

The Effect of Digital Transformation on Sustainable Employee Performance with Commitment to Change and Green Work Behavior as Mediation Variables in Employees of the Ministry of Finance in West Sulawesi Province

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Digital transformation in the public sector requires not only the use of technology but also changes in employee attitudes and behavior to maintain sustainable performance. This study aims to analyze the effect of digital transformation on sustainable employee performance with commitment to change and green work behavior as mediating variables among Ministry of Finance employees in West Sulawesi Province. The study used a quantitative approach with an explanatory design and a cross-sectional survey. The study population consisted of 198 employees spread across six vertical agencies of the Ministry of Finance in West Sulawesi Province and all were targeted by a total sampling technique. Data were collected using a five-point Likert scale questionnaire and analyzed using Structural Equation Modeling–Partial Least Squares using SmartPLS. The results showed that digital transformation had a positive and significant effect on sustainable employee performance with a path coefficient of 0.24 and a p-value of 0.032. Digital transformation also had an effect on commitment to change of 0.69 and green work behavior of 0.71, each with a p-value <0.001. Furthermore, commitment to change had a 0.28 effect on sustainable employee performance with a p-value of 0.014, while green work behavior had a 0.35 effect with a p-value of 0.002. The mediation effect through commitment to change reached 0.19 with a p-value of 0.021, while mediation through green work behavior was 0.25 with a p-value of 0.005. The model was able to explain 63% of the variation in sustainable employee performance. The study concluded that digital transformation will be more effective in improving sustainable performance if supported by a commitment to change and efficient and environmentally friendly work behavior.

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I. Introduction

Digital transformation has evolved from simply the use of information technology to strategic changes that affect business processes, organizational structures, work cultures, human resource competencies, and decision-making patterns. Digital transformation requires organizations to integrate technology, data, people, and governance to produce faster, accurate, adaptive, and value-creation-oriented ways of working (Mergel et al., 2019; Vial, 2019; Gong & Ribiere, 2021). In the public sector, digital transformation is also related to changing relationships between government, employees, and society through integrated, transparent, and data-driven services (Hanelt et al., 2021; Verhoef et al., 2021; Ciancarini et al., 2023).



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In Indonesia, the digital transformation of government is strengthened through the implementation of an Electronic-Based Government System which is directed to realize effective, efficient, transparent, and accountable governance. These demands are very relevant for the Ministry of Finance because state financial management requires accurate information, system integration, service speed, data security, and high accountability. However, the implementation of digital systems does not automatically result in an increase in performance if employees do not have the readiness, psychological support, adaptability, and willingness to change conventional work patterns. Digital transformation can even create new workloads, role uncertainty, technostress, and resistance when technological changes are not followed by adequate communication, training, and organizational support (Kraus et al., 2022; Han et al., 2025).

The next problem is that employee performance improvement is not sufficiently assessed based on the achievement of short-term work targets. Public organizations need sustainable employee performance, which is the ability of employees to achieve work results consistently and efficiently while maintaining health, well-being, learning ability, and adaptability in the long term (Ji et al., 2021). In a digital work environment, performance sustainability is increasingly important because employees are required to continuously update their competencies, adapt to new applications, manage data accurately, and maintain service quality in the midst of rapid change. Lu et al. (2023) show that work resilience and attachment are important mechanisms in maintaining employee performance, while Liang and Li (2025) emphasized that the relationship between sustainable organizational practices and employee performance is influenced by various psychological and behavioral mediators.

Recent studies place digital transformation as an organizational capability that combines digital technology with changes in human processes, strategies, culture, and competencies. Effectively managed digital transformation can increase productivity, decision quality, collaboration, innovation, and work flexibility (Vial, 2019; Hanelt et al., 2021; Verhoef et al., 2021). Research on Indonesian government apparatus also shows that digital-based human resource transformation can strengthen employee performance, but this influence depends on organizational culture and employees' ability to internalize digital change (Oktafien, 2023).

One of the psychological mechanisms that determines the success of such change is commitment to change. This concept describes employee attachment to a change that is manifested through acceptance, support, willingness to adapt, and involvement in its implementation. Change communication and employee participation have been shown to increase commitment to change in public organizations (van der Voet, 2016), while the quality of change management and psychological empowerment help maintain this commitment throughout the implementation process (Morin et al., 2016). Commitment also needs to be manifested in real behavior, not just a positive attitude towards change policies (Cinite & Duxbury, 2018).

Empirical evidence suggests that consistent leadership support can create the energy of change and strengthen employee commitment (Ford et al., 2021). In public sector organizations, engagement and opportunity to express opinions also increase readiness for change through commitment to change (Potnuru et al., 2023). Conversely, low self-confidence in the face of change and the emergence of territorial behavior can weaken employee commitment to organizational change (Kromah et al., 2024). Thus, commitment to change has the potential to be a mechanism that transforms digital facilities and policies into employees' willingness to learn new systems, abandon inefficient procedures, and maintain performance during the transition process.

In addition to the psychological dimension, digital transformation is also related to the environmental dimension through green work behavior. These behaviors include saving energy and water, reducing paper use, waste management, using resources responsibly, and participating in organizational environmental programs. Dumont et al. (2017) found that green organizational policies shape employees' green behavior through a green psychological climate, while Ren et al. (2018) place employee behavior as the main link between human resource management and organizational sustainability.

Other research shows that green human resource management improves commitment, environmentally friendly behavior, and environmental performance of organizations (Kim et al., 2019; Pham et al., 2019; Roscoe et al., 2019). Employee engagement and environmental awareness are also important mechanisms in the formation of green behavior (Ababneh, 2021; Omarova et al.,

2022). Furthermore, Gomes et al. (2024) found that environmentally friendly behavior and green performance increase when organizations are able to build employee affective commitment. These findings show that paperless, integrated, and resource-efficient digital systems can only produce environmental benefits when translated into employee work habits.

Although the literature on digital transformation continues to grow, there are several important gaps. First, previous research has measured the impact of digital transformation on conventional employee performance, productivity, innovation, or organizational effectiveness. Studies that place sustainable employee performance as the main outcome are still limited, even though this concept integrates work achievement, efficiency, well-being, and sustainability of employee capabilities (Ji et al., 2021; Liang & Li, 2025).

Second, commitment to change and green work behavior are generally studied in separate study groups. Commitment to change is more commonly used to explain the readiness and success of organizational change, while green work behavior is more often associated with green human resource management or environmental performance. There have not been many studies that have tested the two simultaneously as mediators between digital transformation and sustainable employee performance.

Third, studies on digital transformation and sustainable performance are still dominated by the context of companies, manufacturing industries, higher education, hospitality, and organizations in developed countries. Empirical evidence on the country's financial bureaucracy, especially the vertical units of the Ministry of Finance in eastern Indonesia, is still limited. In fact, the Ministry of Finance has implemented an eco-friendly office policy through the reduction of paper, plastic, energy, and office resources, thus providing a strong context to link digitalization with green work behavior.

This study aims to analyze the influence of digital transformation on sustainable employee performance and examine the mediating role of commitment to change and green work behavior among employees of the Ministry of Finance in West Sulawesi Province. The novelty of the research lies in the development of an integrative model that combines psychological mechanisms and environmental behavior mechanisms in one empirical framework. Commitment to change explains how employees accept and support digital change, while green work behavior explains how digital technology is translated into efficient and environmentally friendly work practices.

This study also expands performance measurement from the orientation of achieving short-term targets to sustainability of productivity, welfare, adaptability, and consistency of performance. From a contextual perspective, the research on Ministry of Finance employees in West Sulawesi Province is expected to produce evidence that is more in line with the characteristics of public organizations, the demands of accountability in state financial management, and bureaucratic conditions in areas that are relatively rarely studied.

Based on this description, the success of digital transformation is not only determined by technological sophistication, but also by the organization's ability to build employee commitment and form work behavior that supports sustainability. Therefore, commitment to change and green work behavior testing as mediators are needed to explain the process through which digital transformation is able to produce sustainable employee performance in employees of the Ministry of Finance in West Sulawesi Province.

II. Method

This study uses a quantitative approach with explanatory design and cross-sectional surveys to examine the direct and indirect relationships between digital transformation, commitment to change, green work behavior, and sustainable employee performance. The cross-sectional design was chosen because employee perception data was collected over a single observation period so that it is efficient to test the patterns of relationships between variables, although the causal interpretation is still based on a theoretical framework and is not interpreted as absolute temporal causality (Wang & Cheng, 2020). The research model was analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) because it is prediction-oriented, able to estimate latent constructs simultaneously, and relevant for models that contain two mediation mechanisms (Hair et al., 2019; Hair et al., 2022; Ringle et al., 2023).

The research was carried out in six vertical agencies of the Ministry of Finance in West Sulawesi Province, namely the West Sulawesi DJPb Regional Office, KPPN Mamuju, KPP Pratama Mamuju, KPKNL Mamuju, KPPN Majene, and KPP Pratama Majene. The population of the study included all 198 employees in the six units. Because the population size is relatively affordable, the total sampling technique was used by involving all members of the population as potential respondents. This choice is intended to maximize the representation of each work unit and reduce sampling errors. The adequacy of the data was also evaluated based on statistical power, not solely using the ten-fold rule, as suggested by Kock and Hadaya (2018).

Primary data was collected through a five-point Likert scale closed questionnaire, ranging from 1 = strongly disagree to 5 = strongly agree. The instrument items were adapted from the scale that had been used in previous research, then adjusted to the characteristics of the country's financial bureaucracy. The preparation of the statement paid attention to the clarity of language, the suitability of indicators, and the consistency of response choices as recommended by Jebb et al. (2021). Data collection was carried out online and/or offline after obtaining institutional permission by ensuring identity confidentiality, voluntary consent, and the use of data only for academic purposes.

Prior to estimation, the data was screened for incomplete responses, unnatural response patterns, and possible nonresponse biases. Analysis using SmartPLS 4 included evaluation of measurement models and structural models. Convergent validity was determined based on outer loading ≥ 0.708 and Average Variance Extracted ≥ 0.50 , while internal consistency was assessed through Cronbach's alpha, rho_A, and composite reliability of 0.70–0.95 (Hair et al., 2020; Hair et al., 2021). Discriminant validity was tested using a heterotrait-monotrait ratio with values below 0.90 (Franke & Sarstedt, 2019). Structural models were evaluated through VIF, path coefficients, R^2 , f^2 , Q^2 , and predictive capabilities of the model (Shmueli et al., 2019; Guenther et al., 2023). The significance of direct and indirect influences was tested by bootstrapping 5,000 subsamples at the level of 5%; the mediating effect was declared significant if the confidence interval did not cross zero.

III. Results and Discussion

Data analysis was carried out using the *Partial Least Squares–Structural Equation Modeling* (PLS-SEM) approach. Model testing was carried out through two stages, namely the evaluation of the measurement model (*outer model*) and the evaluation of the structural model (*inner model*). The evaluation of the measurement model aims to ensure that the research indicators have adequate validity and reliability. Furthermore, structural model evaluation was carried out to assess the predictive ability of the model and test the direct and indirect influence between *digital transformation*, *commitment to change*, *green work behavior*, and *sustainable employee performance*.

Evaluation of Measurement Models

Convergent Validity Test

The convergent validity is evaluated through the *outer loading* value of each indicator. An indicator is declared to be able to reflect its construct if it has an *outer loading* value of more than 0.70. The test results show that all indicators obtain a value between 0.78 and 0.88.

Table 1. Validity Test Results Based on Outer Loading

Variabel	Indicator	Outer Loading	Remarks
Digital Transformation	X1.1	0,78	Valid
	X1.2	0,81	Valid
	X1.3	0,84	Valid
	X1.4	0,80	Valid
Commitment to Change	Z1.1	0,82	Valid
	Z1.2	0,86	Valid
	Z1.3	0,79	Valid
Green Work Behavior	Z2.1	0,83	Valid
	Z2.2	0,88	Valid
	Z2.3	0,81	Valid
Sustainable	Y1.1	0,85	Valid

Employee	Y1.2	0,87	Valid
Performance	Y1.3	0,82	Valid

Based on Table 1, the *outer loading* value of the *digital transformation* indicator is in the range of 0.78–0.84, while the *commitment to change* indicator is in the range of 0.79–0.86. The *green work behavior* indicator has a value of 0.81–0.88 and the *sustainable employee performance* indicator has a value of 0.82–0.87. The Z2.2 indicator has the *highest loading* value of 0.88, while the lowest value is found in the X1.1 indicator of 0.78. However, all values have exceeded the minimum limit of 0.70. Thus, no indicator needs to be eliminated because all items have been able to adequately explain the measured construct.

Construct Reliability and Validity Test

The next test was carried out using *Average Variance Extracted* (AVE), *composite reliability*, and Cronbach's alpha values. The construct is declared to meet the convergent validity if the AVE value is more than 0.50. Meanwhile, internal consistency is considered adequate if the *composite reliability* and Cronbach's alpha are more than 0.70.

Table 2. Construct Validity and Reliability Test Results

Variabel	AVE	Composite Reliability	Cronbach's Alpha	Remarks
Digital Transformation	0,62	0,86	0,79	Valid and reliable
Commitment to Change	0,65	0,88	0,82	Valid and reliable
Green Work Behavior	0,68	0,89	0,84	Valid and reliable
Sustainable Employee Performance	0,66	0,88	0,83	Valid and reliable

Table 2 shows that the AVE value of the entire construct is in the range of 0.62–0.68. This value shows that each construct is able to explain more than 50% of the variance of its indicators. The *green work behavior* construct has the highest AVE of 0.68, while the *digital transformation* has an AVE of 0.62. The *composite reliability* value is in the range of 0.86–0.89 and Cronbach's alpha is in the range of 0.79–0.84. Therefore, all constructs are declared to have good convergent validity and internal consistency. These results show that the measurement model is feasible to continue in the structural model test.

Structural Model Evaluation

Coefficient of Determination

The determination coefficient or R^2 is used to determine the ability of exogenous variables to explain the variance of endogenous variables. The higher the R^2 value, the greater the model's predictive ability of the described construct.

Table 3. Determination Coefficient Value

Variable endogenous	R Square	Variance Explained	Interpretasi
Commitment to Change	0,48	48%	Moderate
Green Work Behavior	0,51	51%	Moderate
Sustainable Employee Performance	0,63	63%	Moderate–strong

The R^2 *commitment to change* value of 0.48 indicates that *digital transformation* is able to explain 48% of the variation in employee commitment to change. Another 52% of the variation is influenced by factors outside the model, such as change leadership, organizational communication, individual readiness, supervisor support, and organizational culture.

The R^2 value of *green work behavior* of 0.51 means that the implementation of digital transformation is able to explain 51% of the variation in employees' green work behavior. These findings indicate that the use of electronic work processes, system integration, reduction of physical documents, and efficiency of digital services play a considerable role in encouraging more resource-efficient work behavior.

Meanwhile, the R^2 *sustainable employee performance* of 0.63 shows that *digital transformation*, *commitment to change*, and *green work behavior* together are able to explain 63% of the variation in sustainable employee performance. The remaining 37% can be explained by other factors that were not included in the research model, such as digital competence, employee welfare, work attachment, organizational support, workload, and leadership.

Direct Impact Test Results

Direct effect testing was carried out using a *bootstrapping* procedure. The hypothesis was declared acceptable if the *t-statistical* value was more than 1.96 and the *p-value* was less than 0.05 at a 95% confidence level.

Table 4. Direct Effect Test Results

Hipotesis	Influence Path	Path Coefficient s	T Statistics	P Values	Verdict
H1	Digital Transformation → Sustainable Employee Performance	0,24	2,15	0,032	Accepted
H2	Digital Transformation → Commitment to Change	0,69	9,20	<0.001	Accepted
H3	Digital Transformation → Green Work Behavior	0,71	9,85	<0.001	Accepted
H4	Commitment to Change → Sustainable Employee Performance	0,28	2,48	0,014	Accepted
H5	Green Work Behavior → Sustainable Employee Performance	0,35	3,10	0,002	Accepted

The results of the H1 test show that *digital transformation* has a positive and significant effect on *sustainable employee performance*, with a path coefficient of 0.24, *t-statistics* of 2.15, and a *p-value* of 0.032. This means that the increase in the implementation of digital transformation within the Ministry of Finance in West Sulawesi Province is followed by an increase in employee performance that is productive, adaptive, consistent, and sustainable in the long term.

In H2, *digital transformation* has a positive and significant effect on *commitment to change*. The path coefficient of 0.69 indicates a relatively strong relationship, supported by a *t-statistical* value of 9.20 and a *p-value* of less than 0.001. These results show that a digital work system that is easy to use, integrated, relevant to work needs, and supported by the organization can strengthen employees' willingness to accept and engage in change.

The H3 test produced a path coefficient of 0.71, a *t-statistic* of 9.85, and a *p-value* of less than 0.001. Thus, *digital transformation* has a positive and significant effect on *green work behavior*. This path is the strongest direct influence in the model. Increased digitalization has the potential to encourage the use of electronic documents, paper reduction, efficiency of official travel, energy savings, and more responsible use of work resources.

H4 results show that *commitment to change* has a positive effect on *sustainable employee performance*, with a coefficient of 0.28 and a *p-value* of 0.014. Employees who have acceptance, involvement, and belief in change tend to be better able to maintain the quality of their work during the transformation process.

Furthermore, H5 shows that *green work behavior* has a positive and significant effect on *sustainable employee performance*, with a path coefficient of 0.35 and a *p-value* of 0.002. This coefficient is greater than the effect of *commitment to change* on sustainable performance. This

shows that efficient and environmentally friendly work habits make an important contribution to the sustainability of employee performance.

Indirect Effects Test Results

Indirect influence testing was carried out to determine the role of *commitment to change* and *green work behavior* in mediating the relationship between *digital transformation* and *sustainable employee performance*.

Table 5. Indirect Influence Test Results

Hipotesis	Mediation Pathway	Indirect Effect	T Statistics	P Values	Verdict
H6	Digital Transformation → Commitment to Change → Sustainable Employee Performance	0,19	2,30	0,021	Accepted
H7	Digital Transformation → Green Work Behavior → Sustainable Employee Performance	0,25	2,85	0,005	Accepted

The results of the H6 test showed that the indirect influence of *digital transformation* on *sustainable employee performance* through *commitment to change* was 0.19. The *t*-statistical value of 2.30 and the *p*-value of 0.021 proved that this influence was significant. Thus, *commitment to change* was proven to mediate the relationship between digital transformation and sustainable employee performance.

In the H7 test, the indirect influence through *green work behavior* resulted in a coefficient of 0.25, *t*-statistics of 2.85, and a *p*-value of 0.005. These results show that *green work behavior* is also a significant mediator. The magnitude of indirect influence through *green work behavior* is higher than the influence through *commitment to change*. This difference indicates that translating digital transformation into efficient and resource-efficient work behavior contributes greater mediation to sustainable performance.

Total Effect Analysis and Mediation Types

To get a complete picture, the total influence is calculated by summing the direct influence and all the indirect influences. The total indirect influence in the model is 0.44, which is obtained from the path through *commitment to change* of 0.19 and the path through *green work behavior* of 0.25.

Table 6. Summary of Direct, Indirect, and Total Influence

Components of Influence	Coeficin
The direct impact of Digital Transformation → Sustainable Employee Performance	0,24
Indirect influence through Commitment to Change	0,19
Indirect influence through Green Work Behavior	0,25
Total indirect influence	0,44
Total effect Digital Transformation terhadap Sustainable Employee Performance	0,68

Based on Table 6, the total influence of *digital transformation* on *sustainable employee performance* is 0.68. This value shows that the impact of digital transformation on sustainable performance becomes much greater when digital change is able to increase commitment to change and form green work behavior.

The proportion of indirect influence to total influence reached around 64.7%. However, because the direct influence of *digital transformation* on *sustainable employee performance* remains significant after the two mediators are included in the model, *commitment to change* and *green work behavior* play a complementary role as complementary partial mediators. This means that digital transformation can directly improve employee performance, but its influence becomes

stronger through the formation of an attitude of acceptance of change and work behavior that supports efficiency and sustainability.

1) *Hypothesis Testing Summary*

Table 7. Recapitulation of Hypothetical Decisions

Hipotesis	Hypothesis Statement	Verdict
H1	Digital Transformation has a Positive Effect on Sustainable Employee Performance	Accepted
H2	Digital Transformation has a positive effect on Commitment to Change	Accepted
H3	Digital Transformation has a positive effect on Green Work Behavior	Accepted
H4	Commitment to Change has a positive effect on Sustainable Employee Performance	Accepted
H5	Green Work Behavior has a positive effect on Sustainable Employee Performance	Accepted
H6	Commitment to Change memediasi pengaruh Digital Transformation terhadap Sustainable Employee Performance	Accepted
H7	Green Work Behavior mediates the influence of Digital Transformation on Sustainable Employee Performance	Accepted

Overall, all research hypotheses are accepted. *Digital transformation* has been proven to not only directly increase *sustainable employee performance*, but also produce indirect influences through *commitment to change* and *green work behavior*. The *digital transformation* path to *green work behavior* is the strongest direct influence in the model, while mediation through *green work behavior* produces greater indirect effects than mediation through *commitment to change*. This finding confirms that the success of digital transformation in Ministry of Finance employees in West Sulawesi Province requires integration between technological changes, employee psychological acceptance, and the formation of efficient and environmentally friendly work habits.

Discussion

Pengaruh Digital Transformation terhadap Sustainable Employee Performance

The results of the first hypothesis test show that digital transformation has a positive and significant effect on sustainable employee performance, with a path coefficient of 0.24, a t-statistics value of 2.15, and a p-value of 0.032. Although the magnitude of the path coefficient is relatively moderate, these results confirm that the better the integration of digital technology in the work process, the higher the ability of employees to maintain productivity, service quality, adaptability, and consistency of performance. In the context of the Ministry of Finance in West Sulawesi Province, an integrated information system can reduce repetitive administrative work, accelerate data access, improve reporting accuracy, and facilitate coordination between work units.

These findings are relevant to the concept of employee sustainable performance which not only assesses the achievement of momentary targets, but also the ability of employees to produce quality performance without sacrificing their well-being and work capacity in the future (Ji et al., 2021). Digital transformation in this framework serves as a work resource that can increase efficiency and reduce administrative burden. However, technology must also be designed according to the needs of users so as not to create complexity, digital pressure, or duplication of work. This view is in line with Vial (2019), Mergel et al. (2019), Hanelt et al. (2021), Verhoef et al. (2021), and Tangi et al. (2021), who place digital transformation as an integrated change in technology, processes, structures, culture, and human competencies, rather than just the procurement of applications.

The results of this study also support Blanka et al. (2022), who affirm that employee competencies are a key element in the success of digital transformation. Chatterjee et al. (2023) found that the digital workplace can improve work-life balance and performance when supported by dynamic capabilities and digital leadership. Similar findings were put forward by Kraus et al.

(2022), Cosa (2024), Piwowar-Sulej et al. (2024), Abhari et al. (2025), and Zhou et al. (2025), which show that the impact of digitalization on performance takes place through increased competence, access to resources, autonomy, learning, and employee participation. Evidence from the Indonesian context also shows that technology adoption and human capital development are related to employee productivity and performance (Widiarini & Nurannisa, 2022; Suleman et al., 2024; Junaidi et al., 2025).

The R^2 value of sustainable employee performance of 0.63 shows that digital transformation, commitment to change, and green work behavior together explain 63% of the variation in sustainable performance. These results indicate that technology has an important contribution, but its benefits become greater when translated into employee attitudes and behaviors. This can be seen from the direct effect of 0.24 which is smaller than the total indirect effect of 0.44. Thus, digital transformation is not a mechanism that works automatically. A new digital system produces optimal impact if it is accepted, understood, and used consistently by employees.

The Role of Commitment to Change in Digital Transformation and Sustainable Employee Performance Relationships

The test results showed that digital transformation had a positive and strong effect on commitment to change, with a path coefficient of 0.69 and a p-value of less than 0.001. An R^2 value of 0.48 also showed that digital transformation was able to explain 48% of the variation in employee commitment to change. The findings illustrate that employees tend to provide stronger support when digital change is perceived to have a clear purpose, relevant to work needs, and provide real benefits for task completion.

Digital transformation changes procedures, role divisions, communication patterns, and required competencies. Therefore, employee acceptance is a bridge between the technology provided by the organization and the use of technology in work. Van der Voet (2016) shows that employee communication and participation play an important role in forming a commitment to change in public organizations. Kayani et al. (2022) explained that commitment to change not only reflects the absence of resistance, but also shows psychological attachment and willingness to make efforts to achieve the goal of change. Jun and Lee's (2023) research also shows that commitment to change can translate leadership support into innovative employee behavior.

Furthermore, commitment to change has a positive and significant effect on sustainable employee performance, with a path coefficient of 0.28 and a p-value of 0.014. Employees who believe in the value of change will be more willing to learn new systems, correct mistakes, share knowledge, and survive difficulties at the implementation stage. Technology readiness and adaptability are also known to strengthen the adjustment behavior of public sector employees (Kumi, 2024). Hawrysz et al. (2025), Daskalov (2026), Johnsen (2026), and Al Maazmi et al. (2026) emphasized the importance of change information, participation opportunities, supportive culture, and organizational readiness in building employee commitment to transformation programs.

The indirect influence through commitment to change reached 0.19 with a p-value of 0.021. Because the direct influence of digital transformation on performance remains significant and has the same direction, commitment to change acts as a complementary partial mediator. This means that digital transformation can improve performance directly through process efficiency, but some of the benefits only appear after employees accept, support, and internalize the change. These results confirm that the success of digitalization is not only measured by the number of applications or the level of automation, but also by the willingness of employees to make change part of their daily way of working.

The Role of Green Work Behavior in the Relationship between Digital Transformation and Sustainable Employee Performance

The results showed that digital transformation had a positive and significant effect on green work behavior, with a path coefficient of 0.71 and a p-value of less than 0.001. This path was the strongest direct influence in the model. An R^2 value of 0.51 means that digital transformation is able to explain 51% of the variation in green work behavior. Digitization of documents, electronic signatures, virtual meetings, database integration, and service automation can reduce paper use, physical travel, processing time, and unnecessary resource consumption.

These findings are in line with the concept of twin transitions, namely the integration of digital transformation and environmental transformation. Veit et al. (2024) explain that digital technology can encourage employees' green behavior if it increases the sense of belonging, organizational support for the environment, and acceptance of technology. Toşa et al. (2024) also emphasized the importance of integration between digitalization, incentives, and pro-environmental behavior. In the context of the Ministry of Finance, this relationship is relevant to the implementation of eco-offices that include reducing paper and plastic, optimizing electronic media, energy efficiency, and waste management. Thus, digital transformation and green office policies have room to reinforce each other.

Subsequent results show that green work behavior has a positive and significant effect on sustainable employee performance, with a path coefficient of 0.35 and a p-value of 0.002. Resource-efficient work behavior can create a more orderly, efficient, and long-term oriented process. These findings support Dumont et al. (2017), Kim et al. (2019), Roscoe et al. (2019), and Pham et al. (2019), who show that green organizational practices shape the psychological climate, commitment, and environmentally friendly behavior of employees. Paillé et al. (2020) added that organizational support for the environment is an important mechanism that transforms green practices into individual environmental performance.

Research by Ababneh (2021), Amrutha and Geetha (2021), and Sabokro et al. (2021) shows that green training, satisfaction with environmental policies, social responsibility, and a green psychological climate encourage pro-environmental behavior. Farrukh et al. (2022), Katz et al. (2023), Zhang et al. (2023), and Ogiemwonyi et al. (2023) also affirm that work design, leadership, human resource systems, and environmental policies determine the consistency of green behavior. More recent studies by Xie et al. (2024) and Alshuaibi et al. (2024) show that green support and digital learning can link organizational practices to sustainable innovation and performance.

The mediating effect of green work behavior of 0.25 with a p-value of 0.005 was greater than the mediating effect of commitment to change of 0.19. This difference shows that concrete behavioral changes contribute more strongly than psychological acceptance alone. Commitment is still needed as a foundation, but sustainable performance becomes more evident when employees change these commitments into habits of saving resources, using electronic documents, reducing waste, and choosing efficient work processes.

Theoretical and Practical Implications

Theoretically, this study develops a model of digital transformation that is human-oriented and sustainability-oriented. Commitment to change represents the psychological path, while green work behavior represents the behavior path. The total influence of digital transformation on sustainable employee performance reached 0.68, with around 64.7% of the influence channeled through the two mediators. These findings show that the value of technology does not only lie in its technical capabilities, but also in its ability to change employee mindsets and behaviors.

Practically, the leaders of the Ministry of Finance's vertical agencies in West Sulawesi Province need to integrate technology implementation with change management and eco-office programs. Each new system needs to be accompanied by benefit communication, needs-based training, user engagement, technical assistance, and feedback channels. At the same time, indicators of electronic document use, energy efficiency, waste reduction, and participation in environmental activities can be included in the evaluation of work units. The strategy will prevent digital transformation from stopping as a modernization of devices and direct it to a productive, adaptive, and sustainable change in work culture.

IV. Conclusion

Based on the results of the study, it can be concluded that digital transformation has a positive and significant effect on the sustainable employee performance of employees of the Ministry of Finance in West Sulawesi Province, with a path coefficient of 0.24, a t-statistical value of 2.15, and a p-value of 0.032. These findings show that the integration of information systems, digitization of work processes, and the use of electronic services are able to increase productivity, adaptability, and consistency of employee performance in the long term.

Digital transformation also had a positive and significant effect on commitment to change with a coefficient of 0.69 and a p-value of <0.001 , as well as on green work behavior with a coefficient of 0.71 and a p-value of <0.001 . Furthermore, commitment to change had a positive effect on sustainable employee performance with a coefficient of 0.28 and a p-value of 0.014, while green work behavior had an effect of 0.35 with a p-value of 0.002. The research model was able to explain 48% of the variation in commitment to change, 51% of the variation in green work behavior, and 63% of the variation in sustainable employee performance.

The results of the mediation test showed that commitment to change mediated the influence of digital transformation on sustainable employee performance with an indirect effect of 0.19 and a p-value of 0.021. Green work behavior was also proven to be a significant mediator with an indirect effect of 0.25 and a p-value of 0.005. Because the direct influence remained significant, the two variables acted as complementary partial mediators. Thus, continuous performance improvement is not enough to be achieved through the provision of technology, but requires strengthening employee commitment to change and the formation of efficient, resource-efficient, and environmentally friendly work behavior.

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