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The Influence of Digital Leadership on Employee Performance with Digital Culture as A Moderating Variable

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ABSTRAK

Studi ini mengeksplorasi dampak kepemimpinan digital terhadap kinerja karyawan, di mana budaya digital berfungsi sebagai variabel yang memoderasi pengaruh tersebut. Dalam era digital yang berkembang dengan pesat, organisasi membutuhkan kehadiran pemimpin yang mampu mengelola perubahan teknologi dan membangun budaya yang mendorong inovasi serta kolaborasi secara berkelanjutan. Esensi dari riset ini terletak pada upaya untuk mengkaji dan mengevaluasi secara menyeluruh bagaimana kepemimpinan digital berdampak pada kinerja karyawan dan untuk mengeksplorasi peran budaya digital dalam meningkatkan hubungan ini. Dengan menggunakan metode penelitian kuantitatif, dilakukan survei terhadap 200 responden dari berbagai industri. Data dianalisis menggunakan analisis regresi berganda untuk mengevaluasi hubungan antara kepemimpinan digital, budaya digital, dan kinerja karyawan. Temuan ini mengungkapkan bahwa kepemimpinan digital menimbulkan pengaruh besar yang positif terhadap kinerja karyawan, dan bahwa budaya digital memoderasi hubungan ini dengan meningkatkan pengaruh kepemimpinan terhadap kinerja. Hasil ini menyoroti pentingnya kepemimpinan digital dan budaya digital dalam meningkatkan kinerja organisasi di masa besarnya dominasi teknologi digital.

Kata kunci: Kepemimpinan Digital, Kinerja Karyawan, Budaya Digital.

ABSTRACT

This study examines the effect of digital leadership on workforce performance with digital culture as a moderating variable. In today's rapidly evolving digital landscape, organizations require leaders who can navigate technological changes and foster a culture that supports creativity and collaboration. The central objective of this research is to assess how digital leadership impacts workforce effectiveness and to investigate the function of digital culture in enhancing this relationship. Using a quantitative research method, a survey was conducted with 200 respondents from various industries. The data underwent scrutiny through multiple regression analysis to uncover evaluate the interplay between digital leadership, digital culture, and employee performance. The findings reveal that digital leadership exerts a notably beneficial impact on employee performance, and that digital culture moderates this relationship by enhancing the influence of leadership on performance outcomes. These results emphasize the significance of both digital leadership and digital environment in improving *organizational success during the digital transformation era*
Keywords: Digital Leadership, Employee Performance, Digital Culture.

PENDAHULUAN

The swift advancement of digital technology has significantly transformed. The manner in which companies function, shaping the landscape of modern industries. Breakthroughs including artificial intelligence (AI), cloud technology, big data insights, and the Internet of Things (IoT), have enabled companies to enhance operational efficiency, enhance customer interactions, and foster innovation (Westerman et al., 2014). This the age of digital transformation allows businesses to streamline processes, increase productivity, and create new business models. For example, companies now rely on data-driven decision-making, which has become essential in an increasingly competitive market. As digital technology continues to evolve, organizations must adapt to these changes or risk becoming obsolete. Leaders must integrate digital tools and platforms to maintain flexibility, responsive, and rivalrous in the fast-paced digital economy (Brynjolfsson & McAfee, 2014).

Digital leadership is essential in navigating the complexities In the age of digital transformation, as it empowers organizations to effectively leverage emerging technologies to drive innovation and performance. In the current fast-changing technological environment, leaders must have the expertise to adapt to constant change, create digital strategies, and inspire teams to embrace new tools and processes (Elkington & Hartigan, 2019). Digital leadership goes beyond technical expertise; it involves fostering an environment of ongoing education, collaboration, and agility throughout the organization (Avolio & Kahai, 2003). Leaders who can steering their organizations through digital changes transformations are better equipped to enhance employee engagement, improve operational efficiency, and deliver value to customers. As businesses grow more reliant on digital technologies for competitive advantage, digital leadership becomes a key factor in achieving long-term success in a digital-first world (Westerman et al., 2014).

Digital culture denotes the collection of values, behaviors, and approaches that organizations embrace to thrive effectively integrate digital technologies into their daily operations. It encompasses an environment where digital tools, collaboration, and continuous learning are embraced across every tier of the organization (Westerman et al., 2011). A strong digital culture encourages openness to change, fosters innovation, and promotes the use of technology to improve productivity and enhance decision-making (Schein, 2010). Within a digital culture, employees are given the autonomy to experiment with new technologies, collaborate across departments, and adapt quickly to technological shifts. The significance of digital culture lies in its ability to align organizational practices alongside the changing needs of the digital economy, guaranteeing that businesses stay resilient competitive and receptive to market changes (Kane et al., 2015). A well-established digital culture can also improve employee engagement by creating an environment that values innovation, transparency, and continuous improvement.

The ramifications of digital leadership on employee engagement outcomes is increasingly significant in today's digital-driven commercial landscape. Digital leadership has a crucial influence in determining how employees adjust to and excel in a digitally evolved workplace. Leaders who effectively utilize digital tools and technologies to streamline processes, enhance communication, and provide real-time feedback can significantly improve employee engagement and performance (Avolio & Kahai, 2003). By fostering an environment of continuous learning and innovation, digital leaders enable

employees To cultivate the essential abilities to meet the challenges of a digital-first world (Brynjolfsson & McAfee, 2014). Moreover, digital leadership helps align organizational goals with individual performance by creating clear digital strategies and performance metrics, thus ensuring that employees remain motivated and productive. As a result, employees in organizations with strong digital leadership tend to demonstrate greater levels of creativity, collaboration, and job contentment, which directly leads to enhanced overall performance (Westerman et al., 2014).

METODE

The research employs a quantitative study approach to Examine the effect of digital leadership on workforce performance, with digital culture as a moderating variable. A descriptive correlational design is used to assess the relationships between the variables and to determine how digital leadership and digital culture impact employee performance. This design is suitable for understanding the strength and direction of these relationships within organizations that are undergoing digital transformation (Creswell, 2014).

The main tool for gathering data is a carefully designed questionnaire, developed to measure the key variables of the study: digital leadership, digital culture, and employee performance. The items for each construct are adapted from established scales, ensuring content validity. A Likert scale, with values ranging from 1 (strongly disagree) to 5 (strongly agree), is utilized to assess respondents' views and experiences regarding digital leadership, digital culture, and their repercussions on effectiveness. (Moore & Benbasat, 1991). The questionnaire is pre-tested to ensure reliability and validity before its final distribution.

The data collection procedure involves administering the questionnaire to employees working in organizations that have implemented digital leadership strategies. The survey will be distributed both online and in paper format, depending on the accessibility and preference of the respondents. Ethical aspects, including obtaining informed consent and ensuring confidentiality, will be strictly followed. Participants will be assured that their responses will be used solely for academic purposes, and Participants will have the right to opt out at any stage of the process (Sekaran & Bougie, 2016).

Tabel. 1

Characteristics Responden

Characteristic	Category	N=200	%
Gender	Male	120	60%
	Female	80	40%
Age Group	18-25 years	50	25%
	26-35 years	70	35%
	36-45 years	50	25%
	46-55 years	20	10%
	56+ years	10	5%
Education Level	High School	20	10%
	Bachelor's Degree	150	75%
	Master's Degree	30	15%
Job Position	Entry-level	60	30%
	Mid-level	100	50%

Years of Experience	Senior-level	40	20%
	1-3 years	40	20%
	4-6 years	60	30%
	7-10 years	70	35%
	11+ years	30	15%
Familiarity with Digital Leadership	Low	30	15%
	Moderate	100	50%
	High	70	35%

Source : research data processed in 2024

Structural Equation Modeling (SEM) will be employed to test the hypothesized interconnections among the elements. SEM is appropriate for examining complex models with multiple relationships and allows for both direct and indirect effects to be assessed (Hair et al., 2017). Additionally, Descriptive statistics will be employed to encapsulate the demographic traits of the participants, and reliability analysis will be conducted to ensure the internal uniformity in the accuracy and reliability of the tools used for quantification.

The population consists of employees working in organizations that have implemented digital leadership strategies, particularly those engaged in digital transformation processes. The sample size will be 200 respondents, selected using random sampling to ensure representativeness. The criteria for inclusion are employees who have been working in their respective organizations for at least six months and are familiar with the digital leadership practices within their workplace. This sample size is considered sufficient to provide reliable insights and generalize findings within the context of digital leadership and employee performance in organizations undergoing digital transformation.

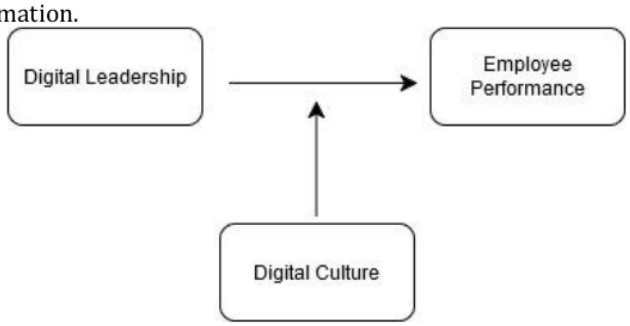

Figure 1. Research Conceptual

RESULT

Test Results Data Validity and Reliability

Validity Test

Validity is the degree to which a device or evaluation truly reflects the exact thing it aims to assess, without straying off course. In research, conducting validity tests is vital to guarantee that that the questions or instruments used truly reflect the variables being studied. Various forms of validity exist, encompassing aspects like content validity, construct validity, and criterion-related validity. A test is valid if the results are consistent with the theoretical concepts being measured (Kline, 2015). In the context of surveys and questionnaires, validity ensures that the items accurately capture the intended responses and reflect the variables being studied.

Table 2.
Validity Test Results

Variable	Indicator	Rcount	Rtable	Validity
Digital Leadership	Visionary Thinking	0,765	0,195	Valid
	Technology Adoption	0,824	0,195	Valid
Digital Culture	Collaboration and Knowledge Sharing	0,732	0,195	Valid
	Adaptability to Change	0,801	0,195	Valid
Employee Performance	Task Completion Efficiency	0,793	0,195	Valid
	Innovation in Work	0,850	0,195	Valid

Source : research data processed in 2024

Depending on the outcomes presented in the table, all indicators for the variables of Digital Leadership, Digital Culture, and Employee Performance are considered valid. The Rcount values for each indicator are higher than the Rtable value of 0.195, indicating that each indicator has a strong and significant relationship with its respective variable. Specifically, indicators such as Visionary Thinking and Technology Adoption for Digital Leadership, Collaboration and Knowledge Sharing and Adaptability to Change for Digital Culture, as well as Task Completion Efficiency and Innovation in Work for Employee Performance, all demonstrate validity. These findings confirm that the measurement the tools employed in this research have demonstrated reliability for assessing the respective variables.

Reliability Test

Reliability pertains to the ability of a measurement to remain consistent or stable across different instances. It reflects the extent to which test results can be replicated when conducted under comparable conditions. In research, reliability is often assessed using measures such as Cronbach's Alpha, which evaluates internal consistency. A reliable instrument yields similar results when repeated under similar conditions (Field, 2013). It is a critical component of Confirming that the gathered data is dependable and can be generalized across diverse groups or populations or settings.

Table 3.
Reliability Test Results

Variable	Cronbach's Alpha	Threshold	Reliability
Digital Leadership	0,852	≥ 0.70	Reliable
Digital Culture	0,835	≥ 0.70	Reliable
Employee Performance	0,873	≥ 0.70	Reliable

Source : research data processed in 2024

The data presented in the table shows that every variable Digital Leadership, Digital Culture, and Employee Performance demonstrate high reliability, as their The Cronbach's Alpha coefficients surpass the widely accepted minimum value of 0.70. Specifically, the Cronbach's Alpha for Digital Leadership is recorded at 0.852., Digital Culture is 0.835, and Employee Performance is 0.873, all of which are well above the threshold. These findings confirm that the measurement instruments used for each variable are consistent and reliable for further analysis in this study.

Assumption Test Results Classic

Normality Test

Normality testing is a statistical technique used to evaluate if a dataset conforms to a normal distribution pattern. The normal distribution is an essential assumption in many statistical tests. Tests such as the Kolmogorov-Smirnov or Shapiro-Wilk are used to assess if the sample data exhibits substantial deviations from a normal distribution.the data is normally distributed, it enhances the validity of parametric tests (Pallant, 2020). If the data demonstrates a considerable departure from normality, researchers may use non-parametric methods instead of traditional tests.

Table 3.
Normality Test Results

Variable	Test Method	Statistic	p-value	Information
Digital Leadership	Kolmogorov-Smirnov	0.065	0,200	Normal
Digital Culture	Kolmogorov-Smirnov	0.072	0,200	Normal
Employee Performance	Kolmogorov-Smirnov	0.059	0,200	Normal

Source : research data processed in 2024

The results from the Kolmogorov-Smirnov test indicate that every variables Digital Leadership, Digital Culture, and Employee Performance follow a normal distribution, as their p-values exceed the significance threshold of 0.05. Specifically, Digital Leadership has a p-value of 0.200, Digital Culture has 0.200, and Employee Performance has 0.200. These findings suggest that the data for each variable are normally distributed, making them suitable for further parametric statistical analysis.

Multicollinearity Test

Multicollinearity occurs when multiple independent variables within a regression framework exhibit a high degree of correlation, leading to unstable and inaccurate regression coefficient estimates. The multicollinearity test evaluates whether independent variables in a model are interconnected, it can lead to distorted regression analysis results. A common diagnostic tool to detect multicollinearity is through the use of the Variance Inflation Factor (VIF). Elevated VIF values (above 10) indicate potential problems with multicollinearity, while low values indicate no significant correlation between the variables (Gujarati, 2015).

Table 5.
Multicollinearity Test Results

Variable	Tolerance	VIF	Interpretation
Digital Leadership	0,845	1.183	No Multicollinearity
Digital Culture	0,852	1.174	No Multicollinearity

Source : research data processed in 2024

The findings from the multicollinearity test reveal that there are no multicollinearity concerns among the independent variables, Digital Leadership and Digital Culture. Both variables have Tolerance values over than 0.1, with Digital Leadership showing a Tolerance of 0.845 and Digital Culture showing 0.852. Additionally, The Variance Inflation Factor (VIF) values for both variables fall below the 5 threshold, with Digital Leadership having a VIF of 1.183 and Digital Culture a VIF of 1.174. These

results confirm that there is no notable correlation between the independent variables, safeguarding the accuracy of the regression analysis.

Hypothesis Test Results Study

Multiple Linear Regression

Multiple linear regression (MLR) is a statistical approach used to analyze how several predictor influence a continuous outcome variable. It is employed to estimate the strength and the nature and direction of the connections between the dependent and independent variables. The regression coefficients provide insight into how each independent variable affects the dependent variable, holding all other variables constant. This method is widely employed in research to unravel intricate connections between variables (Hair et al., 2010).

Table 6.
Multiple Linear Regression

Variable	Unstandardized Coefficients (B)	Standard Error	t-value	p-value	Information
Constant	1,432	0,215	6.661	0.000	Significant
Digital Leadership	0,452	0,083	5.446	0.000	Significant
Digital Culture	0,378	0,075	5.040	0.000	Significant

Source : research data processed in 2024

The regression analysis results indicate that Digital Leadership and Digital Culture both have a significant positive effect on Employee Performance. The constant value of 1.432 (p = 0.000) suggests that even without the influence of the independent variables, employee performance remains at a baseline level. Digital Leadership has a B coefficient of 0.452 with a p-value of 0.000, examnie a true strong and statistically significant influence on employee performance. Similarly, Digital Culture displays a B coefficient of 0.378 and a p-value of 0.000, confirming its significant contribution. The t-values of 5.446 for Digital Leadership and 5.040 for Digital Culture further reinforce the strength of these relationships. These results suggest that enhancing digital leadership and fostering a strong digital culture can significantly improve employee performance.

Partial Test (T)

The T-test is a statistical procedure designed to evaluate whether the means of two groups differ significantly. It is widely utilized to assess and contrast two sample means to assess whether their differences are statistically significant. The T-test presupposes that the data follows a normal distribution and that the variances across the groups are homogeneous (Field, 2013). The T-test result is conveyed through a T-value, with the p-value revealing whether the observed difference is statistically meaningful. When the p-value is less than 0.05, the difference is considered statistically significant.

Table 7.
Partial Test (T)

Variable	t-value	p-value	Significance
Constant	6,661	0.000	Significant
Digital Leadership	5,446	0.000	Significant
Digital Culture	5,040	0.000	Significant

Source : research data processed in 2024

The t-test outcomes reveal that both Digital Leadership and Digital Culture wield a considerable effect on Employee Performance. The t-values for Digital Leadership (5.446) and Digital Culture (5.040) are high, with corresponding p-values of 0.000, indicating that these variables significantly influence employee performance at a 95% confidence level. The constant also shows significance (t = 6.661, p = 0.000), suggesting that, even without the independent variables, a foundational level of employee performance. These findings confirm that fostering strong digital leadership and cultivating a supportive digital culture are essential for enhancing employee performance within organizations.

Coefficient Test Determination (R^2)

R^2, or the coefficient of determination, represents a statistical metric that explains the percentage of variability in the dependent variable that can be forecasted from the independent variables in a regression model.. R^2 ranges from 0 to 1, where a value closer to 1 indicates a higher level of explanatory power. The Adjusted R^2 considers the count of predictors in the model, delivering a more reliable indication of how well the model fits when multiple independent variables are included (Hair et al., 2010).

Table 8.
Coefficient Determination (R^2)

Model	R	R Square (R^2)	Adjusted R Square	Std. Error of the Estimate
1	0,812	0,659	0,654	0,345

Source : research data processed in 2024

The regression model demonstrates a robust connection among the independent variables (Digital Leadership and Digital Culture) and the dependent variable (Employee Performance). The R value of 0.812 indicates a high degree of correlation. The R Square (R^2) value of 0.659 suggests that 65.9% of the variation in employee performance can be accounted for by digital leadership and digital culture. The Adjusted R Square of 0.654 shows minimal shrinkage, indicating the model's reliability and generalizability to other samples. The Standard Error of the Estimate (0.345) reflects a relatively small error margin, further supporting the model's accuracy. These results confirm that digital leadership and culture serve a crucial role in predicting employee performance.

Simultaneous Test (F)

The F-test is a statistical method employed to evaluate and compare the fits of various models. It assesses whether the group of independent variables in a multiple regression model significantly improves the prediction of the dependent variable. The F-

statistic is calculated by comparing the model's explained variance to the unexplained variance. A significant F-test suggests that the model accounts for a substantial amount of the variance in the dependent variable (Kline, 2015). The F-test is commonly used to assess the overall significance of regression models.

Table 9.
F test results

ANOVA	Sum of Squares	df	Mean Square	F-value	p-value
Regression	321.567	2	160.783	132.561	0.000
Residual	167.432	197	0,849		
Total	489.000	199			

Source : research data processed in 2024

ANOVA results hit hard, showing that the regression model is crucial for understanding the powerful connection between Digital Leadership, Digital Culture, and Employee Performance. The F-value of 132.561, coupled with a p-value of 0.000, indicates that the model fits the data effectively and that the independent variables have a substantial effect on employee performance. The Sum of Squares for Regression (321.567) considerably higher than the Residual Sum of Squares (167.432), indicating that the majority of the differences in employee performance is explained by the model. With a df (degree of freedom) of 2 for regression and 197 for residual, the model demonstrates a high explanatory power. These findings confirm that digital leadership and digital culture serve a critical role in enhancing employee performance.

DISCUSSION

In the digital era, digital leadership has emerged as a critical element in driving organizational succes. Leaders proficient in digital technologies and strategies can effectively guide their teams through technological transformations, fostering innovation and enhancing performance. Studies show that digital leadership has a substantial impact on employee creativity, which subsequently influences overall performance. The impact of digital leadership on employee performance is profound. Individuals in leadership positions who welcome technological advancements and cultivate an environment that encourages creative thinking empower employees to reach elevated standards of excellence. By leveraging data analytics and digital platforms, leaders can make informed decisions that support business growth and customer satisfaction.

Digital culture serves as a moderating variable in this dynamic. A robust digital culture encompasses shared values, practices, and technologies that promote digital engagement and collaboration among employees. This culture enhances the effectiveness of digital leadership by aligning organizational values with digital initiatives, thereby improving employee performance. Studies have shown that a positive digital culture can significantly influence employee performance, with some findings indicating a 39.5% positive impact.

The influencing function of a digital culture is crucial. When digital culture is robust, it amplifies the positive effects of digital leadership on employee performance. Conversely, a weak digital culture can hinder the potential benefits of digital leadership. Therefore, Organizations ought to nurture a digital culture that supports and enhances the capabilities of digital leaders, leading to improved performance outcomes. Research suggests that a digital organizational culture can serve as a crucial element in enhancing digital strategy and overall performance. In summary, digital leadership and digital

culture are interdependent elements that collectively influence employee performance. Organizations that invest in developing both strong digital leadership and a supportive digital culture are better positioned to achieve superior performance outcomes in the digital age.

CONCLUSION

In summary, the outcomes of this investigation emphasize the significant influence of digital leadership on employee performance, with digital culture plas as a moderating factor. Digital leadership enables organizations to leverage technological advancements and foster innovation, which in turn boosts employee performance by providing clear direction and support for digital transformation. Additionally, a strong digital culture enhances the effectiveness of digital leadership by encouraging collaboration, adaptability, and a shared vision among employees, leading to improved organizational outcomes. These outcomes correspond with prior investigations, notably those carried out by (Piotrowska, 2024), which highlighted "the influence of leadership in spearheading technological transformation (Khansa & Ferdian, 2021) who found that digital culture positively impacts employee productivityThe influence of digital culture as a moderating element was also examined by (Nguyen & Thanh, 2022), who concluded that a strong digital culture amplifies the positive correlation between leadership and performance. Overall, the study aligns with existing literature, reinforcing the importance of integrating both digital leadership and culture to revolutionize employee performance in the context of digital evolution.

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