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Digital Leadership: Accelerating the Process of Talent Mobility and Job Rotation Efficiency in the Government Sector

Afriska Yuni Anggraini[1], A. Sobandi[2], Syamsul Hadi Senen[3], Eeng Ahman[4], Rofi Rofaida[5]
[1]Universitas Pendidikan Indonesia, Indonesia, email. afriska.anggraini28@upi.edu
[2]Universitas Pendidikan Indonesia, Indonesia, email. ade@upi.edu
[3]Universitas Pendidikan Indonesia, Indonesia, email. syamsulhadisenen@upi.edu
[4]Universitas Pendidikan Indonesia, Indonesia, email. eengahman@upi.edu
[5]Universitas Pendidikan Indonesia, Indonesia, email. rofi.rofaida@upi.edu

Corresponding Author: afriska.anggraini28@upi.edu[1]

Abstract: This study explores the influence of digital leadership on job rotation and talent mobility within the public sector, addressing challenges posed by hierarchical structures and bureaucratic inertia. The research aims to determine whether digital leadership enhances these processes and fosters workforce adaptability. A quantitative approach utilizing Partial Least Squares Structural Equation Modeling (PLS-SEM) was applied to analyze data from 32 Ministry of Communication and Digital Affairs respondents. The findings reveal that digital leadership significantly impacts job rotation and talent mobility, with respective T-scores of 3.438 and 9.702 and P-values below the 0.05 threshold. Digital leadership explains 27.6% of the variance in job rotation and 61.7% in talent mobility, underscoring its role in streamlining career planning and cross-functional development. Tools such as predictive analytics and immersive technologies were identified as pivotal in enhancing talent management practices. This research highlights the transformative potential of digital leadership in overcoming public sector barriers, contributing to more responsive and agile organizational operations. By linking leadership strategies to workforce adaptability, this study provides actionable insights for improving public service efficiency and enriching the theoretical framework of digital leadership. These findings underscore the importance of fostering innovation and continuous learning in addressing contemporary organizational challenges.

Keyword: Digital Leadership, Talent Mobility, Job Rotation, Government Sector.

INTRODUCTION

The rapid advancements in digital technology have revolutionized organizational operations, including those within the public sector. As government institutions strive for greater flexibility and adaptability, digital leadership has emerged as a pivotal approach to fostering talent mobility and enhancing job rotation mechanisms, often called the “talent mobility transfer market” within organizations. Digital leadership is the application of digital

tools and a technology-driven mindset by leaders to drive innovation, adaptability, and efficiency in organizational processes (Rakovic et al., 2024; Suryadi et al., 2023). In government sectors, where rigid structures often impede flexibility, digital leadership offers transformative potential. Through digital initiatives, public institutions can address structural challenges, optimize talent mobility, and create efficient job rotation mechanisms that empower employees to gain diverse expertise across various roles (Claassen et al., 2021; Mollah et al., 2023).

Despite the growing recognition of digital leadership in public administration, its role in supporting job transfers and talent mobility remains underexplored. Studies have demonstrated that leadership in the digital era can enhance organizational agility and employee engagement (Espina-Romero et al., 2023; Zulu & Khosrowshahi, 2021). However, most of this research has focused on the impact of digital leadership on productivity and innovation rather than its capacity to facilitate talent mobility and job rotation, particularly in governmental institutions facing unique challenges posed by hierarchical structures (Acharya et al., 2022). In the public sector, digital leadership can empower leaders to rethink traditional talent management practices, breaking down hierarchies that often hinder employee development and talent fluidity.

The importance of efficient job rotation and talent mobility has been widely documented across various sectors. However, applying these concepts in government, combined with the enabling factors of digital leadership, reveals a significant research gap. As expectations for government institutions to address complex challenges in real-time grow, the demand for a dynamic workforce with adaptive expertise becomes increasingly urgent (Liao et al., 2024). Job rotation mechanisms and the "talent mobility transfer market" within organizations enable workforce adaptability by providing employees with opportunities to acquire competencies across diverse functions. Digital leadership can accelerate this process, creating more responsive and competent government institutions (Saraih et al., 2021). Unlike traditional leadership, digital leadership leverages digital tools and data analytics to cultivate an organizational culture that supports continuous learning and agility—two essential factors for promoting talent mobility.

This research aims to examine the potential of digital leadership in supporting job rotation and talent mobility by mitigating bureaucratic barriers that often slow down these processes in governmental settings. By implementing digital solutions, leaders in public institutions can streamline administrative procedures related to job rotation and make talent transfer markets more accessible (Loglo, 2024). Previous studies have shown that bureaucratic hurdles can delay or complicate the rotation of government employees, ultimately limiting their professional growth and organizational adaptability (Gierlich-Joas et al., 2020). Digital leadership, with its focus on data-driven decision-making and efficient resource allocation, offers opportunities to restructure these mechanisms and make them more effective.

Integrating digital leadership into government job rotation and talent management can address several persistent public sector human resources issues. Digital tools, for instance, can enhance transparency in the selection and rotation processes, creating more equitable development opportunities. Furthermore, by utilizing data analytics, leaders can identify and match employee skills with appropriate roles, facilitating a strategic approach to workforce planning (Rakovic et al., 2024). Consequently, the impact of digital leadership on the efficiency of governmental "talent transfer markets" extends beyond merely reducing bureaucratic delays. Digital leadership can also strengthen workforce development by aligning employee competencies with evolving organizational needs, thereby improving the quality of public services (Jasim et al., 2024).

Studies have shown that job rotation can significantly contribute to employee motivation and skill diversification. However, implementing job rotation within bureaucratic structures requires a nuanced approach. Digital leadership offers a solution by enabling leaders to apply

digital technologies to manage complex human resource processes (Shin et al., 2023). In this context, leaders can leverage technology to expedite job rotation processes and support employee skill development in a way that is aligned with organizational goals. Leaders in digital environments have access to tools such as artificial intelligence (AI) and predictive analytics, which can enhance talent matching and identify emerging skill gaps. This approach facilitates more targeted job transfers that align with employee career growth (Liao et al., 2024; Mollah et al., 2023). As a result, digital leadership promotes a more proactive and strategic form of talent mobility suited to the evolving demands of public service.

This research seeks to fill the gap in understanding how digital leadership can effectively enhance talent mobility and job rotation in the public sector. The study explores whether digital leadership can improve talent fluidity and reduce bureaucratic barriers in job rotation processes. The underlying hypothesis of this research is that implementing digital leadership in government will result in more efficient job rotations and greater talent mobility, ultimately improving employee satisfaction and organizational adaptability. As Rakovic (2024) emphasized, digital and interpersonal skills competencies are critical for leaders to drive successful digital transformation, particularly in organizations with rigid hierarchies.

This research's novelty lies in its focus on the dual impact of digital leadership on talent mobility and job rotation in the public sector, two areas that remain underexplored in previous studies. Existing literature highlights the role of digital leadership in driving innovation and productivity. Still, it fails to provide in-depth insights into its capacity to facilitate flexible talent management within government institutions. Thus, this study contributes significantly to understanding how digital leadership can address bureaucratic challenges in public administration and create a more agile and responsive workforce prepared to meet the demands of modern governance (Espina-Romero et al., 2023; Suryadi et al., 2023).

METHOD

This research employed a quantitative approach to investigate the causal relationships between variables, aligning with the aims of causal studies, which seek to measure the effect of one variable on another (Schober et al., 2018). This study's population comprised all State Civil Apparatus (ASN) working within the Ministry of Communication and Digital Affairs. A total of 32 respondents participated in this study, selected from the target population.

Data collection was conducted using an online questionnaire distributed through Google Forms. The questionnaire consisted of 27 items to measure three primary variables: digital leadership, talent mobility, and job rotation. The collaboration with personnel management officials at the Ministry of Communication and Digital Affairs ensured the relevance and validity of the data collected. Each questionnaire item was rigorously evaluated to align with the constructs under investigation.

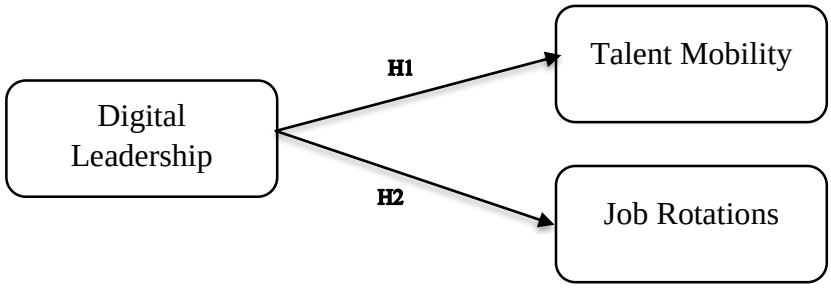
The research model was analyzed using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach, executed through SmartPLS version 4. PLS-SEM is a robust multivariate analysis technique that simultaneously estimates the influence between variables, making it particularly suitable for predictive studies (Hair et al., 2018). The analytical framework included measurement (outer) and structural (inner) models and evaluations of model fit and overall quality.

The measurement model employed in this study was a first-order factor model, evaluated through validity and reliability tests. Specifically, the outer model assessment included:

a) Validity Tests: These encompassed convergent validity, assessed through loading factor and discriminant validity, examined using the Average Variance Extracted (AVE) values, Fornell-Larcker criterion, and cross-loadings (Hair et al., 2018).
b) Reliability Tests: These involved checking composite reliability (CR) to ensure internal consistency.

For the structural (inner) model, the evaluation focused on hypothesis testing by examining path coefficients and their significance levels. The inner model assessment also included Hypothesis Testing: Direct effects were analyzed to understand the relationships between constructs, with effect sizes evaluated through metrics (Hair et al., 2018).

Figure 1 illustrates the conceptual model employed in the study, depicting the relationships between digital leadership, talent mobility, and job rotation. Table 1 summarises the measurement items and their corresponding constructs, ensuring clarity in operational definitions.



Source: Research Results

Figure 1. Conceptual Framework

This methodological approach aligns with the best practices in structural equation modelling and ensures robust and reliable results to address the research objectives effectively.

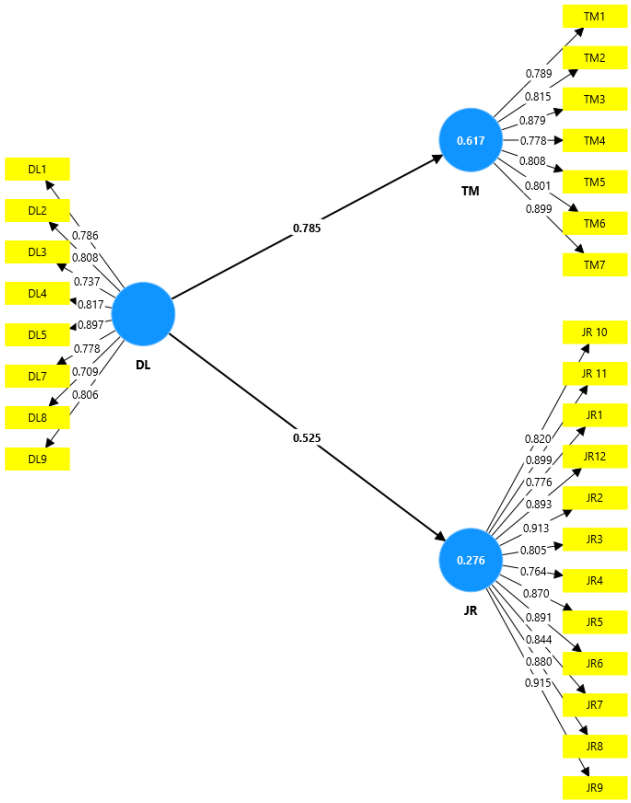
RESULTS AND DISCUSSION

This section discusses the findings from the Partial Least Squares Structural Equation Modeling (PLS-SEM) analysis and interprets the results of the research objectives. The findings are supported by detailed statistical evidence and comparisons with existing literature, providing insights into the relationships between Digital Leadership, Job Rotation, and Talent Mobility.

Outer Model Evaluation (Outer Model)

a. Convergent Validity

Convergent validity assesses whether the items used in the study are adequately correlated with their respective constructs. Figure 2 illustrates the standardized loading factors for each item, with all values exceeding the threshold of 0.70 (Hamid & Anwar, 2019). This confirms that all questionnaire items exhibit sufficient convergent validity.



Source: data processed in 2024 by SEM-PLS

Figure 2. Standardized Loading Factor Outer Model

The results indicate that each item strongly represents its corresponding construct, supporting the robustness of the measurement model. These findings are consistent with prior studies emphasizing the importance of high-loading factors in ensuring construct validity (Hair et al., 2018).

b. Discriminant Validity

Discriminant validity evaluates whether constructs are sufficiently distinct from one another. Table 1 presents the Fornell-Larcker criterion, showing that the square roots of the AVE for each construct exceed their correlations with other constructs. This confirms discriminant validity.

Table 1. Fornell-Larcker Criterion

	DL	JR	TM
Digital Leadership	**0.794**		
Job Rotation	0.525	**0.857**	
Talent Mobility	0.785	0.740	**0.825**

Source: data processed 2024 by SEM-PLS

Further support for discriminant validity is provided in Table 2, where all AVE values are above the recommended threshold of 0.50 (Savitri et al., 2021).

Table 2. Average Variance Extracted (AVE)

	Average variance extracted (AVE)
Digital Leadership	0.630
Job Rotation	0.735
Talent Mobility	0.681

Source: data processed 2024 by SEM-PLS

These results align with previous research, demonstrating that well-validated constructs are essential for reliable structural model evaluation (Hamid & Anwar, 2019).
The results of the Average Variance Extracted test are as follows:

a) The Digital Leadership variable demonstrates discriminant validity, as its Average Variance Extracted (AVE) value is 0.630 > 0.5.
b) The Job Rotation variable demonstrates discriminant validity, as its Average Variance Extracted (AVE) value is 0.735 > 0.5.
c) The Talent Mobility variable demonstrates discriminant validity, as its Average Variance Extracted (AVE) value is 0.681 > 0.5.

c. Reliability Test

Reliability was assessed using Cronbach's alpha and Composite Reliability (rho_c). Table 3 shows that all constructs exhibit high internal consistency, with values exceeding the 0.70 threshold. This supports the reliability of the constructs used in the study (Savitri et al., 2021).

Table 3. Cronbach's Alpa & Composite Reliability (rho c)

	Cronbach's Alpha	Composite Reliability (rho_c)
Digital Leadership	0.917	0.931
Job Rotation	0.968	0.971
Talent Mobility	0.921	0.937

Source: data processed 2024 by SEM-PLS

Based on the results of the reliability test presented in Table 3, the findings are as follows:

a) The Digital Leadership variable has a Cronbach's Alpha value of 0.917 > 0.70 and a rho_c value of 0.931 > 0.70, indicating that the Digital Leadership variable is reliable.
b) The Job Rotation variable has a Cronbach's Alpha value of 0.968 > 0.70 and a rho_c value of 0.971 > 0.70, indicating that the Job Rotation variable is reliable.
c) The Talent Mobility variable has a Cronbach's Alpha value of 0.921 > 0.70 and a rho_c value of 0.937 > 0.70, indicating that the Talent Mobility variable is reliable.

The results affirm that the constructs are both valid and reliable, consistent with established standards in quantitative research.

Structural Model Evaluation (Inner Model)

a. R Square Analysis

The explanatory power of the structural model was assessed using values. Table 4 summarises the values for Job Rotation and Talent Mobility.

Table 4. R-square

	R-square	R-square adjusted
Job Rotation	0.276	0.252
Talent Mobility	0.617	0.604

Source: data processed 2024 by SEM-PLS

According to Haryono (2016), values of 0.67, 0.33, and 0.19 indicate strong, moderate, and weak explanatory power, respectively. Digital Leadership explains 27.6% of the variance in Job Rotation (JR), suggesting a weak explanatory power. However, Digital Leadership explains 61.7% of the Talent Mobility (TM) variance, indicating moderate explanatory power.

b. Effect Size

The effect size measures the impact of exogenous variables on endogenous variables. Table 5 shows the effect sizes of Digital Leadership on Job Rotation and Talent Mobility.

Table 5. Effect Size

	Job Rotation	Talent Mobility
Digital Leadership	0.525	0.785

Source: data processed 2024 by SEM-PLS

According to Savitri et al. (2012), an effect size of 0.35 is classified as strong, 0.15 as moderate, and 0.02 weak. Based on the data presented in Table 5, the influence of Digital Leadership on Job Rotation has an effect size of 0.525, indicating a strong impact. Similarly, the effect size of Digital Leadership on Talent Mobility is 0.785, also categorized as strong.

These results demonstrate that Digital Leadership significantly impacts both Job Rotation and Talent Mobility, aligning with prior research that emphasizes the transformative role of leadership in shaping organizational practices and dynamics.

c. Hypothesis Testing

Path coefficients and their statistical significance were analyzed to evaluate the proposed hypotheses. The results are presented in Table 6. Referring to the threshold criteria established by Hamid and Anwar (2019), a T-score greater than 1.65 indicates significance at the 10% level, a T-score greater than 1.96 indicates significance at the 5% level, and a T-score greater than 2.58 indicates significance at the 1% level. For this study, a significant level of 5% was adopted, implying that a T-score exceeding 1.96 indicates a statistically significant relationship.

Table 6. Path Coefficient

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Digital Leadership -> Job Rotation	0.525	0.579	0.153	3.438	0.001
Digital Leadership -> Talent Mobility	0.785	0.806	0.081	9.702	0.000

Source: data processed 2024 by SEM-PLS

a. Digital Leadership Accelerates Job Rotation Effectively in the Government Sector

The relationship between Digital Leadership and Job Rotation yields a T-score of 3.438, exceeding the critical value of 1.96, and a P-value of 0.0001, below the 0.05 threshold. These results confirm that the first hypothesis (H1) is supported, indicating that Digital Leadership significantly influences Job Rotation. By leveraging digital technologies and implementing strategic talent management practices, digital leaders streamline career planning and foster employee development across organizational functions. This capability is particularly critical in the government sector, where organizations must respond to dynamic challenges and increasing demands for adaptability and responsiveness.

Digital leadership fosters a culture prioritizing continuous learning and adaptability, creating a foundation for effective job rotation. Digital leaders enhance employee satisfaction and productivity, essential for encouraging employees to explore new organizational roles (Khaw et al., 2022). In the context of government institutions, these elements support the development of diverse skill sets and align with broader organizational goals, such as efficiency and innovation. Engaged employees are more likely to embrace job rotation as an opportunity for professional growth, contributing to individual development and enhanced organizational performance.

The importance of comprehensive human resource management strategies during digital transformation is also highlighted in the literature. It stresses the need for tailored training and development programs that prepare employees for rotational roles (Gadzali et al., 2023). Under the guidance of digital leaders, these initiatives improve employees' digital competencies and

equip them to take on new responsibilities. This strategic approach enhances individual skill sets and strengthens organizational cohesion, fostering employees' sense of belonging and commitment. Such efforts are particularly relevant in the government sector, where retaining skilled talent is critical for long-term stability and effective service delivery.

Transformational leadership, as a core component of digital leadership, further amplifies the impact of job rotation. Transformational leaders inspire employees to embrace new challenges and responsibilities, fostering an environment where job rotation is perceived as an opportunity rather than a disruption (Magambo, 2021). This leadership style is especially beneficial in hierarchical government organizations, where traditional structures may hinder mobility. By breaking down these barriers, transformational leaders enable a more dynamic and agile workforce capable of addressing complex public service demands.

Talent development plays a mediating role in strengthening the relationship between leadership and employee engagement, further enhancing the effectiveness of job rotation. Prioritizing talent development pathways enables digital leaders to create opportunities for employees to engage in rotational programs (Ali et al., 2023). Such initiatives enhance career trajectories and increase job satisfaction and organizational commitment. This approach is particularly critical in government institutions, where employee engagement is directly linked to improved public service outcomes.

Job rotation also serves as a valuable leadership development tool, broadening employees' experiences and preparing them for advanced roles. Responsibilities enhance employees' leadership skills, making them more capable of addressing multifaceted challenges (Abd Rashid et al., 2022). In the context of the government sector, this strategy supports the development of future leaders, which is essential for effective governance. Digital leaders facilitate this process by leveraging digital tools and strategic planning to ensure employees are placed in roles that optimize their development and align with organizational objectives.

Integrating digital technologies into job rotation strategies further enhances their efficiency and scalability. Predictive analytics and talent management software enables digital leaders to make data-driven decisions, ensuring employees are matched with roles that align with their skills and aspirations (Rakovic et al., 2024). Additionally, immersive technologies such as virtual reality (VR) and augmented reality (AR) improve training programs, equipping employees with the necessary competencies for seamless transitions into new roles (Baglama et al., 2022). These advancements reduce administrative barriers and foster agility in talent management practices.

Despite these benefits, implementing job rotation in the government sector is challenging. Cultural resistance, entrenched hierarchies, and limited technological infrastructure can impede the adoption of these practices. Warman et al. (2022) emphasize that perceived organizational support is crucial for overcoming these barriers. By fostering trust, transparency, and inclusiveness, digital leaders can address resistance and create an environment conducive to job rotation.

The implications of digital leadership on job rotation extend beyond individual employee benefits to broader organizational and societal impacts. Government organizations cultivate a versatile workforce equipped to address evolving public needs by enabling job rotation. This adaptability is particularly critical as public sector institutions face increasing demands for efficiency, innovation, and responsiveness. Furthermore, the culture of continuous learning and collaboration fostered by digital leadership contributes to enhanced organizational effectiveness and ensures that government institutions remain agile in addressing complex governance challenges.

b. Digital Leadership Accelerates Talent Mobility Process

The relationship between Digital Leadership and Talent Mobility demonstrates a statistically significant T-score of 9.702, exceeding the critical value of 1.96. A P-value of

0.000 confirms the second hypothesis (H2) that Digital Leadership significantly influences Talent Mobility. This result aligns with the broader body of literature emphasizing the role of digital leadership in enabling effective talent management within organizations (Mardiana, 2020).

This finding is consistent with previous literature highlighting digital leadership's transformative potential in enabling effective talent management (Susilawati et al., 2021). Digital Leadership prepares employees for transitions between roles through the strategic use of digital tools and the creation of cross-functional development initiatives, enhancing individual adaptability and organizational responsiveness. Digital leaders align personal and organizational goals by integrating technological capabilities and fostering environments that promote skill enhancement and career progression. This alignment strengthens the talent pipeline and encourages employees to take on diverse roles, enhancing their skill sets and bolstering resilience in dynamic organizational contexts (Susilawati et al., 2021).

Operationally, Digital Leadership significantly improves job performance and efficiency (Sagbas et al., 2023). This improvement positively impacts Talent Mobility by fostering an engaged workforce inclined to explore new opportunities within the organization. Employees who feel valued and productive are more likely to participate in rotational programs, enriching the talent pool and expanding career development opportunities. Khaw et al. (2022) emphasize that digital leadership maximizes employee satisfaction and productivity—critical components for promoting internal talent movement.

Beyond operational enhancements, Digital Leadership shapes organizational culture by fostering collaboration and innovation. Digital leaders cultivate cooperative and transparent environments, encouraging employees to embrace new challenges (Hidayat et al., 2023). Such cultural shifts are essential for successful Talent Mobility, as they create a supportive climate where employees are more likely to engage in rotational initiatives. Furthermore, digital leadership enhances perceived organizational support, pivotal in encouraging employees to take on new managerial roles. Digital leaders provide clarity and consistency in talent management processes by leveraging technology and creating inclusive workplaces that facilitate Talent Mobility (Warman et al., 2022).

Digital tools are particularly effective in supporting Talent Mobility by enabling transparency and efficiency. Technologies such as predictive analytics and AI empower leaders to map workforce capabilities, ensuring that employees are aligned with roles suited to their skills and aspirations (Rakovic et al., 2024). These tools address bureaucratic barriers in hierarchical organizations, fostering agility and adaptability in talent management practices. Immersive technologies, such as virtual reality (VR) and augmented reality (AR), play a crucial role in enhancing training and development initiatives by equipping employees with the skills and experiences needed to effectively transition into diverse roles and participate in rotational programs (Baglama et al., 2022). Integrating these technologies into leadership practices enhances workforce agility and addresses skill gaps, creating a continuous learning environment.

The competencies required for effective digital leadership extend beyond technical expertise to include adaptability, strategic vision, and the ability to foster inclusivity (Müller et al., 2024). Leaders who exhibit these competencies are better equipped to navigate complex transformations while maintaining employee engagement and satisfaction (Khaw et al., 2022). Despite these advantages, challenges such as cultural resistance, inadequate technological infrastructure, and insufficient training persist. Warman et al. (2022) argue that perceived organizational support is critical in overcoming these barriers. Leaders must prioritize fairness and transparency to build trust and encourage active participation in mobility initiatives.

The implications of Digital Leadership on Talent Mobility are profound in the public sector. Aligning talent management practices with organizational goals allows digital leaders to enhance the efficiency and effectiveness of public services, addressing emerging challenges

with agility and precision (Jasim et al., 2024). This is particularly important in hierarchical structures, where traditional talent management practices often hinder adaptability. Moreover, transparent and inclusive practices foster employee morale, reduce turnover, and contribute to developing a stable, skilled workforce prepared to meet evolving societal needs (Nawaz, 2013).

Integrating advanced digital tools into leadership practices offers transformative potential for Talent Mobility. Predictive analytics and AI provide actionable insights into workforce capabilities and gaps, enabling data-driven decision-making that aligns with strategic objectives (Rakovic et al., 2024). Additionally, immersive technologies such as VR and AR enhance employee training and readiness for rotational programs, preparing them for diverse roles and expanding their professional development opportunities (Baglama et al., 2022). By strategically leveraging these tools, digital leaders create dynamic talent mobility frameworks that support individual career progression and organizational adaptability, ensuring competitiveness and responsiveness in rapidly changing environments.

This discussion underscores the critical role of Digital Leadership in enhancing Talent Mobility, highlighting its ability to integrate operational efficiency, cultural transformation, and strategic technological applications. The findings emphasize the importance of leadership practices aligning with technological advancements and organizational goals, offering actionable insights for academic research and practical implementation in diverse organizational contexts.

CONCLUSION

This study investigates the role of digital leadership in enhancing job rotation and talent mobility within the public sector. The findings prove that digital leadership significantly improves both processes, addressing bureaucratic barriers and fostering organizational adaptability. By leveraging digital tools and fostering a culture of continuous learning, digital leadership streamlines career planning and promotes cross-functional employee development. The empirical analysis confirms that digital leadership explains 27.6% of the variance in job rotation and 61.7% in talent mobility, emphasizing its transformative potential in organizational contexts. The study contributes to the existing body of knowledge by demonstrating how digital leadership can be strategically employed to overcome challenges inherent in hierarchical government institutions. It highlights integrating technologies such as predictive analytics and immersive tools to optimize talent management practices. These contributions advance the theoretical framework surrounding digital leadership and provide actionable insights for public sector organizations aiming to enhance efficiency and workforce engagement. The significance of this research lies in its ability to bridge a critical gap in understanding the application of digital leadership in the public sector. By linking leadership strategies with talent mobility and job rotation, this study underscores the importance of adaptability and innovation in addressing contemporary organizational challenges. Future studies may explore digital leadership's longitudinal impact on employee satisfaction and public service outcomes to enrich this work's theoretical and practical implications.

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