THE INFLUENCE OF DIGITAL LEADERSHIP STYLE, WORK MOTIVATION ON EMPLOYEE PERFORMANCE : A MEDIATION OF WORK DISCIPLINE

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Abstrak

Penelitian ini bertujuan untuk menguji pengaruh gaya kepemimpinan digital dan motivasi kerja terhadap kinerja karyawan melalui disiplin kerja sebagai variabel mediasi. Penelitian ini bersifat kuantitatif dengan menggunakan Teknik pengambilan sampel Non-Probability sampling, dengan sampel sebanyak 50 karyawan yang telah bekerja lebih dari 2 tahun di Super dazzle Gejayan. Hasil penelitian menunjukan bahwa gaya kepemimpinan digital berpengaruh positif dan signifikan terhadap disiplin kerja, motivasi kerja berpengaruh positif dan signifikan terhadap disiplin kerja, disiplin kerja berpengaruh positif dan signifikan terhadap kinerja karyawan, gaya kepemimpinan berpengaruh positif dan signifikan terhadap kinerja karyawan, motivasi kerja berpengaruh positif dan signifikan terhadap kinerja karyawan, dan disiplin kerja berpengaruh positif dan signifikan sebagai pemediasi motivasi kerja terhadap kinerja karyawan. Implikasi dari penelitian ini yaitu, disiplin kerja jika ditingkatkan maka akan meningkatkan kinerja karyawan, untuk penelitian selanjutnya dapat menambahkan variabel dependen lingkungan kerja untuk mengetahui apakah lingkungan kerja akan mempengaruhi kinerja karyawan dan juga dapat menggunakan variabel kompensasi

Kata Kunci : *Gaya Kepemimpinan Digital, Motivasi Kerja, Kinerja Karyawan, Disiplin Kerja*

Abstract

This study aims to examine the effect of digital leadership style and work motivation on employee performance through work discipline as a mediating variable. This research is quantitative in nature using Non-Probability sampling technique, with a sample of 50 employees who have worked for more than 2 years at Super dazzle

Gejayan. The results showed that digital leadership style has a positive and significant effect on work discipline, work motivation has a positive and significant effect on work discipline, work discipline has a positive and significant effect on employee performance, leadership style has a positive and significant effect on employee performance, work motivation has a positive and significant effect on employee performance, and work discipline has a positive and significant effect as a mediator of work motivation on employee performance. The implications of this research are, if work discipline is improved, it will improve employee performance, for further research, it can add the dependent variable work environment to find out whether the work environment will affect employee performance and can also use compensation variables.

Keywords*: Digital Leadership Style, Work Motivation, Employee Performance, Work* Discipline

A. Introduction

The phenomenon that I got at Super dazzle is that employees at Super dazzle have used the HR mobile application which is used for work attendance activities to facilitate monitoring from various branches that we know are in the city of Yogyakarta. HR system mobile app is a corporate HR management application that can be used on mobile devices. The use of this application can make it possible for an HR to support all activities that are usually involved in running an organization. With the ease of technology that exists today, it is hoped that it can motivate employees so that employee performance can increase and employees can be more disciplined, because all activities can be monitored through HR Mobile.

The digital age is rapidly changing lives and work. It is similar to the industrial revolution. Information technology is easier to use, access to big data is easier and management will also be easier. Digital leadership is a combination of leadership styles in utilizing digital information technology. Implementing digital transformation in organizations is what digital leaders want. Digital leaders must have characteristics and behaviors that can help achieve digital transformation goals (Magesa & Jonathan, 2019). Leadership is at the forefront of adopting technology utilization in today's digital era. Leaders need to have digital skills, emotional wellbeing and flexibility in leadership in this era of VUCA organizations. Solutions, innovation and efficiency must be implemented (Mihai & Creţu, 2019).

The results of previous research, according to (Rizal & Radiman, 2019) leadership has a negative but insignificant effect on employee work discipline at the Public Works and Public Housing Office of Aceh Tamiang Regency, this is indicated by the answers of most employees who disagree that the leadership believes in the ability and professionalism of

employees. However, according to (Nur Adinda et al., 2023) leadership style has a positive and significant effect on work discipline at UD. Putra Bali Glass Gianyar. This means that if there is an increase in leadership style, it will increase work discipline.

Discipline is the main thing that must be upheld by an individual or employee to show the company that he is able to hold the responsibilities given to him well as well as other things that the company assigns to him. Through work discipline will be able to increase work productivity (Saleh & Utomo, 2018). Work discipline can be seen as a great benefit, work discipline is able to affect the performance of employees, both for the benefit of the organization and for employees (Jufrizen, 2018).The specific objectives of work discipline are; 1). So that the workforce obeys all applicable labor regulations and policies as well as company regulations and policies, both written and unwritten and carry out management orders. 2) Can carry out the best possible work and be able to provide maximum service to certain parties with an interest in government agencies in accordance with the field of work given to him. 3) Can use and maintain the company's goods and services facilities and infrastructure as well as possible. 4) Can act and behave in accordance with the norms that apply to government agencies (Siswanto, 2010).

The results of previous research, according to (Rizal & Radiman, 2019) the motivation variable has a positive but insignificant effect on the work discipline of employees of the Aceh Tamiang Regency Public Works and Public Housing Office, employees at the public works office carry out tasks not because they are motivated to get higher positions. This needs to be maintained so that employees are motivated to carry out work because of an obligation that has been imposed on these employees. However, according to (Nur Adinda et al., 2023) there is a positive and significant influence between work motivation and work discipline. This means that the higher the work motivation, the higher the employee's work discipline.

The term motivation comes from the Latin movere which is the same as to move which means to push or move. Motivation is a psychological process that arises due to factors that come from both inside and outside a person. Through work motivation, a person will be able to carry out his job responsibilities to the fullest and thus the company's targets / goals will be achieved. Providing motivation must be carried out by a leader to subordinates, and to do so a leader must know the motives and motivations desired by employees (Abdul & Hardi, 2018). Motivation is the provision of driving force that creates a person's work enthusiasm, so that they want to work together, work effectively, and are integrated with all their efforts to achieve satisfaction (Bukit et al., 2019).

The results of previous research, according to (Syafrina, 2017) work discipline has a positive and significant effect on employee performance at PT Suka Fajar

Pekanbaru. However, according to (Teguh Prasetyo & Marlina, 2019) discipline has a positive and significant effect on employee performance. Reinforced by the results of research according to (Andi roza et al., 2023) Work discipline has a positive and significant effect on employee performance at the Aceh ESDM Office. So it can be concluded that if employee work discipline is improved, it has an impact on improving employee performance in the company.

Employee performance is the result of the activities carried out. Performance arises not only from formal education, but in the practice of work in the field. Performance arises from various exercises for operational employees and education for company management (Hasibuan, 2019). Performance is a performance that is the result of employees who are displayed in accordance with their role in the organization (Marihot, 2009). The term performance comes from the word Job Performance or actual performance (work performance or actual achievement achieved by a person), namely the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. (Mangkunegara, 2005).

B. Research Methods

This research was conducted using quantitative methods. The research was conducted on employees at Super Dazzle Gejayan which is located at Jl. Affandi No.20, Soropadan, Condongcatur, Depok, Sleman Regency, Yogyakarta Special Region 55281. This research was conducted on December 7, 2023. In this study I used the Non-Probability sampling technique, with a sample of 50 employees who have worked for more than 2 years at Super dazzle Jogja. The calculation uses the Slovin formula:

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{100}{1 + 100(0{,}1)^2}$$

$$n = \frac{100}{2} = 50$$

Table 1. definition and indicators

Variable	Definition	Indicators
Employee performance	Performance is a result achieved by employees in their work according to certain criteria that apply to a job (Robbin, 2016:260)	1. Quality of work 2. Quantity 3. Punctuality 4. Effectiveness

		5. Independence (Robbin, 2016:260)
Digital Leadership Style	Digital leaders are people who are able to utilize technology and data. Have a future vision in achieving organizational goals. (Khan, 2016)	1. Influence other people 2. Have a vision for the future 3. Communicate well internally 4. Communicate well externally 5. Technology leadership capabilities (Khan, 2016)
Work motivation	Work motivation is the provision of motivation that creates enthusiasm for someone's work so that they want to work together, work effectively and integrate with all efforts to achieve satisfaction. (Hasibuan, 2016:92)	1. Physical needs 2. The need for security 3. Social needs 4. The need for appreciation 5. The need for self-realization (Hasibuan, 2016:92)
Work Discipline	Work discipline is something managers use to communicate with employees so that they are willing to change behavior and to increase a person's awareness and willingness to comply with all company regulations.. (Rivai, 2012).	1. Presence 2. Compliance with work regulations 3. Adherence to work standards 4. Work ethically (Rivai, 2012)

C. Results and Discussion

Validity and reliability test

Testing the validity in this study using the corrected item-total correlation formula. The significance test is carried out by comparing the calculated r value for the degree of freedom (df = n-2) (df = 50-2, df = 48) so that the r table is 0.285 and significant Alpha (a) is 5% or r count> r table. In this study, it was carried out with the Cronbach's Alpha Based on Standardized Items test> 0.60, then the instrument can be said to be reliable

Tabel 2 Validity and reliability Results

Digital Leadership Style		Work motivation		Employee performance		Work Discipline	
GKD.1	0,575	MK1	0,637	KK.1	0,726	DK.1	0,772

GKD.3	0,749	MK2	0,670	KK.2	0,819	DK.2	0,717
GKD.4	0,829	MK3	0,587	KK.3	0,726	DK.3	0,661
GKD.5	0,732	MK5	0,796	KK.4	0,782	DK.4	0,726
		MK5	0,800	KK.5	0,808	DK.5	0,698
Cronbach's Alpha Std.	**0,787**		**0,731**		**0,831**		**0,739**

Respondent characteristics

The employees who work at Super Dazzle Gejayan on average are female workers with a frequency of 34 employees, a percentage of 80%. The average employee/respondent is 20-30 years old, which shows that the employees already have a lot of experience in work and in the field of technology. Respondents based on marital status showed that employees at Super Dazzle Gejayan were dominated by those who were not married or single. The last education of the employees who work at Super Dazzle Gejayan is high school/equivalent with a frequency of 28 employees with a percentage of 55.6%.

Table 3 Respondent characteristics

Characteristics	***frequency***	***Percent***
Gender		
Male	16	32,0
Female	34	68,0
Age		
20-30 y.o	33	66,0
31-40 y.o	6	12,0
41-50 y.o	3	6,0
< 20 y.o	8	16,0
Marital status		
Maried	10	20,0
Single	40	80,0
Last education		
SLTP/Sederajat	1	2,0
SLTA/Sederajat	28	56,0
D1/D2/D3/D4	3	6,0
S1/S2/S3	18	36,0

Classic Assumption Test

Table 4 shows that the regression model following the testing stages has met multicollinearity (VIF and *tolerance*), heteroscedasticity (Glejser test), and normality (*Kolmogorov-Smirnov Test*)

Table 4 Classic Assumption Test

Mdl.	Var Bebas	Terikat	Multikolinearitas Tol.	VIF	Heterokedastisitas Sig	Normalitas Sig
1.	GKD	KK			0.198	0.961
2.	MK	KK			0.200	0.863
3.	DK	KK			0.622	0.952
4.	GKD	KK	0.858	1.166	0.198	0.985
	MK		0.858	1.166	0.200	
5.	GKD	KK	0.836	1.196	0.096	0.200
	MK		0.516	1.938	0.419	
	DK		0.522	1.915	0.622	

GKD= Digital Leadership Style, MK= Work motivation, KK= Employee performance, DK= Work Discipline.

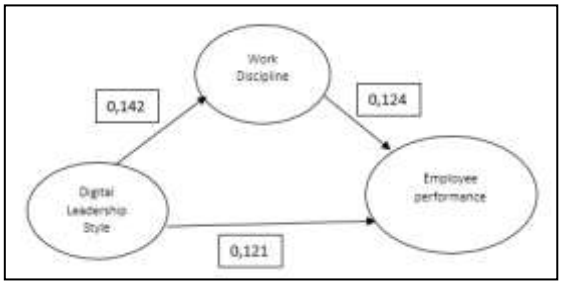
Hypothesis Test Results

The results of hypothesis testing in table 5 show that H2, H3, H4, H5 are accepted with a probability value of 0.00. The results of testing H1 show that the beta value of digital leadership style is 0.373, then increases to 0.526 when the employee performance variable is included.

Table 5 Hypothesis Test Results

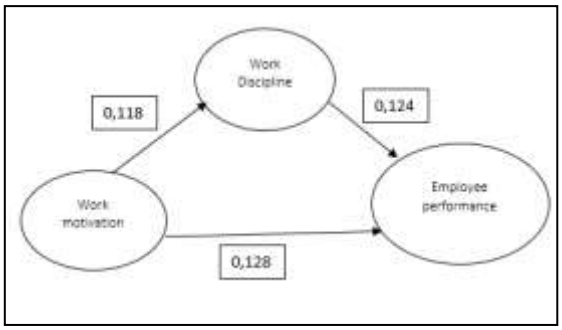
	Var Bebas	Terikat	Stand. coeff. Beta	t	Sig	Koef. Determinasi Sig
H1	GKD	DK	0.373	2.785	0.008	0.112
H2	MK	DK	0.667	6.209	0.000	0.445
H3	DK	KK	0.682	6.455	0.000	0.465
H4	GKD	KK	0.526	4.287	0.000	0.241
H5	MK	KK	0.730	7.406	0.000	0,533

GKD= Digital Leadership Style, MK= Work motivation, KK= Employee performance, DK= Work Discipline.



Picture 1

Z1 = 0.881 < 1.96, From the results of the sobel test, it shows that work discipline is not able to mediate the digital leadership style on employee performance.



Picture 2

Z2 = 2.361 > 1.96 From the results of the sobel test model 2 shows that work discipline is able to mediate work motivation on employee performance showing a positive and significant effect.

Discussion

Based on the results of research using statistical methods, the following research results can be obtained:

Based on the research results that H1 which states that digital leadership style has a positive effect on work discipline. It is known that the value of t count (2.461) > t table (1.6787) and a significant level (0.018). Thus 0.018 <0.05, then hypothesis H1 is accepted. Digital leadership style variables have a positive and significant effect on work discipline. The results of this study are in accordance with research from Assa & Dachi (2023) that leadership style has a positive and significant effect on work discipline at UD. Putra Bali Glass Gianyar which proves that this means that if there is an increase in leadership style, it will

increase work discipline. There are 4 statement points that describe the condition of the digital leadership style in super dazzle. All statements represent several existing indicators. Respondents stated that the leader communicates the vision, mission in the company (GKD1) whose average is 4.42 higher than the others.

Based on the research results, H2 states that work motivation has a positive but not significant effect on work discipline. It is known that the calculated t value is (6.209) > t table (1.6787) and the significance level is (0.00). Thus 0.00 < 0.05, then hypothesis H2 is rejected. The work motivation variable has a positive and significant effect on work discipline. However, according to (Nur Adinda, Aziz Firdaus, and Agung 2023) there is a positive and significant influence between work motivation and work discipline. This means that the higher the work motivation, the higher the employee's work discipline. There are 5 point statements that describe the conditions of work motivation at Super Dazzle. All statements represent several existing indicators. Respondents stated that the responsibilities given by the leadership were in accordance with my abilities. (MK3) with an average of 4.46 higher than the other three statements.

The results of data analysis prove H3 which states that work discipline has a positive and significant effect on employee performance. It is known that the calculated t value is (6.455) > t table (1.6787) and the significance level is (0.00). Thus 0.00 < 0.05, then hypothesis H3 is accepted. The work discipline variable has a positive and significant effect on employee performance. The results of this research are in accordance with the results of research according to (Andi Roza et al., 2023) Work discipline has a positive and significant effect on employee performance at the Aceh ESDM Service. So it can be concluded that improving employee work discipline will have an impact on improving employee performance in the company. There are 5 point statements that describe the conditions of work discipline at Super Dazzle. Respondents stated that I comply with the general rules in the company (DK5) with an average of 4.42 higher than other statements.

The results of data analysis prove H4 which states that digital leadership style has a significant and negative effect on employee performance. It is known that the calculated t value is (3.904) > t table (1.6787) and the significance level is (0.00). Thus 0.00 < 0.05, then hypothesis H4 is rejected. The digital leadership style variable has a positive and significant effect on employee performance. The results of this research are in accordance with research results according to (Annissa Sunaryo et al., 2021)that digital leadership style has a positive and significant effect on employee performance, meaning that leadership is an effort to influence many people to achieve institutional goals, which is expected to cause positive changes in the form of dynamic forces that can coordinating institutions in order to achieve goals if implemented in accordance with the corridors that have been determined by both parties according to the position held. There are 5 point

statements that describe the performance conditions of employees at Super Dazzle. Respondents stated that I have a high sense of enthusiasm in carrying out work (KK3) with an average of 4.46 higher than others.

The results of data analysis prove H5 which states that work motivation has a positive effect on employee performance. It is known that the calculated t value is (7.406) > t table (1.6787) and the significance level is (0.00). Thus 0.00 < 0.05, then hypothesis H5 is accepted. The work motivation variable has a positive and significant effect on employee performance. The results of this research are in accordance with the research results according to (S. M. Hasibuan & Bahri, 2018). From the research results, the work motivation variable has a positive and significant effect on the performance of police personnel at the Medan Police. This means that the higher the personnel motivation, the better it will be. Research results (Arisanti et al., 2019) partially there is a significant influence between work motivation variables on employee performance variables. There are 5 point statements that describe the conditions of work motivation at super dazzle. Respondents stated that I like working for a company that provides career advancement for employees who have the ability (MK4) with an average of 4.56 higher than other statements.

From the results of the sobel test, it shows that the regression coefficient value of digital leadership style is 0.133 with a standard error of 0.142 and its significance value is 0.354. Then work motivation gets a coefficient value of 0.643 with a standard error of 0.118 and a significance value of 0.00. Then the value for work discipline is 0.325 with a standard error of 0.124 and a significance value of 0.012. So that employee performance does not significantly affect the digital leadership style. However, work motivation and work discipline have a significant effect on employee performance.

D. Conclusion

Based on the results of the previous discussion in this research, namely regarding the influence of digital leadership style, work motivation on employee performance through work discipline as a mediating variable carried out at Super Dazzle Gejayan with a total of 50 employees, it can be concluded that, the results of data analysis prove H1 which states that digital leadership style has a positive effect on work discipline. So hypothesis H1 is accepted. Based on the research results that H2 states that work motivation has a positive but not significant effect on work discipline, hypothesis H2 is rejected. The results of data analysis prove H3 which states that work discipline has a positive and significant effect on employee performance. So hypothesis H3 is accepted. The results of data analysis prove H4 which states that digital leadership style has a significant and negative effect on employee performance. So hypothesis H4 is rejected. The results of data analysis

prove H5 which states that work motivation has a positive effect on employee performance. So hypothesis H5 is accepted. Work discipline is unable to mediate digital leadership style on employee performance. Work discipline is able to significantly mediate work motivation on employee performance. suggestions for companies, Super Dazzle Gejayan, to pay more attention to their employees in carrying out all their work, especially regarding advances in digital technology, work motivation, employee performance, work discipline concerning their employees, for the future progress of your company. The results of this research have several implications, both theoretically and practically, first, the results show that if work discipline is improved it will improve employee performance, for further research you can add the dependent variable work environment to find out whether the work environment will influence employee performance and can also use compensation variable

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