of Administration (Z2)	0,498	0,482
Adaptive Ability (Y)	0,150	0,065
Motivation (Z1)	0,790	0,783

Based on table 4 above, it can be concluded that:

- 1) R Square of the path I model of 0.150 means that the ability of the transformational leadership variable (X) in explaining adaptive ability (Y) is 15% (low)
- 2) R Square of the path II model of 0.790 means that the ability of the transformational leadership variable (X) through motivation (Z1) in explaining the adaptive ability (Y) is 79.0% (high)
- 3) R Square model line II of 0.498 means that the ability of transformational leadership variables (X) through administrative digitization (Z2) in explaining adaptive ability (Y) is 49.8% (low)

b. F Square

It is a measure used to assess the relative impact of an affecting variable (exogenous) on the affected variable (endogenous), the criteria are:

If the value of $F^2 = 0.02$ □ small/poor; 0.15 □ medium; 0.35 □ large/good

Table 5. F square

	Digitization of Administration (Z2)	Adaptive Ability (Y)	Transformational Leadership (X)	Motivation (Z1)
Digitization of Administration (Z2)		0,118		
Adaptive Ability (Y)				
Transformational Leadership (X)	0,993	0,001		3,756
Motivation (Z1)		0,056		

Based on table 5 above, it can be concluded as follows:

- 1) Transformational Leadership (X) on Motivation (Z1) shows a strong/good influence with an F^2 value of 3.756.
- 2) Transformational Leadership (X) on Administrative Digitalization (Z2) also shows a strong/good influence with an F^2 value of 0.993.
- 3) Transformational Leadership (X) on Adaptive Ability (Y) has a weak/poor influence with an F^2 value of 0.001.
- 4) Motivation (Z1) on Adaptive Ability (Y) also shows a weak/poor influence with an F^2 value of 0.056.
- 5) Administrative Digitalization (Z2) on Adaptive Ability (Y) shows a moderate influence with an F^2 value of 0.118.

Uji Hypothesis

a. Direct Effect

Direct effect analysis is useful for testing the hypothesis of the direct influence of an affecting variable (exogenous) on the affected variable (endogenous).

The criteria are *path coefficient*:

- 1) If the value of the path coefficient is positive, then the influence of an exogenous variable on the endogenous variable is unidirectional. If the value of an exogenous variable increases, then the value of the endogenous variable also increases.

- 2) If the value of the path coefficient is negative, then the influence of an exogenous variable on the endogenous is in the opposite direction. If the value of the exogenous variable increases upwards, then the value of the endogenous variable decreases
- 3) Probability Value of Significance (P Value): If the P-Value is < 0.05 then it is significant, and if the P-Value is > 0.05 then it is not significant

b. Indirect Effect

Indirect *effect* analysis is useful to test the hypothesis of the indirect influence of an influencing variable (exogenous) on the affected variable (endogenous) that is mediated by an intervening variable (mediator variable)

The criteria are:

- 1) If the P-value < 0.05 , then significant (the effect is indirect) means that the intervening variable "plays a role" in mediating the relationship of an exogenous variable to an endogenous variable
- 2) If the P-value is > 0.05 , then it is insignificant (the effect is direct), meaning that the intervening variable "does not play a role" in mediating the relationship of an exogenous variable to an endogenous variable.

Based on the results on *the path coefficient* and *specific indirect effect*, the results can be summarized as follows:

Influence between variables	Original Sample (O)	P Values	Information
Transformational Leadership (X) \square Adaptive Ability (Y)	0,073	0,845	Transformational Leadership has a positive and insignificant effect on Adaptive Ability (H1 rejected)
Transformational Leadership (X) \square Motivation (Z1)	0,889	0,000	Transformational Leadership has a positive and significant effect on Motivation (H2 accepted)
Transformational Leadership (X) \square Digitization of Administration (Z2)	0,706	0,000	Transformational Leadership has a positive and significant effect on Administrative Digitalization (H3 accepted)
Motivation (Z1) \square Adaptive Ability (Y)	0,505	0,180	Motivation has a positive and insignificant effect on adaptive ability (H4 rejected)
Digitization of Administration (Z2) \square Adaptive Ability (Y)	-0,473	0,093	Administrative Digitalization has a negative and insignificant effect on adaptive ability (H5 rejected)
Transformational Leadership (X) \square Motivation (Z1) \square Adaptive Ability (Y)	0,449	0,189	Transformational leadership has an indirect effect on adaptive ability, motivation does not play a role in mediating the relationship of transformational leadership to adaptive ability (H6 rejected)

Influence between variables	Original Sample (O)	P Values	Information
Transformational Leadership (X) \square Administrative Digitalization (Z2) \square Adaptive Abilities (Y)	-0,334	0,117	Transformational leadership has an indirect effect on adaptive ability, administrative digitalization does not play a role in mediating the relationship of transformational leadership to adaptive ability (H7 rejected)

The Influence of Transformational Leadership (X) on Adaptive Ability (Y)

Value original sample by 0.073 and p-value 0.845 indicates no significant direct effect. This means that the transformational leadership style applied does not directly improve the adaptive abilities of employees. Previous research by Wijayanna (2023) states that transformational leadership plays an important role in driving technology adoption, accelerating change, and achieving organizational transformation in the industrial era 5.0. Organizations need to develop leaders who are visionary, focus on human resource development, and be able to create an innovative and adaptive work environment. This research emphasizes the importance of transformational leadership in facing the challenges of change.

The insignificance in this study indicates that adaptive transformation is not enough just with the role of the leader, but requires the support of the organization as a whole, including organizational culture, structure, and systems in the adaptation process.

The Influence of Transformational Leadership (X) on Motivation (Z1)

Value original sample 0.889 and p-value 0.000 indicates a significant positive influence. These results are in line with research Digdowiseiso & Seftia (2021) and Salfitri et al. (2024). Transformational leadership style is shown through the leader's ability to analyze and understand employee attitudes and personalities through a personal approach. Leaders build closeness so that employees feel comfortable discussing, expressing opinions, and overcoming work problems. In addition, leaders encourage innovation by providing opportunities for employees to improve their knowledge and skills, which can also reduce burnout at work.

The Influence of Transformational Leadership (X) on Administrative Digitalization (Z2)

With an original sample value of 0.706 and a p-value of 0.000, this effect was significantly positive. This means that transformational leaders encourage the acceleration of digitalization in the administrative process.

These results reinforce the research by Widiatmoko & Arif (2023), Andarista & Kriswibowo (2023) and Farleni & Hanafi (2023) which shows that the close relationship between transformational leadership and innovation (digitization of administration). Transformational leadership strongly supports the realization of effective and sustainable innovation in organizations.

Effect of Motivation (Z1) on Adaptive Ability (Y)

The results of the analysis showed an original sample value of 0.505 and a p-value of 0.180, which means that it is not significant. This indicates that work motivation has not been able to improve employees' adaptive abilities directly. This insignificance is possible due to various factors that hinder the adaptation process, such as organizational structural constraints, limitations in the use of technology, or the lack of training and development programs that support the improvement of adaptive skills. In other words, even if employees have high work motivation, without systemic support

and a conducive work environment, this motivation is not enough to encourage real adaptive behavior change.

The Effect of Administrative Digitalization (Z2) on Adaptive Ability (Y)

The original sample value of -0.473 with a p-value of 0.093 showed a negative influence that was not significant. This shows that digitalization has not fully supported the improvement of employees' adaptive abilities, and may even cause resistance. Digitalization that is not balanced with employee training and mental readiness can cause work stress, confusion, and rejection of work system changes. This condition can ultimately reduce the adaptive ability of individuals in dealing with the dynamics of tasks and organizational demands. The implementation of technology that is not accompanied by a humanistic approach and a structured transition strategy can be a source of barriers to adaptation, not a driver.

The Influence of Transformational Leadership on Adaptive Abilities through Work Motivation

The original sample value of 0.449 indicates a positive relationship direction, meaning that the higher the transformational leadership, the work motivation tends to increase and subsequently it is expected to improve the adaptive ability of employees. However, a p-value of 0.189 (> 0.05) indicates that the effect is not statistically significant.

These results indicate that work motivation has not played a significant role as a mediator in bridging the influence of transformational leadership on adaptive abilities. While transformational leadership can increase morale, it is not strong enough to drive adaptive enhancement if it is not accompanied by other supporting factors such as training, adaptive work culture, and organizational policies that support change.

The Influence of Transformational Leadership on Adaptive Capabilities through Administrative Digitalization

The negative original sample value of -0.334 indicates that the relationship between transformational leadership and adaptive ability through administrative digitalization tends to be in the opposite direction. This means that the implementation of transformational leadership that encourages digitalization has not had a positive impact on employees' adaptive abilities, and tends to lead to counter-productive results. A p-value of 0.117 (> 0.05) also indicates that this effect is not statistically significant.

These results show that administrative digitalization has not been an effective mediation. This can be caused by various obstacles to the implementation of digitalization, such as low infrastructure readiness, lack of training, lack of technical support, or employee resistance to technological changes. Without adequate readiness, digital transformation can actually cause psychological pressure, reduce work comfort, and negatively impact adaptive abilities.

5. Conclusions and Suggestions

Based on the results of an analysis conducted on the education staff of the University of Pekalongan, this study concludes that Transformational Leadership has a significant influence on Motivation and Digitalization of Administration. This shows that a leadership style that encourages inspiration, vision, and involvement can increase morale and accelerate the digitalization process in the work environment. However, the influence of Transformational Leadership on Adaptive Ability has not been proven to be significant, either directly or indirectly through Motivation or Digitalization of Administration. Similarly, Motivation and Digitalization of Administration do not have a significant effect on Adaptive Ability. These findings indicate that adaptive ability is not only influenced by

leadership and technology factors, but is also very likely to be influenced by other variables such as organizational culture, self-efficacy, and individual readiness for change.

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