

The Role of Digital Leadership on Employee Performance with The Mediation of Organizational Commitment at Bank Indonesia Representative Offices DKI Jakarta

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Abstract. *The phenomenon that occurs is that Bank Indonesia (BI) has implemented various digital transformation strategies, including the implementation of technology-based work systems. However, the success of this transformation remains highly dependent on individual performance. Employee performance is now increasingly influenced by various factors, including digital leadership and organizational commitment. This study is an explanatory research study with a quantitative approach. The research population of employees at the Bank Indonesia DKI Jakarta Representative Office was 132 employees. The sample was taken using the census method, obtaining a sample of 132 employees. The data collection technique used a closed questionnaire. In this study, data analysis used the SEM-PLS method with SmartPLS (Partial Least Square) software. Research results: 1) Digital leadership has a significant positive effect on organizational commitment, meaning that a leadership style that utilizes digital technology and digital-based strategies in leading an organization can increase the level of employee commitment to the organization. 2) Digital leadership has a significant positive effect on employee performance, meaning that digital leadership that is proficient in technology and able to inspire and support the use of technology can increase productivity, creativity, and collaboration among employees, which ultimately has an impact on improving performance. 3) Organizational commitment has a significant positive effect on employee performance, meaning that committed employees are more likely to complete tasks on time, achieve targets, and strive to produce high-quality work. 4) Organizational commitment can strengthen the influence of digital leadership on employee performance, meaning that employees who have strong emotional bonds, feel connected, and believe in organizational goals will work harder and be more productive, with high organizational commitment will encourage employees to accept change and adapt to digital leadership styles, resulting in improved performance.*

Keywords: *Digital Leadership; Employee Performance; Organizational Commitment.*

1. Introduction

Employee performance is a key element in organizational success, both in the public and private sectors. Theoretically, employee performance refers to the work results achieved by individuals based on standards, targets, or criteria established by the organization (Mangkunegara, 2016). Optimal performance not only reflects individual achievement but also directly contributes to the organization's effectiveness and efficiency in achieving its strategic goals. With technological advancements and the demands of a dynamic business environment, employee performance is now increasingly influenced by various factors, including digital leadership and organizational commitment.

Digital leadership is a crucial factor in driving organizational adaptation to technology and supporting employee performance in the digital era. However, previous research has yielded mixed results regarding the influence of digital leadership on employee performance. For example, research by El Sawy et al. (2016) found that digital leadership has a positive and significant impact on performance because it can strategically guide technology-based change. Conversely, a study by Kane et al. (2019) found that digital leadership does not always have a direct impact on performance but rather mediates through an organization's readiness for digital transformation. These differing results suggest the potential involvement of other variables, such as organizational commitment, that can strengthen or weaken this relationship.

Field observations demonstrate that Bank Indonesia (BI), as the central bank, plays a vital role in maintaining monetary stability and the national financial system, including at the regional level. The Bank Indonesia Jakarta Representative Office is a key representative in implementing central bank policies in the dynamic and complex capital city. To address the challenges of the Fourth Industrial Revolution and the accelerated digitalization of the financial system, BI has implemented various digital transformation strategies, including the implementation of technology-based work systems and strengthening digital leadership at various organizational levels. However, the success of this transformation remains highly dependent on the performance of individual employees implementing these policies in the field.

Given these conditions, this research is crucial to conduct in-depth analysis of how digital leadership affects employee performance and the role of organizational commitment in strengthening this relationship. The findings are expected to provide theoretical and practical contributions, particularly in formulating strategies for improving employee performance within Bank Indonesia in the digital era.

Organizational commitment appears to be directly proportional to performance scores; when commitment decreases, performance scores also tend to decrease. This may indicate

that fluctuations in employee performance are likely influenced by the quality of digital leadership, the digital transformation process, and the level of organizational commitment.

Organizational commitment has been the focus of attention in various studies due to its significant role in improving employee performance. A study by Ginanjar and Berliana (2021) at PT. Sinar Citra Abadi, Jakarta, showed that organizational commitment had a positive and significant effect on employee performance, with a correlation coefficient of 0.774, indicating a strong relationship between the two variables. Similar findings were obtained by Retnowati and Masnawati (2024) in their study at a manufacturing company in Surabaya, where the combination of organizational support and organizational commitment had a significant influence on employee performance.

However, although several studies have shown a positive relationship between organizational commitment and employee performance, these findings remain inconsistent. Some studies indicate that other factors, such as job satisfaction, motivation, and the work environment, also play a significant role in moderating or mediating the relationship between organizational commitment and employee performance. For example, research by Kuncorowati and Supardin (2023) found that job satisfaction and organizational commitment simultaneously significantly influenced employee performance at hotels in Yogyakarta.

In Indonesia, understanding the influence of organizational commitment on employee performance still needs to be broadened, particularly in the context of diverse industrial sectors and work cultures. Furthermore, challenges to enhancing organizational commitment, such as a lack of effective communication, minimal recognition of employee contributions, and unclear career paths, remain issues that many organizations need to address.

The development of information and communication technology has transformed the operational landscape of organizations globally. Digital leadership, which refers to a leader's ability to manage and utilize digital technology to achieve organizational goals, is a determining factor in the success of digital transformation. Research by Rahayu Azis (2023) at Bank Indonesia shows that digital leadership has a positive influence on employees' digital culture and innovative work behavior, ultimately improving employee performance. This study emphasizes the importance of leaders' role in shaping a culture of innovation through the adoption of digital technology.

Internationally, research by Yu, Ramanathan, and Nath (2017) revealed that transformational leadership has a positive and significant impact on employee performance through the mediation of innovative work behavior. This suggests that leaders who are able to encourage innovation and technological adaptation can improve individual performance within an organization.

Although various studies have shown both positive and negative relationships between digital leadership and employee performance, the effective implementation of digital leadership still faces challenges. These include resistance to change, a lack of digital skills

among employees, and the need for significant investment in technology infrastructure. Furthermore, differences in organizational culture and levels of technology readiness between companies in Indonesia and other countries can impact the effectiveness of digital leadership.

In today's digital era, organizations are required to adapt rapidly to technological changes to maintain competitiveness. Digital transformation involves not only the adoption of new technologies but also changes in organizational culture, business processes, and leadership competencies. A study by Qiao, Li, and Hong (2024) highlighted that digital transformation plays a strategic role in improving employee performance and organizational commitment through effective digital leadership. This study emphasizes that leaders who are able to strategically leverage digital technology can drive successful transformation and improve overall organizational effectiveness.

Hapsari & Wijayanti (2022) found that digital leadership plays a significant role in improving performance output in IT companies. Syahrul & Rini (2023) concluded that the implementation of digital leadership in government bureaucracy has a positive impact on performance effectiveness.

Research by Yuniarti and Mahanani (2023) examined the influence of digital leadership, organizational commitment, and compensation on the performance of millennial employees at PT. Pegadaian Galeri Dua Empat. The results showed that organizational commitment significantly influenced employee performance, while digital leadership did not show a significant direct effect. These findings indicate that while digital leadership is important, employees' level of organizational commitment plays a crucial role in determining its effectiveness.

Another anomaly is also evident in the context of organizations and industrial sectors. Many studies have been conducted on technology companies and the private sector, while in the public sector or state financial institutions like Bank Indonesia, the more bureaucratic organizational characteristics can produce different dynamics, particularly in adopting digital leadership and implementing comprehensive digital transformation.

Research conducted by Marisela Bethabara, Asti Fatimah, and Netania Emilisa (2024) contradicts previous research, which found a negative effect of digital leadership on employee performance. This research supports previous research by Syah Putra et al., 2021, which found that digital leadership had no significant effect on employee performance. Therefore, it can be concluded that digital leadership negatively impacts performance when employees feel a lack of digital knowledge provided by their superiors and perceive a reduced impact on their work.

There is a gap between theory and practice. Theory suggests that digital leadership can significantly improve employee performance. However, empirically, at the Bank Indonesia Representative Office in Jakarta, there has been no consistent relationship between digital leadership and improved employee performance. The lack of studies linking digital

leadership and performance in the government/public banking sector reinforces the importance of this research.

2. Research Methods

This research was conducted to test the hypothesis with the intention of confirming or strengthening the hypothesis, which can ultimately strengthen the theory used as a basis. The type of research used is associative explanatory research, which is research that aims to determine the relationship between two or more variables, and to explore or identify human resource phenomena or conditions that are not yet known or well understood (Sugiyono, 2014). This study aims to analyze the relationship model of digital leadership on employee performance with organizational commitment as a mediating variable to determine whether this variable can strengthen or influence.

3. Results and Discussion

3.1. Descriptive Analysis of Variables

Descriptive analysis aims to determine respondents' responses to each question. In this case, descriptive analysis explains customer responses to questions posed regarding each variable of digital leadership, organizational commitment, and employee performance. To determine respondents' responses to each variable, this study grouped them into one score category using a scale range with the following formula (Umar, 2017):

$$Ho_{spi} : \frac{TT - TR}{Scale}$$

Information

RS:Scale Range

TR:Lowest Score (1)

TT:Highest Score (5)

Based on the formula above, the scale range can be calculated:

$$Ho_{spi} : \frac{5 - 1}{3}$$

$$Ho_{spi} : 1.3$$

Thus the interval value can be explained as follows:

Low: 1 – 2.33

Medium: 2.34 – 3.67

Height: 3.68 – 5.0

Response 132 employees of the Bank Indonesia Representative Office of DKI Jakarta Province regarding digital leadership, organizational commitment and employee performance can be explained as follows:

3.1.1. Partial Least Squares Structural Equation Modeling (PLS-SEM) Analysis

Partial Least Squares Structural Equation Modeling (PLS-SEM) analysis is a multivariate statistical analysis method used to test and develop complex causal relationship models. The results of PLS-SEM can be described as follows:

a. Outer Model Testing (Measurement Model)

Outer model testing used describes the relationship between latent variables and their indicators. The outer model in this study can be described as follows:

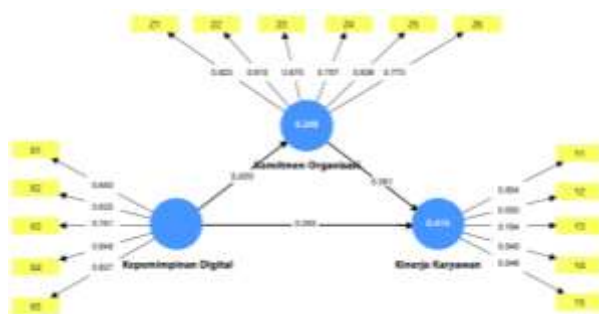


Figure Outer Model (Measurement Model)

There are three criteria in using data analysis techniques with SmartPLS to assess the outer model, namely validity (convergent validity, discriminant validity) and reliability (composite reliability, Cronbach's alpha) with the results explained as follows:

b. Convergent Validity

Convergent validity assessment is based on the correlation between item scores/component scores estimated using PLS software. According to Chin (2019), an outer loading value between 0.5 and 0.6 is considered sufficient to meet convergent validity requirements. In this study, an outer loading limit of 0.70 will be used.

c. Discriminant Validity

Discriminant validity A model is considered good if each loading value of each indicator of a latent variable has the largest loading value with other loading values for other latent variables.

3.1.2. Reliability Test

Reliability testing in PLS uses Composite Reliability (CR) and Cronbach Alpha (CA). Composite reliability aims to measure the internal consistency of a construct's indicators. A CR value > 0.7 indicates that the construct's indicators have high internal consistency, meaning they consistently measure the same construct. Cronbach Alpha also aims to measure internal consistency reliability. A CA value > 0.9 indicates very high reliability, indicating very good internal consistency. A CA value between 0.8-0.9 indicates high reliability. A CA value between 0.7-0.8 indicates acceptable reliability, generally considered the minimum acceptable limit in research. The following are the results of the reliability test in this study:

Table Composite Reliability and Cronbach Alpha

Variables	Composite Reliability	Cronbach Alpha	Information
Digital Leadership	0.826	0.796	Reliable
Employee performance	0.860	0.834	Reliable
Organizational Commitment	0.873	0.871	Reliable

The results of the reliability analysis indicate that this research model has excellent internal consistency. This can be seen from the Composite Reliability (CR) and Cronbach Alpha (CA) values. All latent variables in the model have CR values > 0.7, indicating that each construct has high reliability. In other words, the indicators used to measure each variable consistently represent the intended construct. The CA values for digital leadership (0.796), employee performance (0.834), and organizational commitment (0.871) show quite high reliability with CA values of 0.7–0.8, meaning the indicators for these variables are very consistent in measuring the construct.

3.1.3. Blindfolding Testing (Predictive Relevance)

Blindfolding testing in PLS (Partial Least Squares) is used to assess the predictive relevance of a construct model. More specifically, blindfolding is used to evaluate how well the constructed model can predict the actual data. Q-square is used to measure the relevance of the model, a Q-square value equal to 0 (zero) indicates that the model has predictive relevance value, while a Q-square value less than 0 (zero) indicates that the model has less predictive relevance, however, if the calculation results show a Q-square value greater than 0 (zero), then the model can be said to have relevant predictive value. The Q-square results with the blindfolding procedure are presented in the following table:

Table Q-square

Variables	SSO	SSE	Q2 = (1-SSE/SSO)
Digital Leadership	660,000	660,000	0,000
Employee performance	660,000	508,108	0.230
Organizational Commitment	792,000	792,000	0,000
Average			0.398

Calculation results *blind folding* According to table 4.9, the Q-square value is 0.230. Since the Q-square value is > 0, the model has met predictive relevance, where the model has been well reconstructed.

In addition to the Q-square value to measure the suitability of a model, a Goodness of Fit (GoF) test is carried out. According to Sarwono (2015), the GoF value is divided into three, namely 0.1 (weak), 0.25 (moderate), and 0.36 (large). The GoF test can be determined using the formula (Sarwono, 2015):

$$GoF = \sqrt{\overline{com} \times R - square}$$

Information:

com :average value *communality*

R-square :mark *R-square* in model (0.415) (can be seen in table 4.12)

The communality value of each variable can be known from the model measurement using the blindfolding technique in the construct cross-validated communality section which can be displayed as follows:

Table Average Communality

Variables	SSO	SSE	Q2 = (1-SSE/SSO)
Digital Leadership	660,000	440,233	0.333
Employee performance	660,000	386,972	0.414
Organizational Commitment	792,000	438,986	0.446
Average			0.398

Based on table above and the average R-square value, the GoF value is known to be:

$$GoF = \sqrt{0,398 \times 0,415}$$

$$GoF = 0,406$$

Based on the calculation above, it is known that the GoF value of 0.406 is interpreted as a large GoF, meaning that the measurement model (outer model) with the structural model (inner model) is appropriate.

3.2. The Influence of Digital Leadership on Organizational Commitment

The results of the study show that digital leadership has a positive and significant influence on organizational commitment. It means, the better the digital leadership style implemented, the higher the level of employee commitment to the organization.

Digital leadership in this study, including innovation ability, digital skills, strong networks, participation, and visionary leadership, is able to influence organizational commitment. It can be explained that the innovation ability possessed by digital leaders will serve as an example for employees, inspiring them to develop new ideas and contribute to the organization's progress. Thus, it can build an organizational culture that encourages employees to think creatively, share ideas, and dare to take risks. This creates a positive work environment and fosters a sense of organizational commitment in employees.

Digital skills leaders can provide the support, guidance, and resources employees need to succeed in a rapidly changing work environment, so that m Creating a more adaptive, innovative, and inclusive work environment, which in turn can increase employee commitment to the organization. Strong networks enable leaders to build better

relationships, provide broader support, this support can be in the form of resources, information, or even assistance in overcoming problems faced by employees, which in turn can increase their organizational commitment. Participation and visionary involve employees in decision-making, and provide a clear vision, so that leaders can encourage employees to reach their full potential, this can increase employee engagement in work and commitment to organizational goals.

Research by Samuel and Ramli (2024) shows that digital leadership has a positive influence on organizational commitment. This result is in line with study (Üstgörül & Akkaya, 2023) found that digital leadership significantly influences organizational commitment. Another study (Braojos et al., 2024) also found that digital leadership significantly influences organizational commitment. This suggests that leadership can enhance organizational commitment. To optimize employee performance within a company, digital leadership and organizational commitment are interconnected.

The influence of leadership digital towards organizational commitment to employees Bank Indonesia Representative Office, DKI Jakarta Province, can be caused by digital leadership creates a work environment that supports employee growth and development, and encourages open and transparent communication, this will encourage employees' sense of belonging to the organization, which ultimately increases their commitment. Furthermore, effective digital leadership involves employees in the decision-making process and gives them greater autonomy in their work. this employee involvement can increase their sense of responsibility and ownership towards their work and the organization as a whole and When employees feel involved and valued, they tend to be more committed to the organization's goals.

3.2.1. The Influence of Digital Leadership on Employee Performance

The research results show that digital leadership has a positive and significant impact on employee performance. This means that the more effective digital leadership is, the better employee performance will be. Effective digital leadership can increase employee motivation, productivity, and innovation, ultimately contributing to improved overall performance.

Digital leadership in this study includes innovation ability, digital skills, strong networks and participation and visionary able to influence organizational commitment, it can be explained that innovation ability in leaders plays a role in developing employee competencies. through training and guidance in the use of new technologies, as well as encouraging employees to continue learning and adapting to change and encouraging the adoption of technology that can make employee performance effective and efficient.

Digital skills Leaders will be able to leverage technology to increase efficiency, productivity, and innovation within their teams. Leaders can also guide and support employees in navigating digital transformation, ensuring smooth and effective adaptation, which can impact performance, as evidenced by increased speed and accuracy in completing tasks. Strong networks enable leaders to quickly identify and access the resources or expertise

needed to address complex issues. This enables faster and more effective problem-solving, reducing disruption to teamwork. Participatory and visionary leadership encourage employee involvement in decision-making and provide them with autonomy, thus sparking employee innovation and creativity, which can impact productivity and work quality.

The results of this study are in line with Samuel and Ramli (2024) that Digital leadership has a positive and significant impact on employee performance in the manufacturing industry. This is relevant to research conducted by Bethabara, Fatimah, and Emilisa (2024), which states that digital leadership influential This is because employees feel a lack of digital knowledge provided by their superiors and perceive a reduced impact on their work. This means that higher digital leadership values will improve employee performance within the company.

Digital leadership in this study is the ability of a leader The Bank Indonesia Representative Office in Jakarta Province directs, manages, and influences organizations in the digital world. One of the key responsibilities of a digital leader is to ensure that technology is used innovatively and effectively to provide sustainable added value to the business, including employees and stakeholders. With digital leadership, leaders are able to recognize the opportunities offered by digital technology and guide the organization to capitalize on them.

There is influence leadership digital on employee performance The Bank Indonesia Representative Office in DKI Jakarta Province can be attributed to the fact that digital leadership can encourage employees to think creatively, generate new ideas, and collaborate to create innovative solutions. Furthermore, good digital leadership can also improve employees' digital competencies, enabling them to be more efficient and effective in carrying out their tasks. Therefore, with effective digital leadership, employees can work better, more creatively, and more productively, which will ultimately improve their overall performance. In other words, digital leadership is not only about mastering technology, but also about how a leader can use that technology to empower and motivate employees, thereby achieving optimal performance.

3.2.2. The Influence of Organizational Commitment on Employee Performance

The results of the study indicate that organizational commitment has a positive and significant effect on employee performance. This means that the higher the level of employee commitment to the organization, the better their performance. High organizational commitment is a condition where employees at the Bank Indonesia Representative Office in DKI Jakarta Province have a strong emotional bond, self-identification, and a desire to remain part of the organization. They are not only formally committed but also actively involved and dedicated to achieving organizational goals.

Commitment in this study includes affective commitment, continuous commitment and normative commitment which can influence employee performance. It can be explained that affective commitment is shown by trust and willingness to try to be more enthusiastic, focused and encourage employees to give their best in their work. Continuing commitment

is demonstrated by employees' tendency to remain with the company due to the costs they would incur if they left, such as lost wages or difficulty finding a new job. This makes employees more responsible for their work, making them more thorough, meticulous, and careful in carrying out their duties. This has an impact on improving the quality of the work produced. Normative commitment in employees is shown by the awareness and belief of employees that they have a moral and ethical obligation to continue working in an organization, even when there is a temptation to move elsewhere, so that employees with normative commitment feel responsible for their work and try to fulfill these responsibilities as best as possible.

The results of this study align with those of Lestari and Mahanani (2024), who found that employees who are emotionally connected to their company tend to be more loyal, dedicated, and contribute to a productive and collaborative work environment. Research by Priharti and Marjati (2022) demonstrated that organizational commitment has a positive and significant impact on employee performance.

The influence of organizational commitment on employee performance The Bank Indonesia Representative Office in Jakarta Province can be attributed to employees who feel emotionally connected to the organization being more motivated to work hard and achieve its goals. Furthermore, high commitment tends to reduce absenteeism and employee turnover, thereby maintaining performance stability and continuity. Committed employees are more focused on their work and tend to be more productive in completing their tasks.

3.2.3. The Role of Organizational Commitment in Mediating the Influence of Digital Leadership on Employee Performance

Research results on the analysis of effects A mediation effect indicates that organizational commitment can strengthen the positive influence of digital leadership on employee performance. These results indicate that organizational commitment plays a role in mediating the influence of digital leadership on employee performance. This means that if employees have high organizational commitment, the influence of good digital leadership will be more visible in improving performance.

Samuel and Ramli's (2024) research shows relevant results where organizational commitment is able to mediate the positive influence between digital leadership to employee performance. Alshehhi et al.'s (2019) study found that organizational commitment mediated leadership on employee performance. This is because rapid technological developments require leaders and employees to adapt to changing times.

Organizational commitment plays an important role in strengthening the positive influence of digital leadership on employee performance. bank Indonesia Representative Office, DKI Jakarta Province, stated that organizational commitment plays a role in ensuring the successful implementation of digital leadership and its impact on employee performance. Organizational commitment creates a more positive and supportive work environment. Employees with high commitment tend to be more motivated, engaged, and loyal to the

organization, making them more responsive to the digital leadership implemented. This ultimately improves their performance.

Employees who Having a high organizational commitment will be more open to change and willing to adapt to the digital work environment. conversely, effective digital leadership can also strengthen organizational commitment. Digital leaders who inspire, empower, and provide a clear vision to employees will encourage them to feel more connected to the organization and more committed to shared goals. Thus, strong organizational commitment creates a solid foundation for successful digital leadership implementation, and effective digital leadership, in turn, can strengthen organizational commitment. This ultimately has a positive impact on employee performance.

4. Conclusion

Based on several analytical studies and discussions, the following conclusions can be drawn:

1. Digital leadership has a positive and significant influence on organizational commitment, this means thatA leadership style that utilizes digital technology and digital-based strategies in leading an organization can increase the level of employee commitment to the organization.
2. Digital leadership has a significant positive effect on employee performance, this means that digital leadership that is competent in technology and able to inspire and support the use of technology can increase productivity, creativity, and collaboration among employees, which ultimately has an impact on improving performance.
3. Organizational commitment has a significant positive effect on employee performance, this means that committed employees are more likely to complete tasks on time, achieve targets, and strive to produce high-quality work.
4. Organizational commitment can strengthen the influence of digital leadership on employee performance, this means that employees who have strong emotional ties, feel committed, and believe in organizational goals will work harder and be more productive, with high organizational commitment will encourage employees to accept change and adapt to digital leadership styles, resulting in increased performance.

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