

UNLOCKING EMPLOYEE PERFORMANCE THROUGH DIGITAL LEADERSHIP AND MOTIVATION: THE MEDIATING ROLE OF INNOVATION (A STUDY OF THE PUNGGUL VILLAGE GOVERNMENT IN BADUNG REGENCY)

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Abstract: The purpose of this study is to determine the effect of digital leadership and motivation on employee performance through innovation as a mediator. The population of this study was all 31 government employees of Punggul Village. The method used in determining the sample was nonprobability sampling. The sample in this study was all 31 government employees of Punggul Village. Data collection in this study was conducted using interviews and questionnaires. Data analysis in this study used the Partial Least Square (PLS) approach using SmartPLS software. The results of the study show that: 1) Digital leadership and motivation have a positive effect on innovation. 2) Digital leadership, motivation, and innovation have a positive effect on employee performance. These results mean that the better the implementation of digital leadership in the Punggul Village government, the higher the work motivation and innovation of employees in the Punggul Village government, and the higher the performance of employees in the Punggul Village government. 3) Innovation is able to partially mediate the influence of digital leadership and motivation on employee performance.

Keywords: digital leadership, motivation, employee performance, innovation

INTRODUCTION

In this era of globalization, every company and organization needs to improve its performance, one of which is in the improvement of human resources. According to (Prahasti and Wahyono, 2018), one of the most important elements in an organization that contributes greatly to the achievement of organizational goals is labor or human resources. Human resource management is a crucial aspect that needs to be given primary attention, with one of the factors considered in its development being the performance of the employees themselves (Putri, 2018). Performance is the achievement of work results in terms of quality and quantity attained by an employee or staff member in carrying out their duties and responsibilities (Mangkunegara, 2016).

Performance in several sectors has recently experienced a significant decline, due to the Covid-19 pandemic that hit various regions in some time ago. During the Covid-19 pandemic, the government implemented a work from home (WFH) policy,

which had an impact on the paralysis of various sectors, one of which was the government sector. The digital era has become a hot topic of discussion today, where technology is used in all fields. According to Abdullah (2019), the use of digital technology in human life in the era of the Industrial Revolution 4.0 has increased significantly.

Digital leadership is one aspect that plays a role in influencing employee performance. Quoted from the website of the Ministry of Administrative and Bureaucratic Reform, digital leadership is needed in the current digital transformation process to support change and maximize the rapid use of technology in various fields, including the government sector. (Ministry of Administrative and Bureaucratic Reform, 2021). Leadership in the digital era has characteristics that differ from previous eras. Leaders are changing the way they work, which used to be manual but is now digitized by utilizing digital media. Digital leadership requires the ability to inspire and encourage innovation (Masambe et al., 2015).

In addition to digital leadership, work motivation is also needed to improve employee performance. Motivation is a strategic factor in increasing employee productivity. (Fathiyah et al., 2022). Hasibuan (2017) states that employee work motivation is an internal drive that encourages them to achieve company goals. When employees feel motivated, they tend to be more innovative, productive, and loyal to the company, creating a dynamic and productive work environment (Permadi et al., 2024).

This research was conducted in the Punggul Village Government. The Punggul Village Government is one of the governments that implements digital-based government services. Quoted from Antara News, Badung Regent Giri Prasta said that digital-based services and government in Punggul Village are appreciated as a role model or example in Badung Regency and even at the national level. As part of its efforts to promote digital-based services, the Punggul Village Consultative Body (BPD) launched the Punggul Village BPD Management Information System (SIM). This innovation was launched to facilitate administration and the absorption of community aspirations in the form of complaints, ideas, suggestions, or criticism to the village government. The SIM BPD application is also a form of modern communication.

Despite the successful launch of various innovative programs, the management of Digital Villages faces a number of challenges. First, there is a lack of awareness among the community. Second, the work culture and organizational structure are not yet fully ready. Third, there is limited funding. Fourth, there is a shortage of human resources, especially staff with expertise in information technology. Finally, program management requires villages to keep up with developments in adequate infrastructure. As an innovation, the management of the

Digital Village in Punggul Village needs to be adapted to the principles of innovative governance. It is this gap between expectations and reality in the field that prompted the author to add the mediating variable of innovation.

Rusianto et al. (2023) revealed that motivation has a positive and significant effect on employee performance. Fathiyah et al. (2022) also found that work motivation affects employee performance. However, different results were found by Muniroh (2022), who stated that digital leadership has no direct effect on employee performance. Meanwhile, research by Tanjung and Manalu (2019) shows that work motivation has a negative and insignificant effect on employee performance. This inconsistency or research gap prompted this study to integrate the variables of digital leadership and motivation, as well as adding a mediation variable to enrich the analysis.

LITERATURE

Social Exchange Theory

Based on social exchange theory, every type of human relationship is based on the principle of benefit and consideration of various alternatives (Blau, 1964). Kusumaningrum (2013) adds that this theory involves interactions between two or more individuals, where the parties in the relationship will evaluate whether the relationship is worth continuing. In addition, the individuals involved will consider their level of satisfaction based on the sacrifices they have made (cost) and the rewards they have received (reward).

Digital Leadership

Avolio et al., (2000) cited in Ajabar et al., (2021) define e-leadership or digital leadership as a process of social influence carried out through digital technology. This process aims to bring about changes in attitudes, feelings, mindsets, behaviors, and/or performance at the individual, team, and organizational levels.

Motivation

Work motivation is the condition or energy that drives employees to move purposefully toward achieving organizational or company goals (Hasibuan, 2017). Robbins and Judge (2015) state that motivation is a process that explains the strength, direction, and persistence of an individual in their efforts to achieve a specific goal.

Employee Performance

The results of work, both in terms of quality and quantity, achieved by an employee while carrying out their duties in accordance with their responsibilities are referred to as employee performance (Mangkunegara, 2016). According to Kasmir (2016:182), performance includes work behavior and work results that have been achieved in order to fulfil duties and responsibilities during a certain period of time.

Research Hypothesis

The Influence of Digital Leadership on Innovation

Avolio et al. (2000), as cited by Ajabar et al. (2021), explain that digital leadership or e-leadership is a process of social influence that uses digital technology to encourage changes in attitudes, feelings, ways of thinking, behavior, and/or performance at the individual, team, and organizational levels. According to Sudiyani et al. (2021), innovative behavior of individuals in an organization can increase if supported by effective leadership. Research by Farhaq and Yulianti (2024) shows that digital leadership has a significant positive influence on the innovative work behavior of employees. In other words, the higher the level of digital leadership a leader possesses, the higher the innovative work behavior of employees. Lestari (2021) also found that digital leadership has a significant effect on innovation, so that the better the digital leadership, the greater the level of innovation produced. Based on this, the hypothesis that can be formulated is as follows:

H1: Digital leadership has a positive effect on the innovation of government employees in Punggul Village, Badung Regency

The Influence of Motivation on Innovation

According to Robbins and Judge (2015), motivation is defined as a process that explains a person's strength, direction, and persistence in their efforts to achieve goals. Motivation plays an important role in work, where employees with high levels of motivation will strive to complete tasks effectively and efficiently so that tasks can be completed on time with optimal results (Kusumaningrum & Wahyuni, 2020). Research by Fathiyah et al. (2022) shows that work motivation influences innovative work behavior. Susanti and Lizarti (2021) found that motivation has a positive and significant influence on innovative behavior. Similar results were also found by Fikri (2022), who revealed that motivation has a positive and significant influence on innovative behavior. Based on the above discussion, the following hypotheses can be formulated:

H2: Motivation has a positive effect on the innovation of government employees in Punggul Village, Badung Regency

The Influence of Digital Leadership on Employee Performance

Digital leadership is a leadership style that focuses on the application of digital transformation in organizations (Tulungen et al., 2022). In the era of the 4.0 industrial revolution, every organization needs leaders who have adequate competencies to carry out the transformation towards the digitization of organizational structures and systems (Purwanto et al., 2021). Leaders are required to be able to keep up with the ever-advancing technological developments. Research conducted by Farhaq and Yulianti (2024) shows that digital leadership has a significant positive influence on employee performance. Furthermore, Farhaq's (2024) study concludes that digital

leadership has a significant positive impact on the performance of millennial employees in East Java. Thus, the better the quality of digital leadership, the higher the employee performance will be. Based on this explanation, the hypothesis that can be formulated is:

H3: Digital leadership has a positive effect on the performance of government employees in Punggul Village, Badung Regency

The Influence of Motivation on Employee Performance

Motivation plays a crucial role in the world of work, because employees with high levels of motivation tend to carry out tasks effectively and efficiently, so that they can complete tasks on time with optimal results (Kusumaningrum & Wahyuni, 2020). Research conducted by Sunaryo et al. (2021) shows that work motivation affects employee performance. Findings from Riswanti et al. (2023) also indicate that employee motivation directly affects employee performance. Research conducted by Rusianto et al. (2023) states that motivation has a positive effect on employee performance. In addition, Fikri (2022) reveals that motivation has a positive and significant effect on employee performance. Based on this description, the hypothesis that can be formulated is as follows:

H4: Motivation has a positive effect on the performance of government employees in Punggul Village, Badung Regency

The Effect of Innovation on Employee Performance

In order to survive and thrive amid the rapid pace of digitalization, the government needs to continue to innovate. This is in line with Sudiyani et al. (2021), who stated that companies must develop various innovations in order to remain competitive in the era of globalization. Research by Mansur et al. (2022) revealed that innovation has a positive effect on employee performance. The results of a study conducted by Saiful et al. (2023) show that work innovation at has a significant positive impact on employee performance in the footwear industry at PT. Changshijn Reksa Jaya. In addition, research by Saryono et al. (2022) also confirms that innovation has a positive and significant effect on marketing performance. Based on this explanation, the hypothesis that can be formulated is as follows:

H5: Innovation has a positive effect on the performance of government employees in Punggul Village, Badung Regency

The Role of Innovation in Mediating the Influence of Digital Leadership on Employee Performance

Innovation plays an important role in helping companies adapt to change, survive, and grow more easily (Sudiyani et al., 2021). Improvements in leadership can encourage innovation, which ultimately has a positive impact on organizational performance (Diantoro et al., 2023). Leaders with a high level of digital leadership, supported by innovation capabilities, will be able to improve organizational

performance. Research by Farhaq and Yulianti (2024) shows that digital leadership significantly affects employee performance through the mediation of innovative work behavior. In addition, Diantoro et al. (2023) found that entrepreneurial leadership significantly affects technological innovation capabilities, which then become an important mediator in improving organizational performance. The research by Maryati and Siregar (2022) also reveals that digital leadership impacts company performance, with Information and Communication Technology (ICT) Innovation strengthening the relationship between leadership digitalization and company performance. Based on the above explanation, the following hypotheses can be formulated:

H6: The role of innovation can mediate the influence of digital leadership on the performance of government employees in Punggul Village, Badung Regency

The Role of Innovation in Mediating the Influence of Motivation on Employee Performance

Motivation plays a very important role in the world of work, because highly motivated employees will strive to carry out their tasks effectively and efficiently, so that the tasks assigned can be completed on time with optimal results (Kusumaningrum & Wahyuni, 2020). In addition, innovation is also a crucial element in improving company performance and maintaining competitive advantage (Smith, Collin, & Clark, 2005). Employees who have the ability to innovate are able to create new things, apply fresh ideas in their work, and are motivated to work harder, which ultimately has an impact on improving performance. The combination of high motivation and innovation skills will have a significant impact on performance. This statement is supported by Hardianto et al. (2021), who revealed that teachers with high motivation and innovation skills can improve their performance.

Research by Hardianto et al. (2021) shows that innovative work behavior acts as an intervening variable between motivation and employee performance. Similar findings were revealed by Fathiyah et al. (2022), who stated that work motivation affects employee performance with innovative work behavior as a mediator. Fikri's (2022) research also supports that motivation has a positive and significant effect on employee performance through innovative behavior as an intervening variable. Based on this description, the following hypothesis can be formulated:

H7: Innovation can mediate the effect of motivation on the performance of government employees in Punggul Village, Badung Regency

RESEARCH METHOD

This research was conducted at the Punggul Village Government, located at Jl. Kapten I Gusti Made Regug No. 01, Punggul Village, Abiansema District, Badung Regency, Bali Province. The research objects included digital leadership, motivation,

employee performance, and innovation. The research population included all employees at the Punggul Village Government, with a total population of 31 people. In this study, the entire population was taken as a sample (saturated sampling method). Observations, interviews, and questionnaires were used to collect data. The relationship between variables was assessed using the Partial Least Square (PLS) method in data analysis.

RESULTS AND DISCUSSION

PLS Data Analysis Results

The research model analysis was conducted using the Partial Least Square (PLS) method with the help of SmartPLS 5.0 software.

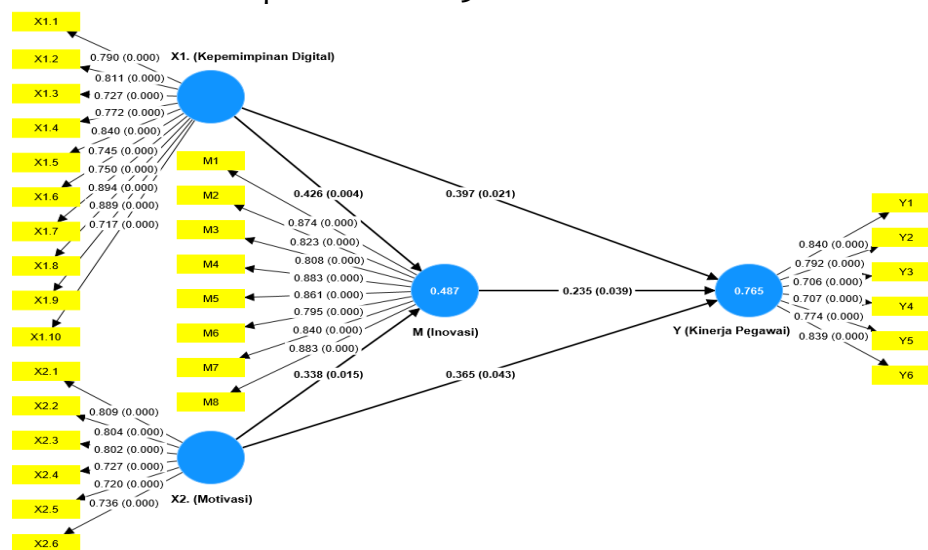


Figure 1
Inner Model

Source: Data Processing Results, 2024

Hypothesis Testing Results

a. Direct Effect Test Results

Table 1
Direct Effect Test Results (Path Coefficient)

	Relationship Between Variables	Path Coefficient	T Statistic	P Value	Description
H1	X1. (Digital Leadership) -> M (Innovation)	0.426	2.856	0.004	Significantly Positive
H2	X2. (Motivation) -> M (Innovation)	0.338	2.434	0.015	Positive Significant
H3	X1. (Digital Leadership) -> Y (Employee Performance)	0.397	2.314	0.021	Significantly Positive
H4	X2. (Motivation) -> Y (Employee performance)	0.365	2.025	0.043	Positive Significant

	Relationship Between Variables	Path Coefficient	T Statistic	P Value	Description
H5	M (Innovation) -> Y (Employee performance)	0.235	2.067	0	Significantly Positive

Source: Data Processing Results, 2024

Based on the information in Table 1, the hypothesis testing results show that:

- 1) Digital leadership has a significant positive effect on innovation with a t-statistic value of 2.856 and a p-value of 0.004, indicating that the proposed hypothesis can be accepted.
- 2) Motivation also has a significant positive effect on innovation with a t-statistic value of 2.438 and a p-value of 0.015, indicating that the second hypothesis is accepted.
- 3) Digital leadership has a significant positive effect on employee performance with a t-statistic value of 2.314 and a p-value of 0.021, indicating that the third hypothesis is accepted.
- 4) Motivation has a significant positive effect on employee performance with a t-statistic value of 2.025 and a p-value of 0.043, indicating that the fourth hypothesis can be accepted.
- 5) Innovation has a significant positive effect on employee performance with a t-statistic value of 2.067 and a p-value of 0.039, indicating that the fifth hypothesis proposed can be accepted.

b. Testing Indirect Effects

Table 2
Summary of Mediation Variable Testing Results

	Relationship Between Variables	Path Coefficient	T Statistic	P Value	Description
H6	X1. (Digital Leadership) -> M (Innovation) -> Y (Employee Performance)	0.10	1.989	0.037	Significantly Positive
H7	X2. (Motivation) -> M (Innovation) -> Y (Employee Performance)	0.079	1.979	0.029	Significantly Positive

Source: Data Processing Results, 2024

Data analysis shows that innovation functions as an effective mediator variable in strengthening the causal relationship between digital leadership and motivation with employee performance, as evidenced by statistical test results.

c. Mediation Effect Testing

Table 3
Summary of Mediation Test Results

No	Mediation Variable	Effect	Conclusion
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		(A)	(B)	(C)	(D)	
1	Digital Leadership (X1) → Innovation (M) → Employee Performance (Y)	0.100 (Sig. 0.037)	0.397 (Sig. 0.021)	0.426 (Sig. 0.004)	0.235 (Sig. 0.039)	Partial Mediation
2	Motivation (X2) → Innovation (M) → Employee performance (Y)	0.079 (Sig. 0.029)	0.365 (Sig. 0.043)	0.338 (Sig. 0.015)	0.235 (Sig. 0.039)	Partial Mediation

Note: significance (Sig.) = t-statistic > 1.96 at $\alpha = 5\%$

Based on the criteria for examining mediation effects, the table above provides the following information:

- 1) s positively mediate the indirect effect of digital leadership on employee performance. Based on these results, it can be concluded that employee performance can be further improved if the head of the Punggul Village administration provides better digital leadership and employees demonstrate a strong spirit of innovation.
- 2) Innovation acts as a positive mediator in the relationship between motivation and employee performance. Based on these results, it can be interpreted that employee performance can be further improved if employees have high levels of motivation and innovation.

Discussion

The Influence of Digital Leadership on Innovation

The PLS test results show that the first hypothesis is accepted, namely that digital leadership has a positive effect on innovation. These results mean that the better the implementation of digital leadership in the Punggul Village Government, the higher the level of innovation carried out by employees in the Punggul Village Government. This study is in line with previous findings by Sudiyani et al. (2021), which showed that leadership has a positive and significant influence on innovative behavior. The results of this study are also in accordance with previous research by Adriantoni et al. (2023), which showed that digital leadership capacity has a direct positive and significant effect on learning innovation disruption. A similar study conducted by Farhaq and Yulianti (2024) shows that digital leadership has a positive and significant influence on the innovative work behavior of employees. Previous research conducted by Lestari (2020) shows that there is a significant influence between digital leadership and innovation.

The Influence of Motivation on Innovation

The PLS analysis results show that the second hypothesis is accepted; therefore, motivation has a positive impact on innovation. This indicates that when Punggul Village Government staff members are more motivated to work, they create more innovations. A study by Fathiyah et al. (2022) found that work motivation

influences innovative work behavior. Another study by Susanti and Lizarti (2021) found that motivation has a positive and significant effect on innovative behavior. In addition, Fikri's (2022) research also found that motivation positively and significantly affects innovative behavior. These results are in line with the research by Hendri and Iswantir (2024), who found that work motivation has a positive and significant impact on teacher innovation. Wahyuni's (2022) research also shows that motivation influences employee innovation.

The Effect of Digital Leadership on Employee Performance

The PLS analysis results show that the third hypothesis is accepted, so it can be concluded that digital leadership has a positive effect on employee performance. The implementation of digital leadership in the Punggul Village Government shows that employee performance improves in line with the level of digital leadership implementation. Previous empirical studies, such as Sunaryo et al. (2021), found that digital leadership style has a positive and significant impact on employee performance; research by Farhaq and Yulianti (2024) also found that digital leadership style has a significant positive impact on employee performance. Research by Santoso et al. (2021) also found that digital leadership styles have a greater opportunity to improve employee performance. In addition, research by Farhaq (2024) confirmed that digital leadership has a major impact on employee performance. Research by Maryati and Siregar (2022) found that digital leadership can affect company performance. Research by Samuel and Ramli (2024) found that digital leadership has a positive effect on performance. Research by Purwanto et al. (2021) also found that digital leadership affects company performance.

The Influence of Motivation on Employee Performance

According to the PLS analysis results, the fourth hypothesis was accepted. Therefore, it can be concluded that motivation has a positive effect on employee performance. This means that the higher the motivation of employees to work at the Punggul Village Government, the better their performance. Previous studies such as Sunaryo et al. (2021) showed that work motivation has an impact on employee performance, and Riswanti et al. (2023) found that employee motivation directly affects employee performance. Fathiyah et al. (2022) found similar results, showing that work motivation improves employee performance. In addition, Rusianto et al. (2023) found that motivation has a positive and significant impact on worker performance.

The Effect of Innovation on Employee Performance

The PLS analysis results show that the fifth hypothesis is accepted. Therefore, it can be concluded that innovation has a positive effect on employee performance. This means that the more employees who innovate in the Punggul Village Government, the better their performance. Previous studies, such as Sudiyani et al.

(2021), found that innovative work behavior improves performance, and Farhaq and Yulianti (2024) found that innovative work behavior significantly improves employee performance. In addition, Riswanti et al. (2023) found that innovation in service improves employee performance.

Innovation in Mediating the Influence of Digital Leadership on Employee Performance

Referring to the PLS analysis results, the sixth hypothesis was confirmed. This means that innovation functions as a partial mediator in the relationship between digital leadership and employee performance. In other words, employee performance can increase more significantly if digital leadership styles are implemented properly and employees have a high level of innovative spirit. These results are consistent with research conducted by Farhaq and Yulianti (2024), who found that digital leadership has a positive and significant impact on employee performance through the mediation of innovative work behavior. The study concluded that a higher level of digital leadership is comparable to employee performance and innovative behavior. In addition, these findings are supported by research by Maryati and Siregar (2022), who found that digital leadership affects company performance and that the relationship between leader digitalization and company performance is strengthened by ICT innovation.

Innovation in Mediating the Influence of Motivation on Employee Performance

Referring to the PLS results, the sixth hypothesis was accepted. This result means that innovation functions as a partial mediator in the relationship between employee motivation and their performance. In other words, workers who are highly motivated and possess strong innovation can achieve greater performance improvements. These results are consistent with previous studies, such as that conducted by Hardianto et al. (2021), which found that innovative work behavior serves as an intervening variable in the relationship between motivation and performance. The research by Fathiyah et al. (2022) also supports this finding by stating that work motivation affects employee performance through the mediation of innovative work behavior. In addition, Fikri's (2022) research found that motivation has a positive and significant effect on employee performance with innovative behavior as a mediating variable.

CONCLUSION AND LIMITATIONS

Conclusion

Based on the discussion in the previous chapter, this study has several limitations. First, this study only covers the influence of digital leadership, motivation, innovation, and employee performance in a specific context, which may not fully describe the dynamics in other organizations or different sectors. Second, the

variables tested are limited to these factors, while other external factors that may affect employee performance have not been taken into account. Third, the relationships found in this study are correlational, so they cannot confirm a clear cause-and-effect relationship between the variables tested. Fourth, this study does not examine in depth the factors that can influence innovation in a more complex manner, which may provide a more comprehensive picture of the innovation process in organizations.

Limitations

The limitations of this study include the lowest scores on the variables of Digital Leadership (X1) related to leaders' comfort in facing the uncertainty of the digital era, Motivation (X2) related to appreciation from superiors, Employee Performance (Y) related to work responsibilities, and Innovation (M) related to participation in work trends. The Punggul Village Government is expected to implement a series of efforts to improve employee performance, including training, adaptation, appreciation, work culture evaluation, rewards, technology utilization, and skill incentives. Future researchers are advised to increase the sample size, include new variables, expand the research location, and use mixed methods for deeper insights.

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