MAGISTER MANAJEMEN-UNISSULA
SAMaJ
SULTAN AGUNG MANAGEMENT JOURNAL

The Influence of Digital Leadership on Employee Performance at Bank Indonesia, Papua Province with Digital Mindset as a Moderating Variables

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Abstract. *Bank Indonesia is not only required to manage monetary stability and payment systems, but also to be able to adapt to digital changes. In supporting organizational success in improving employee performance, it is not only determined by the availability of technology, but also by the quality of digital leadership and employee mental readiness reflected in the digital mindset. The objectives of this study are: 1) To analyze the influence of digital leadership on employee performance at Bank Indonesia, Papua Province. 2) To analyze the influence of digital mindset on employee performance at Bank Indonesia, Papua Province. 3) To analyze the role of digital mindset in moderating the relationship between digital leadership and employee performance at Bank Indonesia, Papua Province. Research results: 1) Digital leadership has a positive and significant effect on employee performance. This means that Bank Indonesia, Papua Province, employees who perceive their leaders as implementing good digital leadership principles will show improvements in their work performance. 2) Digital mindset has a positive and significant effect on employee performance. This means that when Bank Indonesia, Papua Province, employees have a digital mindset, their performance will improve because they are prepared and able to utilize digital technology, innovate, and adapt to change. 3) Digital mindset moderates the effect of digital leadership on employee performance. This means that Bank Indonesia, Papua Province, employees with a good digital mindset will be better able to accept, interpret, and utilize innovations introduced by digital leaders, thus improving overall employee performance. The research results can provide recommendations for Bank Indonesia to design a more effective digital leadership training program and develop strategies to foster a digital mindset among employees, which ultimately improves performance and operational efficiency at the Papua branch.*

Keywords: *Improves; Operational; Performance; Ultimately.*

1. Introduction

The rapid development of digital technology has driven major transformations in various aspects of life, including the workplace and organizational management. Digital transformation not only brings changes in work systems and tools but also demands changes in mindset, leadership strategies, and the behavior of the human resources involved. Organizations that want to survive and excel in this digital era must be able to adapt quickly to change and build a flexible, innovative, and technology-driven work ecosystem.

In this context, digital leadership is a highly relevant leadership concept. Digital leadership is a leadership style that integrates digital technology into an organization's vision, mission, and strategy to drive innovation and work efficiency. Digital leaders are expected not only to understand technology but also to be agents of change who can motivate and guide employees in the face of digital disruption (Westerman et al., 2014; El Sawy et al., 2016).

The banking sector, including Bank Indonesia, is one of the sectors most impacted by the development of digital technology. As a central bank, Bank Indonesia is not only required to manage monetary stability and payment systems but also to ensure that its internal organization is able to adapt to the digital changes that are occurring. In this regard, leadership quality and human resource readiness are crucial factors in supporting the success of digital transformation in the workplace.

However, digital leadership cannot necessarily improve employee performance without individual readiness to face change. One factor believed to influence the effectiveness of digital leadership is a digital mindset. A digital mindset is a mindset that is open to change, proactive in facing digital challenges, and has a passion for continuous learning and innovation by utilizing technology (Gerencer, 2023). Employees with a positive digital mindset are better able to accept direction from digital leaders, adapt quickly to new work systems, and demonstrate more optimal performance.

Previous research has shown that digital leadership has a positive influence on individual and organizational performance (Zuraik & Kelly, 2019). However, this relationship is dynamic and can be influenced by various factors, one of which is digital mindset, which acts as a moderating variable. Digital mindset is believed to strengthen the influence of digital leadership on improving employee performance (Kane et al., 2019).

In line with the rapidly changing strategic environment and the rapid digitalization in the financial sector, strengthening digital innovation at Central Banks, including Bank Indonesia, is inevitable. The ongoing digital transformation is being expanded, accelerated, and strengthened as part of Bank Indonesia's policy and institutional transformation to support the realization of Bank Indonesia's Vision 2025 to become a leading digital central bank that contributes significantly to the national economy and is the best among emerging market countries for an Advanced Indonesia. One of the characteristics of the digital revolution in the Industri 4.0 era is marked by the trend of digitalization in various aspects of life. The

acceleration of technological innovation arises as a result of increasing computing capacity and the ease of acquisition of various digital technologies that form the basis of innovation. Various technologies such as Applied AI, Cloud and Edge Computing, Big Data Analytics, Digital-trust Technology, Distributed Ledger Technology (DLT), Quantum Computing, and Virtual Reality are able to provide breakthrough solutions for digital natives who are the majority of users in this era.

In response to the current dynamics, Bank Indonesia is restructuring various development initiatives. Digital transformation will focus on strategic initiatives that can provide added value and have a broader impact, both for the national interest and to improve organizational performance.

Refocusing and restrategizing are carried out to accelerate the digital transformation process by maximizing the utilization of available human resources in order to support the achievement of Bank Indonesia's 2025 vision. Digitization is the process of converting physical data/documents into digital form so that they can be easily read and processed by computers, while digitalization is a process that involves changes in the scope of business processes. On the other hand, digital transformation is a continued process with a greater scope and impact, even tending to be radical. It can be said that digital transformation is the highest degree of digital change. According to Thomas et al. (2016), digital transformation is a change that has an impact on the business model, products, processes, and organizational structure of an institution.

Bank Indonesia has a digital IT System Platform, a platform comprising various information systems within Bank Indonesia (both core and back office systems) aimed at supporting increased productivity and encouraging collaboration among all employees. This platform was developed as an integrated solution to enhance work efficiency. Furthermore, this platform is also designed to support business process reengineering and decision-making process structuring. The positive experiences experienced by Bank Indonesia employees are expected to increase productivity and foster positive engagement for the institution going forward.

In today's digital era, an organization's success in improving employee performance is determined not only by the availability of technology, but also by the quality of digital leadership and employee mental readiness, reflected in a digital mindset. Within Bank Indonesia, Papua Province, digital transformation has been implemented through the implementation of various technology-based work platforms, such as the Digital IT System Platform, designed to increase productivity and encourage cross-unit collaboration. However, an internal BI report (2023) shows that the optimal level of utilization of this platform is not evenly distributed across all employees, with most obstacles stemming from limited adaptation to digital work patterns and a lack of technology integration into daily work processes.

Leaders with digital leadership play a strategic role in guiding organizations through the adaptation process, encouraging innovation, and optimizing technology to support performance. Conversely, if leaders do not understand the concept of digital implementation comprehensively, including how to build a digital mindset among employees, effective performance management transformation will be difficult. Previous research by Zuraik & Kelly (2019) shows that digital leadership has a positive influence on organizational performance, but its impact can be significantly increased if moderated by a strong digital mindset. This is relevant to the situation at BI Papua, where the success of the digital transformation program still depends heavily on individual employees' readiness to be open to change, have a willingness to continuously learn, and be able to integrate technology into their daily work.

Based on the increasingly complex phenomena and needs of organizations in the digital era, the selection of variables in this study is strengthened by the existence of gaps. study(research gap) which shows that there are not many studies that specifically examine the role of digital mindset as a moderating variable in the relationship between digital leadership and employee performance, especially in the context of the banking sector and work areas such as Bank Indonesia Papua Province. Based on the above phenomenon, it can be strengthened by the existence of a research gap (Reasearch Gap) of the independent variable, namely digital leadership which affects employee performance as a dependent variable and digital mindset as a moderating variable.

2. Research Methods

In this study, all the research results are presented in numerical form and then analyzed using statistics. Therefore, the approach used in this study is quantitative. Quantitative research emphasizes the measurement and analysis of causal relationships between various variables, rather than the process itself. The investigation is viewed within a value-free framework (Hardayani et al., 2020). Based on the established research objectives, the type of research used is associative explanatory research, which aims to determine the relationship between two or more variables (Sugiyono, 2013). The purpose of explanatory research is to test hypotheses and examine the influence of independent variables on the dependent variable, namely to analyze the influence of digital leadership on the performance of Bank Indonesia employees in Papua Province with Digital Mindset as a moderating variable. This research employed a quantitative method with a descriptive-verification approach. The data collected were numerical, statistically measurable, and analyzed using quantitative methods. The data were obtained by distributing questionnaires to respondents who were permanent employees at Bank Indonesia in Papua Province. Furthermore, observations were made of the work environment and organizational behavior related to the implementation of digital leadership and digital mindset. Quantitative data were used to measure the extent of digital leadership's influence on employee performance and the strength of digital mindset's role as a moderating variable in this relationship. Secondary data was obtained from previously published sources, both internal organizational documents and relevant external literature. This data includes documents on organizational structure, employee profiles, digital

transformation policies at Bank Indonesia, annual reports, and previous scientific publications that support the formulation of the theoretical framework and hypotheses in this study.

3. Results and Discussion

The subjects of this study were employees of Bank Indonesia in Papua Province. Data collection used a questionnaire via Google form distributed online via WhatsApp from July 25 to August 20, 2025, resulting in 55 respondents.employee with the following characteristics:

Table Respondent Characteristics

Characteristics	Information	Frequency	Percentage
Gender	Man	39	70.9
	Woman	16	29.1
	Total	**55**	**100**
Age	21 – 30 years old	30	54.5
	31 – 40 years old	21	38.2
	>40 years	4	7.3
	Total	**55**	**100**
Education	Diploma	3	7.3
	S1	42	81.8
	S2	10	10.9
	Total	**55**	**100**
Years of service	15 years	18	32.7
	6 – 10 years	32	58.2
	>10 years	5	9.1
	Total	**55**	**100**

Based on the gender characteristics of 55 Bank Indonesia employees in Papua Province, it is known that 70.9% are male, this shows that men have the responsibility to meet family needs, thus requiring men to work, including in the banking world.

Age characteristics show as much as 54.5%Bank Indonesia Papua Province employees are aged 21–30. Employees in this age group possess high energy and enthusiasm, excellent physical abilities, strong adaptability, and significant potential for skill development.

Educational characteristics show as much as 81.8%Bank Indonesia employees in Papua Province have a bachelor's degree, indicating a high level of education. Employees with higher education are better prepared to make greater contributions to the organization, both in terms of ideas, innovation, and higher-quality task completion.

The characteristics of work period show that 58.2% of employees have worked at Bank Indonesia Papua Province for 6-10 years. Employee in this work period already have sufficient experience to understand the operations, work procedures, and organizational culture at Bank Indonesia Papua Province.

Descriptive analysis aims to determine respondents' responses to each question asked. In this case, descriptive analysis explains customers' responses to the questions asked for each

variable. *digital leadership, digital main set* and employee performance. To find out the respondents' responses to each variable, in this study they were grouped into one score category using a scale range with the following formula (Umar, 2017):

$$\text{Hospital} : \frac{\text{TT - TR}}{\text{Scale}}$$

Information

RS: Scale Range

TR: Lowest Score (1)

TT: Highest Score (5)

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

$$\text{Hospital} : \frac{5 - 1}{3}$$

$$\text{Hospital} : 1.3$$

Thus the interval value can be explained as follows:

Low: 1 – 2.33

Medium: 2.34 – 3.67

Height: 3.68 – 5.0

Analysis *Partial Least Squares Structural Equation Modeling*(PLS-SEM) ismultivariate statistical analysis method used to test and develop complex causal relationship models, PLS-SEM results can be described as follows:

Evaluation of the outer model is used to examine the relationship between latent variables and their indicators or manifest variables (measurement model). The following is a schematic of the PLS program model being tested:

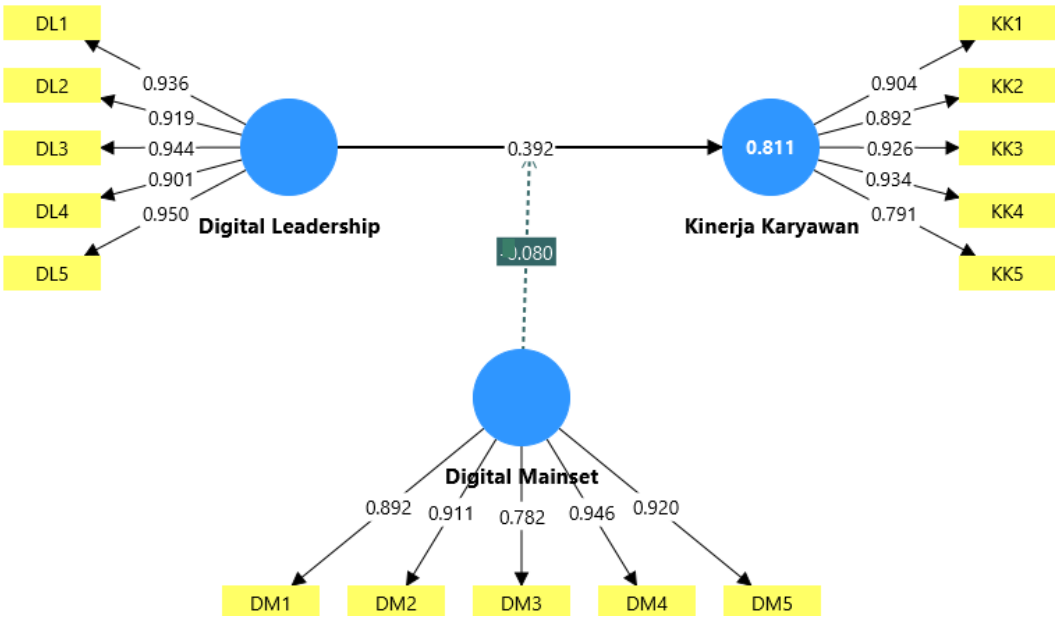

Figure Outer Model (Measurement Model)

Based on the image above, the following explains the validity and reliability results that have been processed using the PLS-SEM algorithm:

1) *Convergent Validity*

To determine convergent validity, the outer loading value is used as a measure. An indicator is considered valid if its outer loading value is ≥ 0.7, indicating that the indicator has a strong correlation with the construct it measures and contributes significantly to explaining the construct. The following results were obtained:

Table Loading Factor Evaluation

Variables	Indicator	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics	P values
Digital Leadership	DL1	0.936	0.912	0.070	13,291	0.000
	DL2	0.919	0.903	0.056	16,438	0.000
	DL3	0.944	0.925	0.061	15,525	0.000
	DL4	0.901	0.887	0.055	16,272	0.000
	DL5	0.950	0.936	0.043	22,255	0.000
Digital Mainset	DM1	0.892	0.879	0.058	15,403	0.000
	DM2	0.911	0.893	0.057	15,960	0.000
	DM3	0.782	0.751	0.123	6,346	0.000
	DM4	0.946	0.940	0.025	38,259	0.000
	DM5	0.920	0.913	0.035	26,047	0.000
Employee performance	KK1	0.904	0.876	0.084	10,771	0.000
	KK2	0.892	0.882	0.046	19,514	0.000
	KK3	0.926	0.921	0.033	28,150	0.000
	KK4	0.934	0.923	0.039	24,122	0.000

Variables	Indicator	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics	P values
	KK5	0.791	0.730	0.182	4,356	0.000

The table above shows the results of the loading factor calculation and the results obtained show that the loading factor value is above 0.70. This finding indicates that all indicators have good validity in measuring latent variables.

2) *Discriminant Validity*

An indicator is said to meet discriminant validity if the indicator's cross loading value on its variable is the largest compared to other variables.

Table Cross Loading Values

Indicator	Variables		
	Digital Leadership	***Digital Mainset***	**Employee performance**
DL1	0.936	0.826	0.819
DL2	0.919	0.841	0.781
DL3	0.944	0.853	0.794
DL4	0.901	0.800	0.828
DL5	0.950	0.857	0.851
DM1	0.854	0.892	0.756
DM2	0.869	0.911	0.827
DM3	0.676	0.782	0.698
DM4	0.810	0.946	0.780
DM5	0.780	0.920	0.715
KK1	0.838	0.779	0.904
KK2	0.746	0.778	0.892
KK3	0.812	0.780	0.926
KK4	0.836	0.845	0.934
KK5	0.655	0.574	0.791

Based on the data presented in the table above, it can be seen that each indicator in the research variable has the largest cross-loading value on the variable it forms compared to the cross-loading value on other variables. Based on the results obtained, it can be stated that the indicators used in this study have good discriminant validity in compiling their respective variables. In addition to observing the cross-loading value, discriminant validity can also be determined through another method, namely by looking at the average variant extracted (AVE) value for each indicator. The required value must be > 0.5 for a good model.

Table Average Variance Extracted (AVE)

No	Variables	AVE	Information

1	*Digital Leadership*	0.865	Valid
2	*Digital Mainset*	0.796	Valid
3	Employee performance	0.794	Valid

Based on the table above, the AVE values for the digital leadership (0.865), digital mindset (0.796), and employee performance (0.794) variables are >0.5, thus discriminant validity is met. Another method used to assess discriminant validity is the Fornel-Larcker Criterion by comparing the AVE root of each construct.

Table Fornell Larckel Criterion

Variables	***Digital Leadership***	***Digital Mainset***	**Employee performance**
Digital Leadership	0.930		
Digital Mainset	0.898	0.892	
Employee performance	0.877	0.849	0.891

Based on the table above, the Fornel Larcker criterion value for each variable, namely digital leadership (0.930), digital mindset (0.892) and employee performance (0.891) is greater than the other variables below it so that the discriminant validity is fulfilled.

3) Reliability

Reliability testing in PLS can use Composite Reliability and Cronbach Alpha which are presented as follows:

Table Composite Reliability and Cronbach Alpha

Variables	***Composite Reliability***	***Cronbach Alpha***	**Information**
Digital Leadership	0.962	0.961	Reliable
Digital Mainset	0.938	0.935	Reliable
Employee performance	0.943	0.934	Reliable

Based on the table above, the composite reliability value for each latent variable is ≥ 0.7, indicating that the model has high reliability. A Cronbach's alpha value of ≥ 0.60 indicates that the variable indicator is reliable.

EvaluationThe inner model, also known as the structural model, is used to assess the causal relationship (cause-and-effect relationship) between latent variables in a research model. The results of the inner model evaluation in research can be described as follows:

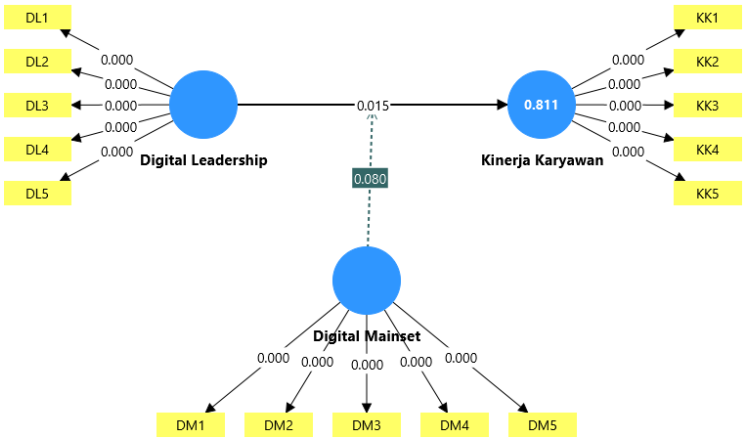

Figure Inner Model (Structural Model)

Based on the image above, it can be explained regarding the results of the path coefficient, R-square (R2), f-square (F2), goodness of fit test.

1) *Path Coefficient*

Path The path coefficient in PLS-SEM is used to measure the strength and direction of the relationship between constructs (latent variables) in a structural model. The path coefficient is evaluated based on the p-value and T-statistic generated from bootstrapping. According to Rahadi (2023), in PLS-SEM, the critical value with an alpha of 0.1 for a one-tailed test is 1.28. Therefore, if the p-value is less than or equal to 0.1 and the T-statistic is greater than 1.28, then the indirect effect is considered statistically significant.

Table Path Coefficient

Path Coefficient	**Original sample (O)**	**Sample mean (M)**	**Standard Deviation (STDEV)**	**T statistics**	**P values**	**Information**
***Digital Leadership*-> Employee Performance**	0.392	0.394	0.181	2,161	0.015	H1 accepted
***Digital Mainset*-> Employee Performance**	0.293	0.303	0.173	1,691	0.045	H2 accepted
***Digital Mainset*x Digital Leadership -> Employee Performance**	0.080	0.080	0.057	1,405	0.080	H3 is accepted

1.4. Based on the data presented in table 4.10 above, it can be seen that of the three hypotheses proposed in this study, as follows:

a. The Influence of Digital Leadership on Employee Performance

Based on the path coefficient results, it is known that the P-values that determine the influence of digital leadership on employee performance are 0.015 < 0.1 and the T-Statistics value (2.161) > 1.28. Meanwhile, the original sample has a value of 0.392 (positive). This indicates that digital leadership has a positive and significant effect on employee performance. These results support the first hypothesis, meaning H1 is accepted.

b. The Influence of Digital Mindset on Employee Performance

Based on the path coefficient results, it is known that the P-values that form the influence of digital mindset on employee performance are 0.045 < 0.1 and the T-Statistics value (1.691) > 1.28. Meanwhile, the original sample has a value of 0.293 (positive). This indicates that digital mindset has a positive and significant effect on employee performance. These results support the second hypothesis, meaning H2 is accepted.

c. The Influence of Digital Mindset in Moderating Digital Leadership on Employee Performance

Based on the results of the path coefficient, it can be seen that the P-Values value is 0.080 < 0.1 and the T-Statistics value (1.405) > 1.28 with the original sample value of 0.080 (positive), this means that *digital main set* can strengthen the positive influence of digital leadership on employee performance. These results support the third hypothesis, namely *digital main set* plays a role in moderating the relationship between digital leadership and employee performance, in other words H3 is accepted

2) *R-square* (R2)

All variance in the construct explained by the model is represented by R-Square. The output from determining the R-Squares value is as follows:

Table R-Square Value

No	Variables	R-Squares	Adjusted R-Squares
1	Employee performance	0.811	0.800

Based on table, the Adjusted R-square value of employee performance is 0.800, this means that 80% of the variation or change in employee performance is influenced by digital leadership and digital mindset, while the remaining 20% is influenced by other variables that were not studied.

3) *F-Square* (F2)

The F2 value criteria consist of three classifications: 0.02 (small/poor); 0.15 (moderate/sufficient); and 0.35 (large/good) (Setiaman, 2023). The following are the results of the F-square test in this study:

Table F-Square Values

Variable Relationship	***f Squares***	**Substantive influence**
***Digital Leadership*-> Employee Performance**	0.118	Small
***Digital Mainset*-> Employee Performance**	0.087	Small
***Digital Mainset*x Digital Leadership -> Employee Performance**	0.117	Small

Based on the table above, the f-square value for the digital leadership variable on employee performance (0.118), digital mindset on employee performance (0.087), and moderation of digital mindset (0.117) can be seen. These results indicate that there is a small substantive influence.

4) *Goodness of Fit*

Based on the data processing that has been carried out using the smart PLS 4.0 program, the SRMR, d_ULS, d_G, chi square and NFI values were obtained.

Table Results of the Goodness of Fit Model Test

No	Structural Model	Cut-Off Value	Estimated	Information
1	SRMR	< 0.10	0.055	Fit
2	d_ULS	> 0.05	1,313	Fit
3	d_G	> 0.05	1,087	Fit
4	Chi-Square	>X2table (df = 52; X2table =69.832160)	241,695	Fit
5	NFI	Approaching 1	0.790	Fit

The results of the PLS model goodness of fit test in the table above indicate an acceptable model fit. This result indicates that the model has a good level of fit with the data, meaning the proposed model accurately represents the relationships between variables in the data.

4. Conclusion

Based on the results of the research that has been carried out, it can be concluded that: *Digital leadership* has a positive and significant effect on employee performance, this means Bank Indonesia Papua Province employees who feel their leaders apply good digital leadership principles will show an increase in their work performance. *Digital main set* has a positive and significant effect on employee performance, this means when Bank Indonesia employees in Papua Province have a digital mindset, their performance will improve because they have the readiness and ability to utilize digital technology, innovate, and adapt to change. *Digital main set* able to moderate the influence of digital leadership on employee performance, this means Bank Indonesia Papua Province employees with a good digital mindset will be better

able to accept, interpret, and utilize innovations introduced by digital leaders, so that overall employee performance can be improved.

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