

The Influence of Work from Anywhere Work Culture and Digital Talent on Employee Performance National Civil Service Agency

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ARTICLE INFO

Keywords: Work from Anywhere, Digital Talent, Employee Performance, SEM-PLS, Civil Servants

Received : 28, February

Revised : 30, March

Accepted: 27, April

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ABSTRACT

Changes in bureaucratic work patterns due to digital transformation have created challenges in maintaining the performance of civil servants, particularly in the implementation of the flexible working system known as Work from Anywhere (WFA), which requires readiness in both work culture and digital competencies. This study aims to analyze the influence of WFA work culture and digital talent on employee performance at the National Civil Service Agency (Badan Kepegawaian Negara - BKN). This research employs a quantitative approach using a survey method conducted among BKN employees and analyzed using Structural Equation Modeling based on Partial Least Squares (SEM-PLS). The results indicate that WFA work culture and digital talent have a positive and significant effect on employee performance. Simultaneously, both variables are able to explain variations in employee performance at a moderate level and demonstrate strong predictive relevance. This study concludes that the successful implementation of WFA in public organizations requires strengthening an adaptive work culture and developing civil servants' digital talent in an integrated manner to support sustainable performance improvement.

INTRODUCTION

The State Civil Service Agency (BKN) is a non-ministerial government institution that has the main duties and functions in organizing state civil service management. BKN is responsible for drafting and implementing technical policies in the field of personnel, including planning, procurement, competency development, promotion, and retirement of state civil servants (ASN) (State Civil Service Agency, 2025). As an agency that manages the human resources of the apparatus nationally, BKN plays a strategic role in realizing a professional, clean, and serving bureaucracy. In carrying out its duties, BKN has its head office in Jakarta and several Regional Offices spread across various provinces in Indonesia, Regional Office XIII BKN Aceh, Regional Office VI BKN Medan, Regional Office XII BKN Pekanbaru, and Regional Office VII BKN in Palembang, South Sumatra.

In the face of changes in the increasingly dynamic work environment in the digital era, BKN continues to adapt through various policy innovations. One of the strategic steps implemented is the development of a flexible work system known as Work from Anywhere (WFA). In Indonesia, the WFA policy for ASN began to be introduced through Presidential Regulation Number 21 of 2023 concerning Working Days and Working Hours of Government Agencies and ASN Employees Post-Covid-19 (Daffa Ladro Kusworo, 2022). Previously, BKN had issued the Circular Letter of the Head of BKN Number 15 of 2022 concerning flexible working hours as an effort to increase efficiency and productivity. The policy was then updated in line with the issuance of Presidential Instruction Number 1 of 2025 concerning Efficiency and Budget Strategies, which was followed up by BKN through Press Release Number: 014/RILIS/BKN/II/2025.

The WFA policy that is implemented every Monday in the BKN environment is not only an efficiency measure, but also a form of work culture transformation. The implementation of this flexible work pattern requires employees to adapt to new ways of working that are based on performance and results, no longer just physical presence in the office. In this context, the work culture *Work from Anywhere (WFA)* is an important part of building work behavior of civil servants who are disciplined, responsible, and adaptive to technology. According to (Maunah et al., 2024), flexibility of hours and workplace can have a positive impact on employee discipline and productivity. On the other hand, the lack of implementation of work flexibility can reduce the interest of the younger generation, especially Gen Z, to have a career as civil servants because the work system is considered too rigid (Stuart et al., 2024).

An adaptive work culture is an important factor that determines the success of the implementation of WFA policies. Work culture not only reflects organizational values and norms, but also becomes the foundation in shaping ASN professionalism. Research (Sukartini & Gaol, 2022) It shows that a positive work culture can increase motivation, discipline, and ultimately affect the improvement of employee performance. Therefore, strengthening a work culture based on flexibility and work results needs to be continuously developed within the BKN in order to be able to face the challenges of modern bureaucracy.

In addition to work culture, another important factor that supports the successful implementation of WFA policies and improving employee performance is digital talent. Digital talent refers to individuals who have the ability and competence to utilize digital technology to support the work process. In the context of government agencies, digital talent is the key to realizing bureaucratic digital transformation. They play a role in ensuring that the work process remains effective even though it is carried out online through the use of collaboration applications, performance-based systems *cloud*, and various *Platform* other digital ones. Research by (Nur Evika Kamiliyatun Ni'mah & Wahyu Eko Pujianto, 2023) emphasized that digital talents are able to increase the effectiveness of communication and collaboration between employees across locations, so that productivity is maintained even when not working in the office physically.

The successful implementation of WFA policies and employee performance improvement refers to individuals who have the ability and competence to utilize digital technology to support work processes (Munandar, 2025). This is in line with the provisions of the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform (Permenpan RB) Number 38 of 2017 concerning Competency Standards for State Civil Apparatus Positions, which emphasizes that every ASN is required to have technical, managerial, and socio-cultural competencies that support the effective implementation of duties in the digital era. Thus, the mastery of information technology is part of the basic competencies of civil servants that must continue to be developed to deal with changes in the modern work environment (Zahera Mega Utama, 2025).

Digital talent also serves as an agent of change that accelerates the adaptation of organizations to new technologies. Individuals with strong digital competencies can help other employees master digital work tools and support the implementation of an output-based evaluation system. Thus, digital talent not only increases work effectiveness, but also strengthens a modern work culture that is oriented towards results and innovation.

Based on the description above, it can be understood that the success of employee performance in the BKN environment is not only determined by the implementation of the work flexibility policy, but also by two main factors, namely *Work from Anywhere (WFA)* work culture and digital talent. An adaptive work culture and strong digital competency support are expected to encourage continuous improvement of employee performance.

LITERATURE REVIEW

Grand Theory

In conducting this study, the author uses Resource-Based View (RBV) Theory, a strategic approach developed by Jay Barney through his scientific publication entitled "Firm Resources and Sustained Competitive Advantage" in 1991. This theory provides a perspective that the organization's internal resources are the main factor in creating and maintaining a sustained competitive advantage. RBV focuses on an organization's ability to identify, manage, and exploit resources that are unique and not owned by other organizations.

RBV is built on two main assumptions. First, organizations have heterogeneous resources, meaning that each organization has a different combination of resources from each other. Second, these resources are immobile, that is, they are not easily moved or imitated by other organizations.

Digital Talent

Digital talent is human resources (HR) who have the abilities, skills, and insights in the field of information and communication technology (ICT) needed to support the implementation of digital transformation in the public sector (Mahir Pratama, 2022). The government views digital talent as an influencing factor in realizing digital governance (*Digital government*) that are effective, efficient, and inclusive. In other words, digital talents are not just technology users, but the main drivers of innovation, data managers, and digital technology-based decision-makers in the government work environment (Khaeromah siti, Yuliani Febri, 2021).

According to (Pratama et al., 2024), digital talent is not only related to technical mastery of digital devices and systems, but also includes individual readiness to face technological changes, innovative thinking skills, and competitiveness in an increasingly digitized work environment. In the context of organizations, digital talent is reflected in the availability and utilization of digital facilities and infrastructure, the readiness of human resources in operating technology, and the ability of individuals to increase productivity and work effectiveness through the use of digital technology. Thus, the existence of digital talent is a strategic factor that determines the success of public organizations in improving performance and achieving sustainable digital transformation goals.

Performance

Performance is one of the central concepts in the study of human resource management and organizational psychology. In his theoretical framework, John P. Campbell (1993) defines *job performance* as behavior that can be observed and relevant to the achievement of organizational goals. Campbell emphasizes that performance is not just a final result or output, but a set of individual behaviors that contribute to an organization's strategic goals. This approach distinguishes between "*performance*" and "*effectiveness*", where performance is within the control of the individual, while results can be influenced by many external factors.

METHODOLOGY

This study uses a quantitative approach with a type of causal associative research to test the influence of Work *from Anywhere* Work Culture (X_1) and Digital Talent (X_2) on Employee Performance (Y). The research was carried out for three months, starting from October to December 2025. Data analysis was carried out using the Structural Equation Modeling (SEM) method based on Partial Least Square (PLS-SEM) using the SmartPLS 3.0 application. The selection of PLS-SEM is based on its ability in flexible predictive analysis of data distribution assumptions as well as being effective for moderate sample sizes. The subject of the study is the State Civil Apparatus (ASN) in four Regional Offices of the State Civil Service Agency (BKN) in the Sumatra region, namely

Kanreg Aceh, Medan, Pekanbaru, and Palembang. The sampling technique uses *stratified purposive sampling* to ensure the representation of each work area. From a total population of 400 employees, a minimum sample size of 80 respondents was determined based on the calculation of the Slovin Formula with *a margin of error* of 10%. The respondent criteria are active employees for at least one year who have been exposed to the WFA work system and the organization's digital dynamics.

The research variables were measured using a questionnaire instrument with a Likert Scale of 1-5. WFA's Work Culture is measured through indicators of flexibility, technology, and accountability; Digital Talent through digital insights, skills, and behaviors; while Employee Performance is measured through main tasks, communication, discipline, and teamwork. In addition to primary data from online questionnaires (Google Form), this study also utilizes secondary data in the form of Employee Performance Target (SKP) documents to objectively validate the real performance achievements of individuals and organizations.

Data analysis techniques consist of two main stages. First, the evaluation of the Outer Model to ensure the validity and reliability of the instrument through *testing the Loading Factor* (>0.70), *Average Variance Extracted* ($AVE >0.50$), as well as *Composite Reliability* and *Cronbach's Alpha* (>0.70). The validity of the discriminant was also strengthened by the *Heterotrait-Monotrait Ratio* (HTMT <0.90) method. The second stage is the evaluation of the Inner Model to test the hypothesis through the values of R^2 (strength of the model), f^2 (*effect size*), and Q^2 (*predictive relevance*).

The final stage was significance testing using the Bootstrapping technique with 5,000 resamples. The hypothesis is accepted if it has a t-statistic value of ≥ 1.96 and a p-value of ≤ 0.05 for the double-sided test, or a t-statistic > 1.645 for a single-sided test at a significance level of 5%. This process aims to produce stable parameter estimates without having to meet normality assumptions, thereby providing an accurate empirical picture of the influence of flexible work culture and digital competence on the performance of ASN in the BKN environment in the Sumatra region.

RESEARCH RESULTS

This study aims to analyze the influence of *Work from Anywhere* (WFA) work culture and digital talent on employee performance. The research was conducted with a quantitative approach to obtain an empirical picture of the relationship between the variables studied. Data was collected through the distribution of questionnaires that were compiled based on indicators relevant to each research variable. The research instrument was designed to measure respondents' perception of the implementation of WFA's work culture, the level of digital talent, and employee performance in carrying out their duties and responsibilities.

In this study, data analysis was carried out using the Structural Equation Modeling (SEM) approach based on Partial Least Square (PLS-SEM). The selection of this method is based on the consideration of the suitability between the research objectives, model characteristics, and empirical data conditions.

Conceptually, SEM is divided into two main approaches, namely Covariance Based SEM (CB-SEM) like AMOS and Variance Based SEM (PLS-SEM). CB-SEM is generally used for the purpose of confirming established theories and emphasizing the testing of the overall suitability of the model (goodness of fit), while PLS-SEM is more oriented towards predictive analysis and maximization of variance of dependent constructs.

This study aims to analyze the influence of Work from Anywhere (WFA) work culture and digital talent on employee performance, with the main focus on the magnitude of the influence between variables and the ability of the model to explain employee performance variance (R^2). The research orientation that focuses on testing causal relationships and predictive power is more aligned with the PLS-SEM approach than CB-SEM which emphasizes more on testing the suitability of theoretical models globally. Thus, philosophically and methodologically, the use of PLS-SEM is considered more relevant to the objectives of the analysis to be achieved.

In addition, the CB-SEM approach with Maximum Likelihood estimation requires a relatively large sample size and strict fulfillment of multivariate normality assumptions. Research data obtained through Likert-scale questionnaire instruments in practice often do not fully meet the assumptions of a multivariate normal distribution. On the other hand, PLS-SEM is more flexible to the characteristics of data distribution and more tolerant of moderate sample sizes, making it more adaptive to the empirical conditions of this study.

Based on the consideration of the orientation of the analysis, the characteristics of the sample, and the statistical assumptions underlying each approach, the use of PLS-SEM in this study is not just a methodological alternative, but a choice that is in line with the research objectives and the conditions of the available data. Therefore, the PLS-SEM approach is considered appropriate to test a structural model that connects WFA's work culture, digital talent, and employee performance in the context of this study.

The discussion of the results of this study aims to interpret and analyze the results of hypothesis testing that have been carried out in the previous stage. The discussion focused on the relationship between *Work from Anywhere (WFA) work culture*, digital talent, and employee performance at the State Civil Service Agency (BKN), both partially and simultaneously. The results of statistical analysis obtained through *the SEM-PLS method* are described descriptively and associated with theoretical concepts and empirical conditions in the BKN environment, so that it is expected to be able to provide a comprehensive understanding of the implications of research findings on improving employee performance.

The Influence of Work from Anywhere (WFA) Work Culture on Employee Performance

The results of the hypothesis test show that *the Work from Anywhere (WFA) work culture* has a positive and significant effect on employee performance at the State Civil Service Agency (BKN). This finding is evidenced by a path coefficient value of 0.294 with a *t-statistical* value of 3.062 and a *p-value* of 0.002, which shows that the improvement in the implementation of WFA work culture is significantly

able to improve employee performance. These results indicate that the work flexibility provided through WFA does not reduce productivity, but rather encourages employees to work more effectively, responsibly, and results-oriented. The findings were strengthened by the results of a descriptive analysis that showed that all WFA work culture indicators were in the very high category, especially in the aspect of using digital technology and the ease of remote coordination. This reflects that the success of WFA in the BKN environment is greatly supported by the readiness of digital infrastructure and the ability of employees to adapt to flexible work patterns.

The results of this study are in line with the research (Maunah et al., 2024) who found that flexibility in working hours had a positive and significant relationship to employee performance. Although in the study, work discipline plays an influential role in mediating the relationship between various variables on performance, the findings reinforce the results of this study that a flexible work culture such as WFA will have an optimal impact if accompanied by employee discipline and responsibility. In the context of this study, the high value of the indicator of responsibility for work results and the maintenance of work quality shows that BKN employees are able to maintain work discipline even when they are not in the office, so that the positive influence of WFA on performance can be achieved to the maximum.

Furthermore, the results of this study also support the findings (Stuart et al., 2024) which states that the application of *Flexible Working Arrangement (FWA)*, which includes flexibility of time and workplace, able to increase the motivation and productivity of public sector employees. The research emphasizes that rigid conventional work patterns are one of the factors that decrease the interest and motivation of the younger generation in the government sector. In line with this, the implementation of WFA's work culture at BKN shows that work flexibility can be a strategy for public organizations in improving employee performance while building a work environment that is adaptive to technological developments and the characteristics of the current generation of workers.

The findings of this study are also consistent with the results of the research (Prihasnowo & Tri Anggarini D, 2024) which concluded that the implementation of WFA had a positive effect on employee motivation and performance, and that the majority of respondents preferred work patterns *Hybrid*. These similarities in results reinforce the argument that WFA is not just a change in the workplace, but a transformation of a work culture that emphasizes trust, flexibility, and performance-based management *Output*. In this study, the high value of indicators for the use of digital technology and the ease of remote coordination showed that BKN employees were able to maintain the effectiveness of communication and coordination, so that potential WFA obstacles such as decreased supervision and coordination obstacles could be minimized.

Overall, the results of this study reinforce the findings of previous research that states that a flexible work culture such as *Work from Anywhere (WFA)* can improve employee performance if supported by work discipline, optimal use of digital technology, and a clear performance management system. Thus, this study makes an empirical contribution that the implementation of WFA work

culture in government agencies, especially in BKN, is not only relevant but also effective in improving employee performance, as well as supporting bureaucratic transformation towards a more adaptive, productive, and digital-based public organization.

H1: The *Work from Anywhere (WFA)* work culture has a positive and significant effect on employee performance at the State Civil Service Agency (BKN).

Result: Hypothesis ACCEPTED.

The Influence of Digital Talent on Employee Performance

The results of the second hypothesis test show that digital talent has a positive and significant effect on employee performance at the State Civil Service Agency (BKN). This is evidenced by the path coefficient value of 0.544, the *t*-statistical value of 5.641, and the *p*-value of 0.000 which shows that digital talent has a strong contribution in improving employee performance. The relatively large value of the path coefficient indicates that the higher the employee's ability to understand, utilize, and manage digital technology, the higher the performance produced. This finding confirms that digital talent is one of the influencing factors in supporting the effectiveness of the work of the apparatus in the era of government digital transformation.

The results of the descriptive analysis strengthen these findings, where all digital talent indicators are in the very high category. BKN employees show a good understanding of digital devices and technological developments relevant to work, the ability to utilize data and digital technology in decision-making, and the ability to adapt to new technologies. In addition, the security and ethical aspects of digital ethics also obtained the highest mean value, which shows that the use of technology is not only oriented towards the speed and efficiency of work, but is also carried out responsibly. This condition supports the creation of quality, productive, and accountable employee performance.

The findings of this study are in line with the research (Pratama et al., 2024) which states that digital talent has a positive and significant effect on employee performance. The study explained that the ability of individuals to utilize digital technology, readiness to face changes, and support for digital facilities and infrastructure can increase work effectiveness and productivity. The similarity of these results shows that digital talent is not only relevant in the private sector, but also has a strategic role in improving employee performance in the public sector, including in government institutions such as BKN.

Furthermore, the results of this study are also supported by the findings of the (Nur Evika Kamiliyatun Ni'mah & Wahyu Eko Pujianto, 2023) who found that the effectiveness of digital-based work systems, in particular *Work From Anywhere*, has a positive and significant effect on the work productivity of the younger generation. Although the study places more emphasis on digital work flexibility, the findings reinforce the argument that the success of modern work systems is largely determined by the readiness of digital talent. Employees who have digital literacy, technological adaptability, and understanding of the use of digital devices will be better able to take advantage of work flexibility to produce optimal performance.

Thus, the results of this study reinforce the findings of previous research that digital talent is an important factor in improving employee performance. The difference in the research context of both the younger generation, the private sector, and government agencies does not change the substance of the finding that individual digital skills are the main prerequisite for the success of modern work transformation. This research provides an empirical contribution that in the BKN environment, strong digital talents are able to encourage improvement in work quality, productivity, and effectiveness of task implementation, so it is very relevant as a basis for the formulation of digital-based apparatus human resource development policies.

H2: Digital talent has a positive and significant effect on employee performance at the State Civil Service Agency (BKN).

Result: Hypothesis ACCEPTED.

The Influence of Work from Anywhere (WFA) Work Culture and Digital Talent on Employee Performance

The results of the third hypothesis test show that *the work culture of Work from Anywhere (WFA)* and digital talent simultaneously affect the performance of employees at the State Civil Service Agency (BKN). This is evidenced by a determination coefficient value (R^2) of 0.631 which is in the medium category, which means that 63.1% of the variation in employee performance can be explained by WFA's work culture and digital talent together. This value shows that both variables have a strong contribution in shaping employee performance, although there are still 36.9% of other factors outside the model that also affect performance, such as leadership, performance appraisal system, organizational culture, and other individual factors. In addition, the predictive relevance value (Q^2) of 0.386 which is in the large (*strong*) category indicates that the research model has good predictive ability in explaining and projecting employee performance in the BKN environment.

These results show that the implementation of WFA's work culture supported by the readiness of digital talents is able to create positive synergies in improving employee performance. WFA's work culture provides flexibility in time and workplace, while digital talent plays a role as an individual's ability to utilize digital technology to support the implementation of tasks. The combination of these two variables allows employees to remain productive, effective, and responsible even when they are not physically in the office. This is reflected in the results of partial analysis which shows that both variables have a positive and significant effect on performance.

The findings of this study have an interesting relevance to the research (Adha et al., 2024). In his research, individual work culture was found to have a negative and insignificant effect on the performance of civil servants, while organizational culture actually had a significant positive influence. These differences in results can be explained through the context of the study. In the study, work culture is more interpreted as individual behavior that has not been integrated with the digital work system, so it has not been able to encourage direct performance improvement. On the other hand, in this study, the work culture studied was the work culture *Work from Anywhere (WFA)* that has been

structured, based on institutional policies, and supported by an adequate digital system. Thus, the work culture of WFA at BKN does not stand as a mere individual behavior, but has become part of the organization's work system, so that it is able to have a positive influence on employee performance.

The results of this study are also in line with the research (Nabila Dian Az'zahra, Sellina Mutiara Anggondo, 2024) which concluded that the WFA policy has a positive and negative impact on the performance of ASN. The study emphasizes that the effectiveness of WFA is greatly influenced by the readiness of human resources, technological infrastructure support, and work characteristics. These findings reinforce the results of current research, where digital talent is proven to be an influential and significant variable. In other words, WFA will have a positive impact on performance if supported by employees who have digital competence, technological adaptability, and a good understanding of digital ethics and security.

Furthermore, the results of this study are very much in line with the research (Suciyawati, 2025) which found that the implementation of WFA had a positive impact on employee performance, both in terms of work quality, work quantity, punctuality, effectiveness, and independence. The similarity of these findings shows that WFA is able to improve performance if supported by an output-based work system and optimal use of digital technology. This study expands on these findings by showing that the positive influence of WFA will be stronger when combined with employee digital talent, resulting in more stable and sustainable performance.

Judging from the contribution of each variable, the results of the study show that digital talent has a positive and significant effect on employee performance, as well as the Work from Anywhere (WFA) work culture. These findings indicate that the success of implementing flexible working patterns is not solely determined by WFA policies, but is also influenced by employees' readiness to make optimal use of digital technology. The ability of employees to operate technology, manage and utilize data, adapt to digital dynamics, and maintain ethics and information security are important factors in supporting the effectiveness of WFA implementation. With adequate digital talent, WFA's work culture can be implemented in a more directed, measurable, and sustainable manner so that it can support employee performance improvement.

H3: *Work from Anywhere (WFA)* work culture and digital talent simultaneously have a positive and significant effect on employee performance at the State Civil Service Agency (BKN).

Result: Hypothesis ACCEPTED

DISCUSSION

In this section, we will discuss the findings of research Based on Theory discussing the relationship and suitability of research findings with the main theories (*grand theories*) used, as well as explaining how the empirical results of the research support, strengthen, or implicate the theory, thus showing the theoretical contribution of the research in the scientific context.

The Influence of Work from Anywhere (WFA) Work Culture on Employee Performance (Campbell's Performance Theory, 1993)

The results of the study show that *the Work from Anywhere (WFA) work culture* has a positive and significant effect on employee performance, which is shown by the positive path coefficient value and the t-statistical value that exceeds the significance limit. These findings indicate that the implementation of WFA is able to improve employee performance through flexibility in the arrangement of place and working time, so that employees can work more focused, efficient, and productive in completing their tasks.

These findings are in line with Campbell's Performance Theory (1993) which states that performance is a behavior or work action that is relevant to the organization's goals, not solely the end result. According to Campbell, performance includes several dimensions, such as task performance, effort, and personal initiative. WFA's work culture provides space for employees to increase their efforts and personal initiatives at work, because employees have the flexibility to manage their work rhythms according to their own conditions without neglecting the organization's targets. Thus, WFA can be seen as a form of work culture that supports the emergence of positive performance behaviors as described in Campbell's theory.

Organizationally, the implementation of WFA supported by work discipline, performance-based supervision systems, and adequate use of information technology will strengthen its contribution to improving employee performance. Therefore, the results of this study confirm that WFA's work culture, if managed properly, is in line with the framework of Campbell's Performance Theory (1993) in encouraging effective employee work behavior and oriented towards achieving organizational goals.

The Influence of Digital Talent on Employee Performance (Resource-Based View)

The results of the study show that digital talent has a positive and significant effect on employee performance, which is shown by the positive and statistically significant path coefficient value. These findings indicate that the higher the ability of employees to master digital technology, manage information, and adapt to technology-based work systems, the higher the level of performance produced. Digital talent allows employees to work more effectively, quickly, and accurately in completing organizational tasks.

These findings are in line with the Resource-Based View (RBV) which states that organizational performance excellence is determined by the ownership and management of internal resources that are *valuable, rare, inimitable, and non-substitutable*). Digital talent is a form of strategic resource that meets these characteristics, because employees' digital competencies not only increase individual productivity, but also support innovation, service quality, and organizational competitiveness. Thus, digital talent plays a role as a strategic asset that directly contributes to improving employee performance and achieving organizational goals.

In the context of public sector organizations, digital talent is also an important factor in supporting digital transformation and improving service performance. Employees who have digital talent are able to make optimal use of

information systems, work applications, and communication technology, so that the work process becomes more efficient and responsive. Therefore, the results of this study confirm that the development of digital talent is in line with *the RBV* perspective and is one of the key strategies in improving employee performance in a sustainable manner.

The Influence of Work from Anywhere (WFA) Work Culture and Digital Talent Simultaneously on Employee Performance

The results of the study show that Work from Anywhere (WFA) work culture and digital talent simultaneously have a positive and significant effect on employee performance. These findings confirm that employee performance is not only determined by work flexibility or individual abilities separately, but is the result of synergy between adaptive work policies and employee competence in utilizing digital technology. The combination of these two variables is able to increase the effectiveness of task implementation and the achievement of employee work targets.

Judging from Campbell's Performance Theory (1993), performance is understood as work behavior that is relevant to organizational goals, which is reflected in the dimensions of *task performance, effort, and personal initiative*. WFA's work culture encourages increased effort and initiative of employees through work flexibility, while digital talent strengthens employees' ability to complete tasks effectively and efficiently. Thus, the integration of WFA and digital talent supports the emergence of positive work behaviors that directly contribute to improving employee performance as described in performance theory.

Furthermore, from the perspective of *the Resource-Based View (RBV)*, digital talent is a valuable and difficult to imitate strategic resource, while WFA's work culture plays a role as an organization's capability in managing and optimizing these resources. The synergy between WFA and digital talent allows organizations to maximize the internal potential of employees, create resource-based excellence, and encourage sustainable employee performance. Therefore, the results of this study reinforce the view that the achievement of optimal performance requires integration between adaptive work behavior and strategic resource management in the organization.

CONCLUSIONS AND RECOMMENDATIONS

This study concludes that the work culture of *Work from Anywhere (WFA)* and digital talent partially or simultaneously have a positive and significant effect on employee performance at the State Civil Service Agency (BKN). Work flexibility in the WFA system has been proven to increase focus and productivity, while mastering digital talent strengthens employees' readiness to carry out tasks efficiently and accountably in the era of bureaucratic transformation. Thus, the success of the flexible work policy is highly dependent on the combination of providing flexibility in time and place with strengthening employees' digital competencies in order to achieve optimal and sustainable organizational performance.

ADVANCED RESEARCH

This study finds that Work from Anywhere (WFA) and digital talent significantly improve employee performance at the State Civil Service Agency (BKN), both individually and simultaneously. Work flexibility enhances focus and productivity, while strong digital competencies enable efficient and accountable task execution. Therefore, optimal organizational performance depends on integrating flexible work policies with continuous digital skill development.

ACKNOWLEDGMENT

Praise be to the author to the presence of God Almighty for the completion of this research. The author expresses his sincere gratitude to the leadership and all employees of the State Civil Service Agency (BKN), especially in the four Regional Offices in the Sumatra region, for their permission and cooperation. The author also gives his highest appreciation to the supervisors for the direction of their knowledge, their beloved family for the support of prayer, and colleagues who have helped until this final project can be completed properly. Hopefully the results of this research will be useful for organizational development.

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