



Digital Competence, Leadership Agility, and Employee well-being as Drivers of Public Service Administration Effectiveness: The Mediating Role of Organizational Citizenship Behavior

Samsuddin Samsuddin^{1*}, Baso Amang², Syamsu Nujum², Abbas Selong²

¹Doctoral Program Management Science, Universitas Muslim Indonesia, Makassar, Indonesia, ²Universitas Muslim Indonesia, Makassar, Indonesia. *Email: amsuddinirmm26@gmail.com

Received: 29 March 2026

Accepted: 27 July 2026

DOI: <https://doi.org/10.32479/irmm.24274>

ABSTRACT

This study aims to identify and analyze the influence of digital competence, leadership agility, and employee well-being on organizational citizenship behavior (OCB) and the effectiveness of public service administration. The influence of organizational citizenship behavior (OCB) on the effectiveness of public service administration, as well as the influence of digital competence, leadership agility, and employee well-being on the effectiveness of public service administration at the Banjarmasin Class I Port authority and harbor master's office, is mediated by organizational citizenship behavior (OCB). This study employs a quantitative research approach, with a sample of 130 employees from the Banjarmasin Class I Port authority. Data analysis techniques include descriptive analysis, validity and reliability testing, and SEM using Amos. Digital competence has a positive and significant effect on organizational citizenship behavior (OCB). Leadership agility has a positive and significant effect on organizational citizenship behavior. Employee well-being has a positive and significant effect on organizational citizenship behavior. Digital competence does not have a significant direct effect on the effectiveness of public service administration. Leadership agility has a positive and significant effect on the effectiveness of public service administration. Employee well-being has a positive and significant effect on the effectiveness of public service administration. Organizational citizenship behavior (OCB) has a positive and significant effect on the effectiveness of public service administration. Organizational citizenship behavior (OCB) mediates the effect of digital competence on the effectiveness of public service administration. Organizational citizenship behavior (OCB) partially mediates the effect of leadership agility on the effectiveness of public service administration. Organizational citizenship behavior (OCB) also partially mediates the effect of employee well-being on the effectiveness of public service administration.

Keywords: Digital Competence, Leadership Agility, Employee Well-Being, Organizational Citizenship Behavior, Effectiveness of Public Service Administration

JEL Classifications: M31, C83, 033

1. INTRODUCTION

Indonesia is an archipelagic nation that relies heavily on maritime transport for public mobility and the distribution of goods between regions. Therefore, ports play a strategic role in supporting both national and regional economic growth. According to Law No. 61 of 2009, port management serves to ensure the smooth flow, safety, and order of vessel, passenger, and cargo traffic, as well as to support maritime safety and regional economic development.

To ensure the smooth operation of port activities, the port authority (KSOP) plays a crucial role as the agency responsible for regulating, supervising, and controlling port operations. Pursuant to the ministry of transportation regulation No. 35 of 2012, the KSOP is responsible for ensuring maritime safety and security through vessel traffic monitoring, vessel certification, cargo handling supervision, and coordination with relevant agencies. However, in practice, KSOP offices in Indonesia still face various challenges, such as low-quality human resources,

slow bureaucratic service processes, suboptimal utilization of digital technology, and weak coordination and transparency in public services (Adminlabuhanbatu, 2025).

These issues highlight the importance of strengthening human resources to enhance the effectiveness of public service administration. Modern organizations require human resources capable of adapting to technological advancements, responsive to change, and possessing high integrity. Thus, an organization's success is determined not only by technological progress but also by the quality of the human resources supporting its operations (Sutrisno, 2020). One factor considered capable of enhancing the effectiveness of public service administration is organizational citizenship behavior (OCB). Organ (1988) in Abuowda et al. (2024) explains that OCB is the voluntary behavior of employees that is not directly included in the organization's formal reward system but is capable of improving organizational efficiency and effectiveness. Employees with high OCB tend to be more proactive, assist their colleagues, and provide fast and accurate service to the public.

Research by Albloush et al. (2020) indicates that the performance of government employees significantly determines the quality of public services and the government's image in the eyes of the public. Additionally, Rosafizah et al. (2020) state that OCB can enhance organizational effectiveness and efficiency because employees are willing to contribute beyond their formal duties. This demonstrates that employees' voluntary behavior plays a crucial role in improving the quality of public services. In addition to OCB, digital competence is also a key factor in supporting the effectiveness of public service administration. Van Tuan et al. (2025) explain that digital competence encompasses the ability to use information and communication technology, digital communication skills, and a positive attitude toward technology use. From the perspective of Social Exchange Theory, employees who receive organizational support in the form of digital competence development will be encouraged to exhibit positive behaviors such as OCB. Carvalho et al. (2023) state that employees with high digital competencies tend to be more innovative and able to complete work effectively. Additionally, Ahmed (2025) found that digital competencies can significantly improve the quality and speed of public services.

Another factor influencing the effectiveness of public services is leadership agility. Ncube et al. (2024) explain that leadership agility is a leader's ability to adapt, collaborate, and foster innovation within an organization. Social Exchange Theory explains that supportive leaders are able to build positive reciprocal relationships, thereby encouraging employees to exhibit voluntary behaviors such as OCB. Hariyati et al. (2023) found that leadership agility can improve the quality of public services by enhancing collaboration and organizational responsiveness to changes in the work environment. In addition to digital competencies and leadership agility, employee well-being also plays a crucial role in enhancing the effectiveness of public service. Murphy (2024) explains that employee well-being is a vital foundation for organizational success as it relates to job satisfaction, productivity, and the quality of employee service. The Job Demands-Resources

Theory explains that employee well-being can increase work engagement, thereby enhancing organizational effectiveness. Jha (2025) also states that employee well-being is associated with organizational citizenship behavior (OCB) and the quality of work relationships within the organization.

This study was conducted at the Class I Banjarmasin harbor master's office and port authority (KSOP), which serves as a strategic gateway for the distribution of goods and passengers in South Kalimantan. Data from JPNN (2025) indicates that the number of maritime passengers in Banjarmasin increased by 26.83% from 2024 to 2025. This increase in passenger numbers has led to a higher workload for employees, making the effectiveness of public service administration a critical factor to maintain. Additionally, the Class I port authority and harbor master's office (KSOP) in Banjarmasin still faces challenges such as limited digital competencies among employees and suboptimal administrative support facilities.

Based on this description, this study aims to analyze the influence of digital competence, leadership agility, and employee well-being on the effectiveness of public service administration, with organizational citizenship behavior (OCB) as a mediating variable at the Class I Banjarmasin port authority. This study is expected to provide theoretical and practical contributions to support the improvement of public service quality in the port sector.

2. LITERATURE REVIEW

2.1. Social Exchange Theory

Social Exchange Theory was proposed by George C. Homans and further developed by Thibaut and Kelley. This theory explains that social relationships are formed through a process of exchange between individuals or groups based on a cost-benefit analysis. In this theory, individuals will engage in social interaction if they perceive the benefits to be greater than the costs or sacrifices involved (Kustiawan, 2022).

Sunyoto (2023) explains that social exchange theory is a sociological perspective that views social relationships as an exchange process involving rewards, sacrifices, and benefits between individuals and organizations. Social relationships will continue if both parties feel they derive balanced benefits from the interaction. Thus, an individual's behavior within an organization is influenced by the expectation of receiving certain benefits or rewards. Saputra (2023) explains that social exchange theory emphasizes an individual's evaluation of social relationships based on the benefits and costs received. An individual will maintain a relationship if the benefits gained outweigh the sacrifices made. In an organizational context, this theory explains that employees who receive organizational support will reciprocate with positive behavior, loyalty, and greater contributions to the organization.

Social exchange theory has several key principles, namely benefits and costs, rational calculation, reciprocity, and equity and justice. Individuals will weigh the benefits and costs of every social relationship, act rationally, expect reciprocity for their contributions, and seek fair and balanced relationships. Imbalances

in relationships can lead to dissatisfaction and conflict within an organization.

2.2. Digital Competence

Digital competence refers to an individual's ability to use digital technology effectively in both work and daily life. Agung (2022) explains that digital competence encompasses the integration of knowledge, skills, and attitudes in the use of information and communication technology. Digital competence is a critical factor in supporting an organization's digital transformation in the modern era. Amrozi (2024) explains that digital competence encompasses an individual's ability to use digital technology to access information, communicate, and complete tasks effectively. Ermawati et al. (2024) state that digital competence is crucial for enhancing employee work effectiveness, as it enables employees to complete tasks more quickly, accurately, and productively.

According to Irwanto (2023), indicators of digital competence include information skills, digital communication, content creation, digital security, and problem-solving. These indicators are used to measure employees' ability to effectively utilize digital technology in their work.

2.3. Leadership Agility

Leadership agility is a leader's ability to adapt quickly to changes in the organizational environment. Grant and Dawson (2025) explain that agile leadership is a leadership approach that fosters innovation, collaboration, and flexibility within an organization. Agile leaders are able to empower teams and create a work environment that is adaptive to change. Wardhana et al. (2025) explain that leadership agility emphasizes flexibility, collaboration, and rapid decision-making. Agile leaders do not merely act as controllers of the organization but also as facilitators who help teams work more independently and innovatively. Thus, leadership agility is a critical factor in enhancing organizational effectiveness and public service delivery. According to Setiawati (2024), indicators of leadership agility include the ability to collaborate, embrace diversity, foster innovation and creativity, build mutual trust, and guide teams toward achieving organizational goals.

2.4. Employee Well-Being

Employee well-being refers to the physical, mental, social, and emotional well-being of employees in the workplace. Meilani (2024) explains that employee well-being is an additional benefit provided by organizations to improve employees' physical and psychological well-being, thereby enhancing work productivity. According to Marjuni (2024), the objectives of employee well-being are to increase employee loyalty, create a comfortable work environment, boost productivity, and maintain employee health. According to Cahyadi et al. (2023), indicators of employee well-being include physical, emotional, psychological, and social well-being, as well as the work environment. These indicators are used to measure the level of employee well-being within an organization.

employee well-being, organizational citizenship behavior (OCB), and the effectiveness of public service administration. Quantitative research is a scientific approach that emphasizes the collection of numerical data and statistical analysis to objectively explain the relationships between variables. This approach was chosen because it provides systematic, valid, and generalizable measurements (Zulfikar et al., 2024). The study was conducted at the Class I port authority and harbor master's office (KSOP) in Banjarmasin, located in the city of Banjarmasin, South Kalimantan. The study was conducted over 6 months, from January to June 2026. The population for this study consisted of all 150 employees at the Class I Banjarmasin KSOP. The sample was determined using purposive sampling, with the criteria being employees working at the Class I Banjarmasin KSOP who had been employed for more than 1 year. The sample size was determined using the SEM-Amos approach, with a ratio of five respondents per research indicator. Since there were 26 indicators, the sample size used was 130 respondents (Sugiyono, 2019).

The types of data used consisted of quantitative and qualitative data. Quantitative data consist of numerical data analyzed using statistical techniques, while qualitative data consists of supporting information obtained through interviews and documentation. Data sources consist of primary and secondary data. Primary data was obtained by distributing questionnaires to respondents, while secondary data was obtained from books, journals, reports, and other documents related to the research (Sugiyono, 2019). Data collection techniques were conducted through interviews, questionnaires, and documentation. Interviews were conducted with KSOP employees to obtain information related to the research problem. Questionnaires were used as the primary instrument in data collection, while documentation involved gathering data from various written and digital documents relevant to the research (Sugiyono, 2019).

Data analysis techniques employed descriptive analysis and inferential analysis based on structural equation modeling (SEM) using the AMOS software package. Descriptive analysis was used to describe the characteristics of the research variables through mean values and rating categories. Before hypothesis testing was conducted, the research instruments were tested for validity and reliability. Validity testing was conducted to assess the accuracy of the research instrument, while reliability testing was conducted to determine the level of consistency in respondents' answers, with a Cronbach's Alpha value of ≥ 0.60 (Zaenal ans Laksana, 2023). SEM analysis was used to test direct and indirect relationships among the research variables. The analysis stages included developing a theoretical model, drawing a path diagram, converting the model into structural equations, testing the measurement model, evaluating the goodness of fit, and testing the research hypotheses. The goodness-of-fit criteria used included Chi-Square, RMSEA, GFI, AGFI, TLI, and CFI to assess the fit of the research model with the empirical data (Junaidi, 2021; Ferdinand, 2014).

3. METHODOLOGY

This study employs a quantitative approach aimed at examining the relationship between digital competence, leadership agility,

4. RESULTS AND DISCUSSION

This study was conducted at the Class I Banjarmasin port authority (KSOP) with a total of 130 employees as respondents.

Data collection was carried out using an online questionnaire administered to all 130 respondents. The characteristics of the respondents in this study are shown in Table 1 below:

Based on the characteristics of the respondents in Table 1, the majority of employees were aged 36-45 years (44 people, or 33.8%), were male (130 people, or 100%), held a bachelor's degree (88 people, or 67.7%), had 11-15 years of service (47 people (36.2%), and were married (112 people, 86.2%). These findings indicate that the majority of employees possess a good level of education and work experience, thereby supporting the effectiveness of public service administration at the Class I KSOP in Banjarmasin.

A descriptive analysis of the research variables was conducted to determine the respondents' perceptions regarding the research variables, which include digital competence, leadership agility, employee well-being, organizational citizenship behavior (OCB), and the effectiveness of public service administration, as presented in Table 2 below:

The results of the analysis in Table 2, using Sugiyono's (2019) rating scale, indicate that all research variables fall into the high or good category. The digital competence variable received an average score of 3.56, placing it in the high category. These results indicate that employees at the Class I KSOP Banjarmasin possess strong capabilities in utilizing digital technology, particularly in searching for information, using digital media for work-related communication, ensuring data security, and resolving simple

technical issues in their work. High digital competence supports the effectiveness of implementing public service administration based on information technology. The leadership agility variable achieved an average score of 3.87 and falls into the good category. This indicates that leaders at the Class I KSOP in Banjarmasin are capable of fostering workplace collaboration, valuing differing opinions, encouraging innovation, and making quick and accurate decisions. Agile leadership has a positive impact on improving work coordination and the quality of public services within the organization. The employee well-being variable achieved an average score of 3.48, falling into the high category. These results indicate that employees feel they have good physical, emotional, psychological, social, and workplace well-being. Employees feel their work is meaningful, have high work motivation, and maintain harmonious working relationships with colleagues and leadership. These conditions demonstrate that the organization has successfully created a work environment that supports employee well-being. The organizational citizenship behavior (OCB) variable scored an average of 3.85, falling into the high category. Employees demonstrate positive voluntary behaviors such as assisting colleagues, maintaining harmonious work relationships, actively participating in organizational activities, and remaining positive when facing work challenges. The high OCB score indicates that employees possess strong loyalty and commitment to the organization. The public service administrative effectiveness variable received an average score of 3.85, falling into the high category. This indicates that public services at the Class I KSOP Banjarmasin have been delivered effectively, quickly, accurately, transparently, and in accordance with applicable procedures. Additionally, public service targets have been successfully achieved, and the organization's resources have been utilized optimally and responsibly.

As shown in Table 3, the results of the normality tests indicate that the data in this study meet the assumption of normality, both univariate and multivariate, using a standard of 2.58. All critical ratio (c.r.) values for skewness and kurtosis for each indicator remain within the 2.58 range, indicating no significant deviations from normality. This indicates that the data distribution for each variable is acceptable for SEM analysis in Amos.

Furthermore, the results of the multivariate normality test show a c.r. value of 1.244, which is also below the critical threshold of 2.58, thus indicating that the data are normally distributed.

Based on Table 4, which presents the outlier test using the Mahalanobis distance d^2 or χ^2 ($26;0.001$) = 54.052 (calculated using Excel), it can be seen that the highest Mahalanobis distance is 46.746; therefore, no outliers were found in the data for this study. Thus, it can be concluded that no outliers were found in the data of this study.

Table 5 presents the results of the convergent validity test for the three exogenous latent variables (digital competence, leadership agility, and employee well-being). It shows that digital competence, measured by five indicators with standardized loading factors ranging from 0.899 to 0.927—all >0.70—can be considered valid for all five indicators.

Table 1: Research respondent profile

Respondents characteristic	Category	F	Percentage
Gender	Male	130	0
	Female	-	-
Age	<25 years old	16	12.3
	26-35 years old	37	28.5
	36-45 years old	44	33.8
	46-55 years old	27	20.8
	>55 years old	6	4.6
Education level	SHS	11	8.5
	Maritime Academy	21	16.2
	Bachelor's degree	88	67.7
	Master's degree	10	7.7
Marital status	Unmarried	16	12.3
	Married	112	86.2
	Widow/Widower	2	1.5
Length of service	<5 years	21	16.2
	6-10 years	41	31.5
	11-15 years	47	36.2
	>15 years	21	16.2

Source: Primary data processed, 2026

Table 2: Descriptive mean values by research variable

No.	Variable	Mean
1	Digital competence	3.56
2	Leadership agility	3.87
3	Employee well- being	3.48
4	Organizational citizenship behavior	3.85
5	The effectiveness of public service administration	3.85

Source: Primary data processed, 2026

Table 3: Results of the data normality test

Variable	Minimum	Maximum	Skewness	Critical ratio	Curtosis	Critical ratio
Z.6	3.000	5.000	-0.399	-1.856	-1.256	-2.923
Z.5	2.500	5.000	-0.414	-1.925	-1.190	-2.771
Z.4	2.000	5.000	-0.145	-0.677	-1.036	-2.412
Z.3	2.000	5.000	-0.068	-0.315	-1.016	-2.365
Z.2	2.000	5.000	-0.113	-0.524	-0.869	-2.023
Z.1	2.000	5.000	-0.182	-0.849	-0.779	-1.813
Y.5	3.000	5.000	-0.502	-2.335	-0.691	-1.609
Y.4	2.000	5.000	-0.126	-0.584	-1.089	-2.535
Y.3	2.000	5.000	0.291	1.355	-0.985	-2.293
Y.2	2.000	5.000	-0.012	-0.056	-0.716	-1.667
Y.1	2.000	5.000	-0.248	-1.153	-0.510	-1.186
X3.1	2.000	5.000	0.174	0.810	-1.190	-2.770
X3.2	2.000	5.000	0.069	0.320	-1.161	-2.702
X3.3	2.500	5.000	0.210	0.979	-1.143	-2.660
X3.4	2.000	5.000	-0.048	-0.222	-1.203	-2.801
X3.5	2.000	5.000	-0.039	-0.183	-1.294	-3.012
X2.1	3.000	5.000	-0.091	-0.423	-1.081	-2.516
X2.2	3.000	5.000	-0.211	-0.981	-0.972	-2.262
X2.3	2.000	5.000	-0.250	-1.163	-0.575	-1.338
X2.4	3.000	5.000	-0.119	-0.554	-1.134	-2.639
X2.5	2.000	5.000	-0.491	-2.286	-0.628	-1.462
X1.1	2.000	5.000	0.038	0.177	-1.130	-2.631
X1.2	2.000	5.000	-0.022	-0.103	-1.227	-2.855
X1.3	2.000	5.000	-0.194	-0.903	-1.138	-2.649
X1.4	2.000	5.000	-0.247	-1.148	-1.185	-2.758
X1.5	2.000	5.000	-0.029	-0.134	-1.011	-2.352
Multivariate					8.327	1.244

Source: Primary data processed, 2026.

Table 4: Mahalanobis distance values

Observation number	Mahalanobis distance	p1	p2
3	46.746	0.008	0.625
115	45.831	0.010	0.352
58	43.069	0.019	0.449
12	40.541	0.034	0.659
103	30.017	0.049	0.762

Source: Primary data processed, 2026

Table 5: Exogenous construct validity

Variable	Indicator	Standardized loading factor	Cutt-off	Conclusion
Digital competence	X1.1	0.927	0.70	Valid
	X1.2	0.915	0.70	Valid
	X1.3	0.901	0.70	Valid
	X1.4	0.899	0.70	Valid
Leadership agility	X1.5	0.926	0.70	Valid
	X2.1	0.930	0.70	Valid
	X2.2	0.867	0.70	Valid
	X2.3	0.862	0.70	Valid
	X2.4	0.930	0.70	Valid
Employee well-being	X2.5	0.853	0.70	Valid
	X3.1	0.933	0.70	Valid
	X3.2	0.922	0.70	Valid
	X3.3	0.875	0.70	Valid
	X3.4	0.935	0.70	Valid
	X3.5	0.931	0.70	Valid

Source: Primary data processed, 2026

Next, leadership agility is measured using 5 indicators with standardized loading factors (SLF) ranging from 0.862 to 0.930—all >0.70—indicating that the five indicators are valid for measuring leadership agility. Similarly, employee well-being

is measured using 5 indicators with standardized loading factors ranging from 0.853 to 0.930. Thus, in this study, all five indicators are valid for measuring leadership agility. Meanwhile, employee well-being is measured by five indicators with standardized loading factors ranging from 0.875 to 0.935, all of which are >0.70. This indicates that in this study, all five indicators are valid for measuring the construct of leadership agility.

Table 6 presents the results of the analysis of construct reliability for the three exogenous latent variables: digital competence, which has a construct reliability value of 0.962 (>0.70) and an AVE of 0.835 (>0.50). Thus, in this study, the five indicators are consistent in measuring each variable of digital competence. The same applies to leadership agility, with its five indicators having a construct reliability of 0.950 > 0.70 and an AVE of 0.809 > 0.50; thus, the five indicators are consistent in measuring leadership agility. Similarly, for employee well-being, with a construct reliability of 0.965 > 0.70 and an AVE of 0.856 > 0.50, the five indicators in this study are thus consistent in measuring employee well-being.

Table 7 presents the results of the goodness-of-fit (GOF) test; it can be concluded that the structural equation modeling (SEM) model used in this study generally demonstrates a good level of fit. This is evident from the Chi-square value of 313.382, which is smaller than the cutoff value of 326.443 (calculated using Excel), as well as the probability value of 0.128, which is >0.05, thus indicating that the model does not differ significantly from the empirical data. Furthermore, the CMIN/DF value of 1.095 is also below the maximum limit of 2.00, indicating that the model has a good level of fit. Furthermore, other fit indices such as TLI (0.992), CFI (0.993), and RMSEA (0.027) also show excellent results

Table 6: Construct reliability of the exogenous model

Latent variable	Amount of indicators	Construct reliability (≥ 0.70)	AVE (≥ 0.50)	Conclusion
Digital competence	5	0.962	0.835	Reliable
Leadership agility	5	0.950	0.809	Reliable
Employee Well-Being	5	0.965	0.856	Reliable

Source: Primary data processed, 2026

Table 7: Model fit for overall structural equation modeling

GOF criteria	Cutt-off	Model results	Model evaluation
Chi-square (Cmin)	Small (326.443)	313.382	Fit model
Probability (p)	≥ 0.05	0.128	Fit Model
Chi-square relatif (CMIN/DF)	≤ 2.00	1.095	Fit Model
GFI	≥ 0.90	0.850	Marginal fit
AGFI	≥ 0.90	0.816	Marginal fit
TLI	≥ 0.95	0.992	Fit model
CFI	≥ 0.95	0.993	Fit model
RMSEA	≤ 0.08	0.027	Fit Model

Source: Primary data processed, 2026

as they meet the established criteria. However, the GFI (0.850) and AGFI (0.816) values remain in the marginal fit category; nevertheless, this is still tolerable since most other indicators have demonstrated a good fit. Thus, it can be concluded that the SEM model in this study is a good fit and can be used for subsequent hypothesis testing.

Based on the research results in Table 8, digital competence has a positive and significant effect on organizational citizenship behavior (OCB), with a coefficient of 0.240, a critical ratio of $2.862 > 1.96$, and a significance level $P = 0.004 < 0.05$. Leadership agility also has a positive and significant effect on OCB with a coefficient of 0.400, a critical ratio of $4.658 > 1.96$, and a $P = 0.000 < 0.05$. Additionally, employee well-being has a positive and significant effect on OCB with a coefficient of 0.195, a critical ratio of $2.369 > 1.96$, and a $P = 0.018 < 0.05$. These results indicate that digital competence, adaptive leadership, and employee well-being can enhance employees' voluntary work behavior within the organization. Regarding the effectiveness of public service administration, digital competence has a coefficient of 0.038 with a critical ratio of 0.486 and a significance value of $0.627 > 0.05$, indicating no significant effect. Meanwhile, leadership agility has a positive and significant effect with a coefficient of 0.263, a critical ratio of $3.077 > 1.96$, and a $P = 0.002 < 0.05$. Employee well-being also has a significant effect with a coefficient of 0.260, a critical ratio of $3.326 > 1.96$, and a $P = 0.000 < 0.05$. Furthermore, organizational citizenship behavior (OCB) has a positive and significant effect on the effectiveness of public service administration with a coefficient value of 0.374, a critical ratio of $4.104 > 1.96$, and a $P = 0.000 < 0.05$. These results indicate that adaptive leadership, employee well-being, and voluntary work behavior play a crucial role in enhancing the effectiveness of public service.

Based on the research results in Table 9, digital competence has a significant indirect effect on the effectiveness of public service administration through organizational citizenship behavior (OCB). The results of the Amos SEM analysis show a direct effect of

0.038, an indirect effect of 0.090, and a total effect of 0.128, with a significance level of $P = 0.016 < 0.05$. This indicates that digital competence is more effective in improving public service through the development of voluntary work behaviors among employees, such as mutual assistance and going beyond formal duties. Additionally, leadership agility also has a significant influence on the effectiveness of public service through OCB, with a direct effect of 0.263, an indirect effect of 0.149, and a total effect of 0.412, along with a $P = 0.014 < 0.05$. Adaptive leadership enhances employees' OCB, thereby strengthening the effectiveness of public service administration and service delivery. Furthermore, employee well-being also has a significant influence on the effectiveness of public service administration through OCB, with a direct effect of 0.260, an indirect effect of 0.073, a total effect of 0.333, and a $P = 0.015 < 0.05$. These results indicate that employee well-being not only directly improves performance but also fosters the emergence of voluntary work behavior that supports the quality of public service. Good psychological well-being enables employees to be more focused, caring, and capable of providing more effective service to the public.

This study aims to examine the influence of digital competence, leadership agility, and employee well-being on the effectiveness of public service administration through organizational citizenship behavior (OCB) at the Class I Banjarmasin harbor master's office and port authority. Based on the research results, the majority of employees are of working age, hold bachelor's degrees, and have considerable work experience, which supports their ability to adapt to changes in work systems and digital-based services. These conditions serve as a crucial foundation for improving the quality of public services.

Research findings indicate that digital competence influences organizational citizenship behavior (OCB). Employees with strong digital skills tend to adapt more easily to the use of technology, are able to collaborate effectively, and are more proactive in assisting colleagues with digital tasks. Digital competence serves not only as a technical skill but also fosters more collaborative, proactive, and responsible work behaviors. Employees who can accurately evaluate digital information and effectively use digital communication tools demonstrate more positive work behaviors toward the organization. These findings support social exchange theory, which explains that employees will contribute more to the organization when they receive adequate support and capabilities in their work. Leadership agility has also been shown to influence organizational citizenship behavior. Leaders who can foster collaboration, accept differing opinions, and place trust in employees are able to create a conducive work environment. These conditions encourage employees to exhibit voluntary behaviors such as helping colleagues, maintaining harmonious work relationships, and taking the initiative to complete tasks beyond their formal duties. Adaptive and open leadership

Table 8: Direct effect

Description	Standardized effect	Standard error	Critical ratio	P-value	Decision
H ₁	0.240	0.070	2.862	0.004	Accepted
H ₂	0.400	0.096	4.658	0.000	Accepted
H ₃	0.195	0.064	2.369	0.018	Accepted

Source: Primary data processed, 2026.

Table 9: Indirect effects

No	Description	Standardized coefficient			P-value
		Direct effect	Indirect effect	Total effect	
1.	The effect of digital competence on the effectiveness of public service administration through organizational citizenship behavior	0.038	0.090	0.128	0.016
2.	The effect of leadership agility on the effectiveness of public service administration through organizational citizenship behavior	0.263	0.149	0.412	0.014
3.	The effect of employee well-being on the effectiveness of public service administration through organizational citizenship behavior	0.260	0.073	0.333	0.015

Source: Primary data processed, 2026

makes employees feel valued, thereby fostering positive work relationships between leaders and employees. These findings support the concepts of leadership agility and social exchange theory, which explain that supportive work relationships enhance employees' positive work behaviors within the organization.

Employee well-being in this study also influences organizational citizenship behavior. Employees who experience physical, emotional, psychological, and social well-being tend to have high work motivation and strong organizational commitment. This sense of well-being encourages employees to work more responsibly, voluntarily assist colleagues, and maintain the quality of work and organizational services. Psychological well-being is the most dominant aspect because employees feel that the work they do is meaningful and makes a positive contribution to the organization. The results of this study support the job demands-resources (JD-R) Theory, which explains that employee well-being can increase work engagement and positive behavior within the organization.

This study found that digital competence does not have a direct impact on the effectiveness of public service administration. This indicates that employees' digital skills have not yet been fully optimized to support public services. Some employees still face challenges in managing digital information and independently resolving technical issues, so the use of technology has not yet had a significant impact on service effectiveness. The effectiveness of public services at the Class I KSOP in Banjarmasin is more heavily influenced by work systems, employee experience, and well-established organizational governance. This finding contrasts with several previous studies that claimed digital competencies have a direct impact on work effectiveness.

Unlike digital competencies, leadership agility has been proven to influence the effectiveness of public service administration. Leaders who can make quick decisions, provide clear work instructions, and are responsive to change can improve the quality of the organization's services. Adaptive leadership creates more effective work processes, strengthens coordination among employees, and enhances the quality of services provided to the public. This finding supports the JD-R theory, which explains that

leadership is an organizational resource capable of enhancing work effectiveness and public service delivery.

Employee well-being also influences the effectiveness of public service administration. Employees who feel comfortable and well-supported tend to work with greater focus, possess high motivation, and are able to complete tasks effectively. Employee well-being fosters productive work conditions, thereby contributing to improved public service quality. These findings are consistent with social exchange theory, which explains that organizations that prioritize employee well-being receive a return in the form of enhanced performance and service quality.

Organizational citizenship behavior (OCB) has been proven to influence the effectiveness of public service administration. Employees who exhibit voluntary work behaviors—such as assisting colleagues, maintaining harmonious work relationships, and demonstrating care for the organization—can accelerate work processes and improve service quality. OCB creates a more conducive work environment, enabling public services to operate more effectively and efficiently. The findings of this study reinforce social exchange theory and previous research stating that OCB plays a crucial role in enhancing organizational effectiveness and the effectiveness of public service administration. Further results indicate that organizational citizenship behavior (OCB) mediates the influence of digital competence, leadership agility, and employee well-being on the effectiveness of public service administration. Digital competence, agile leadership, and employee well-being will be more effective in improving service quality if accompanied by proactive, collaborative, and organization-oriented work behavior. Thus, organizational citizenship behavior (OCB) becomes a key factor that strengthens the relationship between employee capabilities, leadership, and workplace well-being on the effectiveness of public service administration at the Banjarmasin Class I port authority and harbor master's office.

5. CONCLUSION

Based on the results of a study on the influence of digital competence, leadership agility, and employee well-being on the effectiveness of

public service administration through organizational citizenship behavior (OCB) at the Banjarmasin Class I harbor master's office and port authority, it can be concluded that digital competence, leadership agility, and employee well-being significantly influence organizational citizenship behavior. This indicates that employees' digital capabilities, adaptive leadership, and employee well-being can foster the development of voluntary work behaviors that support the organization. Employees who possess strong digital skills, feel well-supported, and receive positive leadership support tend to be more active in assisting colleagues, maintaining harmonious work relationships, and contributing more to the organization. This study also found that leadership agility and employee well-being have a positive and significant impact on the effectiveness of public service administration. Leadership that is responsive to change, coupled with high levels of employee well-being, can enhance the quality of public services more effectively and efficiently. However, digital competence does not have a direct impact on the effectiveness of public service administration. This indicates that employees' digital capabilities have not yet been fully and optimally integrated to support public service processes, thus failing to yield a direct impact on service effectiveness. Additionally, organizational citizenship behavior (OCB) was found to have a positive and significant influence on the effectiveness of public service administration. The voluntary work behavior demonstrated by employees enhances cooperation, streamlines administrative processes, and improves the quality of services provided to the public.

The research findings also demonstrate that organizational citizenship behavior (OCB) mediates the influence of digital competence, leadership agility, and employee well-being on the effectiveness of public service administration. Thus, organizational citizenship behavior (OCB) serves as a critical factor in strengthening the relationship between employee capabilities, leadership, employee well-being, and effectiveness of public service administration at the Class I Port authority and harbor master's office in Banjarmasin.

REFERENCES

- Abuowda, A., Iwizat, H., Alawnah, M. (2024), Impact of E - leadership on organizational citizenship behaviour of faculty members in higher education: Information and communication technology as a mediator. *Discover Education*, 1(1), 1-10.
- Adminlabuhanbatu. (2025), Manajemen, Kinerja dan Hambatan Pelabuhan Laut Indonesia. Available from: <https://www.com/labuhanbatu>
- Agung, R. (2022), Kompetensi digital dalam transformasi organisasi modern. *Jurnal Teknologi dan Manajemen*, 7(2), 88-97.
- Ahmed, R. (2025), Examining the impact of digital bureaucratic competency and AI-enabled decision support on public service delivery and administrative responsiveness. *Contemporary Public Administration Review*, 3(1), 25-44.
- Albloush, A., Taha, S., Nassoura, A., Vij, A., Bohra, O.P., Najeed, M., Hussein, A.H. (2020), Impact of organizational citizenship behavior on job performance in Jordan: The mediating role of perceived training opportunities. *International Journal Psychosocial Rehabilitation*, 24(05), 5584-5600.
- Amrozi, Y. (2024), E-Government Di Era Artificial Intelligence. Jakarta: Prenada Media.
- Asif, M., Shao, Z., Sharif, M. N., Alshdaifat, S. M., & Hanaysha, J. R. (2025). Feeling empowered, acting beyond duty: A moderated-mediation model linking transformational leadership to organizational citizenship behavior. *Acta Psychologica*, 260, 105642.
- Cahyadi, N., Mekaniwati, A., Djajasinga, N.D., Hidayati, H., Munarsih, E., Nurcholifah, I. (2023), *Perilaku Dalam Organisasi*. Batam: CV. Rey Media Grafika.
- Carvalho, L.P., De Poletto, T., Ramos, C.C., Rodrigues, F.D.A., Diogho, V., Carvalho, H., De Celso, T., Nepomuceno, C. (2023), Predictors of digital competence of public university employees and the impact on innovative work behavior. *Administrative Sciences*, 13(1), 131-139.
- Ermawati, N.M., Widnyani, I.A.P.S., Kartika, I.M. (2024), Pengaruh kompetensi digital, sistem informasi sumber daya manusia dan integritas terhadap kinerja pegawai negeri sipil badan kepegawaian dan pengembangan sumber daya manusia kabupaten badung. *Jurnal Ilmiah Global Education*, 5(3), 2050-2056.
- Ferdinand, A. (2014), *Structural Equation Modeling: Dalam Penelitian Manajemen Aplikasi Model Model Rumit Dalam Penelitian Manajemen Untuk Skripsi, Tesis, Magister dan Disertasi Doktor (Ke 5)*. Indonesia: UNDIP Press.
- Hariyati, H., Ummy, K., Nofal, S. (2023), Pengaruh job deskripsi dan agile leadership terhadap kepuasan kerja dan kinerja pegawai pada sekretariat daerah provinsi sulawesi tenggara. *POMA Jurnal Publish of Management*, 1(1), 193-207.
- Irwanto. (2023), Membangun kemampuan literasi media digital. In: *Book Chapter Literasi Media Digital*. Bandung: Widina Media Utama.
- Jha, S. (2025), Impact of organizational citizenship behaviour on employee wellbeing and turnover intention. *International Journal of Indian Psychology*, 13(2), 1-10.
- Junaidi, J. (2021). *Aplikasi AMOS dan Structural Equation Model (SEM)* (H. Sari (ed.)). UPT Unhas Press.
- Kustiawan, W. (2022), Teori pertukaran sosial. *Jurnal Telekomunikasi Kendali Dan Listrik*, 3(1), 44.
- Marjuni, S. (2024), *Manajemen Sumber Daya Manusia, Teori dan Praktik*. Makassar: Chakti Pustaka Indonesia.
- Meilani, Y.F.C.P. (2024), *Perilaku Organisasi Mengelola Well-Being Karyawan Generasi Milenial*. Pekalongan: Penerbit NEM.
- Murphy, K.A. (2024), Assessment of employee well-being on organisational effectiveness productivity: A literature review. *International Journal of Business and Management*, 19(3), 26-33.
- Ncube, P., Motloung, S. V., Koao, L. F., Campus, Q., & Motaung, T. E. (2024, November). Sustainable water supply in sub-Saharan Africa: challenges, advancements and perspectives. In *11th International Conference on Appropriate Technology* (Vol. 50).
- Organ, D. W. (1988). A restatement of the satisfaction-performance hypothesis. *Journal of Management*, 14(4), 547-557
- Organisasi dan Tata Kelola Kantor Otoritas Pelabuhan Utama. (2012).
- Rosafizah, M.I., Norhaini, M.A., Khairuddin, I. (2020), Organizational support-citizenship behavior relationship in Malaysian higher educational institutions. *Scientific Research Publishing*, 11(1), 2293-2304.
- Saputra, M.D., Putri, W.S., Sitepu, L. (2023), Dinamika komunikasi kelompok dalam teori pertukaran social: Pengaruh interaksi interpersonal. *Al Balagh Jurnal Komunikasi Islam*, 7(2), 65.
- Setiawati SM (2024) The role of Indonesian government in middle east conflict resolution: consistent diplomacy or strategic shifts?. *Front. Polit. Sci.* 6:1304108.
- Sugiyono, S. (2019). *Metodelogi Penelitian Kuantitatif*. Bandung: ALFABETA.
- Sunyoto, D. (2023), *Pertukaran Sosial dan Teori Pendukung (Asumsi-Konsep-Kritik)*. Purbalingga, CV: Eureka Media Aksara.
- Susilowati, S. Sodikin, M., & Purnomo, Y. (2023). *Manajemen Sumber Daya Manusia*. Yogyakarta: Deepublish.

- Sutrisno, E. (2020), *Manajemen Sumber Daya Manusia*. 1st ed. Jakarta: Kencana.
- Van Tuan, P., Hoang, N.D., Linh, D.T.T., Ly, N.K., Hai, N.C. (2025), Building a digital competency framework for cadres, civil servants, and public employees in Vietnam in. *European Journal of Political Science Studies*, 8(1), 117-130.
- Wardhana, H., Kusumo, D.F.A., Lilyana, F., Aziz, Y.A. (2025), *Agile Human Resources: Mengelola SDM Dengan Fleksibilitas Dan Inovasi*. Bekasi: Penerbit Alungcipta.
- Zaenal, M., Laksana, M.W. (2023), *Manajemen Pelayanan Publik*. Bandung: Pustaka Setia.
- Zulfikar, R., Sari, F.P., Fatmayati, A., Wandini, K., Haryati, T., Jumini, S. (2024), *Metode Penelitian Kuantitatif (Teori, Metode dan Praktik)*. Bandung: Widina Bhakti Persa.