



The influence of digital leadership on employee performance through digital culture and innovation work behavior at Bank Indonesia

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ABSTRACT

This research examines the impact of digital leadership on employee performance through digital culture and innovation work behavior at Bank Indonesia. Utilizing a quantitative approach with data collected from Bank Indonesia Head Office employees, the study employs structural equation modeling for analysis. Findings indicate a positive influence of digital leadership on digital culture and innovation work behavior. However, digital leadership does not directly affect employee performance but can be mediated through innovation work behavior. Both digital culture and innovation work behavior significantly impact employee performance. Notably, digital leadership's influence on employee performance is moderated by innovation work behavior. This research sheds light on the intricate dynamics between digital leadership, organizational culture, innovation, and employee performance, providing valuable insights for organizational development strategies.

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1. INTRODUCTION

In the last few decades, technological development has shown rapid growth. Business aspects, educational aspects, social networking aspects, communication aspects are some examples of rapid development, thanks to the development of internet technology (Łobejko, 2020). Therefore, this technological advancement resembles an unstoppable snowball, growing larger and larger as it rolls downhill.

This digital development in business activities also affects how human resources are managed in a company. Various studies try to examine how the application of digitalisation in companies is influenced by the condition of the company's resources. One of them is the effect of digital leadership on improving employee performance when companies implement digital (Darics, 2020; Gierlich-Joas et al., 2020). Digital leaders play an important role in transformation. This is because digital leaders are change-orientated and adaptable. In other cases, they also have a "transformative vision and forward-looking perspective," which is key to transformation and driving change in a turbulent cultural environment (Sasmoko et al., 2019).

Muniroh et al. (2022) describe digital culture as encouraging innovation and the creation of new knowledge, thus supporting the creation of new goods and services. Whereas innovation work behavior can be characterized as "the deliberate creation, introduction and application of new ideas in a work role, group or organization, sequentially to benefit role, group or organizational performance" (Caniëls & Veld, 2019).

The reason for using Bank Indonesia employees is based on the fact that the current condition of Bank Indonesia is required to implement digital transformation in improving performance. It is stated in the Bank Indonesia Publication that the Bank Indonesia Digital Innovation Master Plan 2025 comes as a solution to answer these challenges. This plan will be fully oriented towards accelerating efforts and creating sustainable digital transformation in order to support the achievement of Bank Indonesia's 2025 vision, becoming the leading digital central bank that contributes significantly to the national economy and the best among emerging markets for Advanced Indonesia.

Sagbas et al. (2023) in his research *The Mediating Role of Innovative Behavior on the Effect of Digital Leadership on Intrapreneurship Intention and Job Performance* aims to measure the mediating effect of innovative behavior on the effect of digital leadership on job performance and intrapreneurship intention using data collected from 390 people working in the IT sector in Istanbul and structural equation modeling methods. The results of this study show that innovative behavior has a full mediating impact on the effect of digital leadership on intrapreneurship intention. In addition, it is observed that innovative behavior has a partial mediating impact on the effect of digital leadership on job performance. Based on the results, this study proves that digital leaders need to adopt innovative behavior to ensure performance and intrapreneurship in an organization.

In this study, we want to see how urgent it is to identify factors that can hinder or encourage the effectiveness of digital leadership, digital culture, and work behaviour innovation. This research also needs to be done as an evaluation of the extent to which digital culture has been implemented and accepted at the organisational level. Like several previous studies, the implications of this research are to review work behaviours that support innovation in the workplace. Understanding the correlation between digital leadership, digital culture and innovative behaviour provides a deeper understanding of how these elements interconnect and how they can support organisational success in the digital age. This research also provides an overview of digital leadership, which includes an organisation's ability to adapt to technological change. Building a digital culture and innovative behaviours supports organisations in the face of rapid technological development.

Erhan et al. (2022) in research from conventional to digital leadership: exploring digitalization of leadership and innovative work behavior aims to show the relationship between leadership digitalization and innovative work behavior. The results showed that employee perceptions of digital leadership had a positive and significant effect on all dimensions of employee innovative work behavior. (Purwanto et al., 2020) conducted research on the impacts of leadership and culture on work performance in service companies and innovative work behavior as mediating effects. (Martinez-Caro et al., 2020) conducted research *Digital technologies and firm performance: The role of digital organizational culture* which aims to analyze the relationship between digital culture and performance. The results show that business digitalisation can increase the development of value activities, but companies will only unleash this potential if they implement a digital organizational culture. Based on the description of the background on which this research is based, it will examine the topic by determining the organizational culture that best supports the company's digital strategy to improve performance.

2. RESEARCH METHOD

2.1 Research Design and Data Collection

The research design uses a quantitative approach. This research uses explanatory because the causal relationship of events connects one determinant with events (from an event or situation) by considering other relevant characteristics (confounders and modifiers). The sampling technique used in this research is convenience sampling technique. This research uses primary data obtained and processed directly by researchers using the self-administered survey method by distributing google form questionnaires to research subjects, namely Bank Indonesia Head Office employees.

2.2 Data Analysis Method

In quantitative research, testing theories by measuring research variables is highly emphasized. This type of quantitative research is a non-experimental type. The research data obtained through questionnaires in the form of numbers will be analyzed using the respondent profile analysis technique, descriptive statistical analysis, inner model analysis, outer model analysis, and hypothesis testing using the SmartPLS 4.0 program.

2.3 Research Variables and Measurements

The variables used in this study are 4 variables, which are described as follows: (a) Independent Variable (IV), namely digital leadership, (b) Dependent Variable (DV), namely employee performance, (c) Mediator variables, namely digital culture and innovative work behavior 4.

Table 1. Digital Leadership Indicators

No	Indicators	Code	Question
1	Digital Leadership	DL1	Digital leaders realize that the use of technology still considers risks.
		DL2	Digital leaders recognise that effective technology can be leveraged in business processes to support target achievement.
		DL3	Digital leaders determine the ethics in utilizing digital technology with stakeholders to support task execution.
		DL4	Digital leaders play an active role in socializing the benefits of digital technology to reduce resistance to innovations brought by Information technology.
		DL5	Leaders disseminate programmes related to the use of digital technology in studying organizational structures.
		DL6	Digital leaders direct the use of technology in support of achieving the organization's vision.

Source: (Shin et al., 2023)

Table 2. Digital Culture Indicators

No	Indicators	Code	Question
1	Digital Culture	DC1	Failures that occur are discussed openly with all team members.
		DC2	Decision-making is based on team consensus, not on one person.
		DC3	In the execution of work, the organization provides opportunities to collaborate in cross-functional teams such as IT, Finance, and Policy.
		DC4	Implementation of work does not use a strong hierarchy in working on a project.
		DC5	Employees submit ideas and suggestions on digital products and services.

Table 3. Indicators of Innovative Work Behavior

No	Dimensions	Code	Question
1	Idea exploration	IWB1	1. I always think about new things that can improve the quality of my work.
		IWB2	1. I look for new methods, techniques or instruments to support the performance of my tasks.
2	Idea generation	IWB3	2. I propose the best solution for each problem.
		IWB4	3. I find a new, more effective approach to carrying out task 4.
3	Idea championing	IWB5	1. Other employees are always enthusiastic about my innovative ideas in carrying out my duties.
		IWB6	2. I try to convince people by proposing innovative ideas
		IWB7	1. The innovative ideas that I use in carrying out my duties become a reference for other employees.
4	Idea implementation	IWB8	2. I contribute to the implementation of new ideas
		IWB9	3. I endeavor to develop new things in the workplace

Source: (Adrian et al., 2021)

Table 4. Employee Performance Indicators

No	Indicators	Code	Question
1	Employee Performance	EP1	I can organize my work so that it is completed within the deadline and achieve the target.
		EP2	I am focused on reaching my work results.
		EP3	I can prioritize my work to achieve the target.
		EP4	I work efficiently to achieve the target.
		EP5	I can manage my time well in carrying out tasks to achieve the target.
		EP6	I have the initiative to start a new task after completing the previous one.
		EP7	I will take on challenges at work when given the opportunity.
		EP8	I have the latest knowledge in supporting the implementation of tasks to achieve targets.
		EP9	I have the latest skills to support the execution of tasks to achieve targets.
		EP10	I come up with creative solutions when new problems arise.
		EP11	I am responsible for several tasks.
		EP12	I am active in meetings and become a resource person.
		EP13	I am constantly looking for new challenges at work
		EP14	I focus on the positive aspects rather than the negative aspects of the work situation.
		EP15	I talk to others about the positive aspects of my workplace.

source: (Koopmans et al., 2019)

3. RESULTS AND DISCUSSIONS

3.1 Validity and Reliability Testing

- a. The processing results of testing the validity and reliability of the Digital Leadership variable

Table 5. Testing the Validity and Reliability of Digital Leadership Variables

Variabel	Item	Outer Loading	AVE	Cronbach Alpha
Digital Leadership	DL1	0.733	0,655	0,894
	DL2	0.834		
	DL3	0.821		
	DL4	0.831		
	DL5	0.785		
	DL6	0.846		

Source: data processed

- b. The results of processing validity and reliability testing of Digital Digital Culture variables

Table 6. Validity and Reliability Testing of Digital Culture Variables

Variabel	Item	Outer Loading	AVE	Composite Reliability
<i>Digital Culture</i>	DC1	0.789	0,569	0,810
	DC2	0.793		
	DC3	0.747		
	DC4	0.593		
	DC5	0.827		

Source: data processed

- c. The processing results of testing the validity and reliability of the Innovation Work Behavior variable

Table 7. Reliability of Work Behavior Innovation Variable

Variabel	Item	Outer Loading	AVE	Composite Reliability
Dimensi Idea Exploration	IE	1.000	1,000	1,000
	IG1	0.873		
Dimensi Idea Generation	IG2	0.865	0,769	0,850
	IG3	0.892		
Dimensi Idea Championing	IC1	0.892	0,809	0,764
	IC2	0.907		
Dimensi Idea Implementation	IM1	0.830	0,727	0,811
	IM2	0.891		
	IM3	0.835		

Source: data processed

4. The processing results of testing the validity and reliability of the Employee Performance variable

Table 8. Validity and Reliability Testing of Employee Performance Variables

Variabel	Item	Outer Loading	AVE	Cronbach Alpha
<i>Employee Performance</i>	EP1	0.756	0,549	0,941
	EP2	0.725		
	EP3	0.689		
	EP4	0.603		
	EP5	0.696		
	EP6	0.733		
	EP7	0.687		
	EP8	0.755		
	EP9	0.750		
	EP10	0.818		
	EP11	0.799		
	EP12	0.804		
	EP13	0.779		
	EP14	0.729		
	EP15	0.768		

5. Model Accuracy Testing

The SEM PLS model used in the study as shown in the following figure:

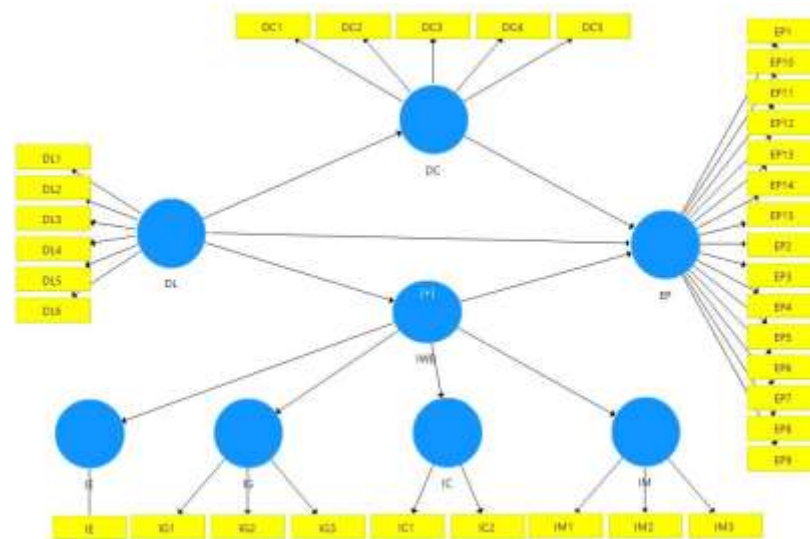


Figure 1. SEM -PLS Research Model

3.2 Discussion

- a. There is a positive and significant influence of digital leadership on the digital culture of Bank Indonesia employees.

The processing results are shown with an estimated coefficient value of 0.731, which means that increasing Digital Leadership will increase Digital Culture and conversely decreasing Digital Leadership will decrease Digital Culture. The t-statistic value of 16.776 produces a p-value of $0.000 < 0.05$, which means that H_0 is rejected and H_a is accepted so that it can be concluded that the hypothesis stating Digital Leadership has a positive effect on Digital Culture is proven. This is in accordance with the research of (Shin et al., 2023) contained in the article Culture Sustainability and Organizational Performance in South Korea: The Effect of Digital Leadership on Digital Culture and Employees' Digital Capabilities that digital leadership has a direct effect on digital culture.

- b. There is a positive and significant influence of digital leadership on the innovation work behavior of Bank Indonesia employees.

The processing results are shown with an estimated coefficient value of 0.527 which means that increasing Digital Leadership will increase Innovation Work Behavior and conversely decreasing Digital Leadership will reduce Innovation Work Behavior. The t-statistic value of 8.301 produces a p-value of $0.000 < 0.10$ which means H_0 is rejected and H_a is accepted so that it can be concluded that the hypothesis stating Digital Leadership has a positive effect on Innovation Work Behavior is proven. This is in accordance with the research of (Sagbas et al., 2023) in his article The Mediating Role of Innovative Behavior on the Effect of Digital Leadership on Intrapreneurship Intention and Job Performance, that digital leadership is found to have a significant influence on innovative behavior and the findings obtained about the relationship between digital leadership and innovation are in line.

- c. There is a positive and significant effect of digital leadership on the performance of Bank Indonesia employees.

The processing results are shown with an estimated coefficient value of 0.086 which means that increasing Digital Leadership will increase Employee Performance and conversely decreasing Digital Leadership will decrease Employee Performance. The t-statistic value of 0.902 produces a p-value of $0.184 > 0.05$, which means that H_0 is accepted so it can be concluded that the hypothesis stating Digital Leadership has a positive effect on Employee Performance is not proven. This is in accordance with Muniroh's research in his thesis on Influence Of Digital Leadership, Digital Culture, Organizational Learning, On Employee Performance Through Innovation In Pt. Telkom Digital And Next Business Department in 2022 which states that digital leadership cannot improve employee performance.

- d. There is a positive and significant effect of digital culture on the performance of Bank Indonesia employees.

The processing results are shown with an estimated coefficient value of -0.052 which means that an increase in Digital Culture will reduce Employee Performance and conversely a decrease in Digital Culture will increase Employee Performance. The t-statistic value of 0.501 produces a p-value of $0.308 > 0.05$ which means H_0 is accepted so it can be concluded that the hypothesis stating Digital Culture has a positive effect on Employee Performance is not proven.

The results of this study are in line with (Shin et al. (2023) that digital culture enables the use of technology for automation of routine and administrative tasks, reducing employee workload in terms of repetitive work. This can improve overall operational efficiency. Then, this research is also reinforced by the similarity of research topics by Zeiki et al. (2019) and Lyu (2023) who argue that because of the positive effects that occur by a digital culture that provides flexibility for employees to work from various locations, increasing employee mobility and engagement. With access to digital platforms, employees can perform their tasks efficiently, even outside of the traditional office environment. The Employee Engagement Theory has explained that a digital culture that supports employee engagement can improve motivation and performance. Employees who feel engaged in a digital culture tend to be more productive and contribute positively to organisational goals (Byrne, 2023).

5. There is a positive and significant influence of innovation work behavior on employee performance of Bank Indonesia.

The processing results are shown with an estimated coefficient value of 0.768 which means that increasing Innovation Work Behavior will reduce Employee Performance and conversely decreasing Innovation Work Behavior will increase Employee Performance. The t-statistic value of 12.580 produces a p-value of $0.000 < 0.05$ which means H_0 is rejected and H_a is accepted so it can be concluded that the hypothesis stating that Innovation Work Behavior has a positive effect on Employee Performance is proven. This is in accordance with research. Innovation Work Behaviour includes the ability of employees to contribute creative and innovative ideas in the context of their work. Employees who have a tendency to participate in innovative activities will bring fresh ideas and new solutions to improve performance at Bank Indonesia (Messmann & Mulder, 2015). This research also has similarities with some of the previous findings, namely Sanz & Jimenez (2018) and Stoffers et al. (2020) emphasised on the reason why innovative behaviour at work will get performance results in accordance with the target to be achieved because employees who show innovative behaviour tend to make a positive contribution to the quality of work. They may create new solutions, improve work processes, or identify new ways to improve services, which in turn can improve the overall quality of performance. However, in contrast to research according to (Hasbi & Lukito, 2023), an analysis conducted on Bank Indonesia Padang City employees found that support for innovation did not have a significant effect on employee innovative work behaviour. However, support for innovation has a positive and significant impact on

employee psychological empowerment. Based on the differences in the results of these studies, it can be concluded that the difference in employee performance in each agency is that the factors that influence it cannot all be equated for the reason that there are several sustainable impacts in facing challenges and opportunities in a dynamic business era.

- e. Digital culture plays a mediating role in the effect of digital leadership on employee performance at Bank Indonesia.

The processing results are shown with an estimated coefficient value of -0.038 which means that increasing Digital Leadership will reduce Employee Performance moderated by Digital Culture and conversely decreasing Digital Leadership will increase Employee Performance moderated by Digital Culture. The t-statistic value of 0.490 produces a p-value of $0.312 > 0.05$ which means H_0 is accepted so it can be concluded that the hypothesis stating Digital Leadership has a positive effect on Employee Performance with Digital Culture as moderation is not proven. The results of this analysis processing are also in line with the factors found in the field that some of the reasons why Digital Culture may not be proven as moderation between Digital Leadership and Employee Performance may involve a mismatch between digital values shared by leaders and employees, a mismatch between organisational goals and digital culture, or a failure to effectively implement digital cultural practices. Leaders who support employee learning and development in a digital context can create an environment where employees feel supported to improve their digital competencies. This can have a positive impact on performance. Based on ideas by Sudianti who studied Leaders and Culture-How Strategies to Improve Public Service Performance explained that Digital Leadership often focuses on encouraging innovation. Leaders who motivate employees to try new ideas and participate in innovative initiatives can improve performance, especially if the innovation is associated with digital technology. The idea by Mohebi (2019) also reinforces this result that there are external influencing factors, such as market or regulatory changes, that can moderate the relationship between Digital Leadership, Digital Culture, and Employee Performance.

- f. Innovation work behavior plays a mediating role in the effect of digital leadership on employee performance at Bank Indonesia.

The processing results are shown with an estimated coefficient value of 0.404 which means that increasing Digital Leadership will increase Employee Performance moderated by Innovation Work Behavior and conversely decreasing Digital Leadership will decrease Employee Performance moderated by Innovation Work Behavior. The t-statistic value of 7.480 produces a p-value of $0.000 < 0.05$, which means H_0 is rejected and H_a is accepted so it can be concluded that the hypothesis stating Digital Leadership has a positive effect on Employee Performance with Innovation Work Behavior as moderation is proven. This is in accordance with research. This is in accordance with the research of Haspemi et al. (2023), Hasbi & Lukito (2020), and Hadi et al. (2024) researchers concluded these ideas that Innovation Work Behaviour (IWB) can act as a mediator in the effect of Digital Leadership on Bank Indonesia employee performance through several mechanisms that connect digital leaders, innovation, and performance. Digital Leadership encourages the development of employee digital skills. Employees who have good digital skills tend to be better prepared to face innovative challenges, thus supporting the formation of Innovation Work Behaviour. A Stimulation of Creativity by digital leaders who actively promote digital technology tend to create a work environment that stimulates creativity. This can inspire employees to develop innovative ideas that support organisational goals, which can then be expressed through Innovation Work Behavior (Amelda et al., 2021). With Innovation Work Behaviour as a mediator, the positive effects of Digital Leadership can manifest through increased employee innovation

and creativity, which in turn contributes to improved performance. This process creates a dynamic relationship where digital leaders not only provide direction, but also shape a culture of innovation that takes root throughout the organisation, enhancing employees' ability to come up with creative and innovative solutions.

4. CONCLUSION

Based on the results of research that has been conducted to analyze the effect of Digital Leadership on Employee Performance through Digital Culture and Innovation Work Behavior at Bank Indonesia, the following conclusions can be drawn. Digital leadership has a positive effect on digital culture and innovation work behavior of Bank Indonesia employees at the Head Office. Digital leadership does not affect the performance of Bank Indonesia employees at the Head Office directly but can be mediated through innovation work behavior. Digital culture and innovation work behavior affect the performance of Bank Indonesia employees at the Head Office. However, digital leadership does not improve employee performance through digital culture mediation. This research can contribute to the development of digital leadership theory by identifying factors that contribute to employee performance through digital culture and innovative behaviour. Provides new insights for HR management in Bank Indonesia by providing a basis for management practices that focus on innovation and digital leadership. Research implications provide practical guidance for organisational decision-making, assisting in designing policies and strategies to improve performance through digital leadership. The results of this study can provide insights that can be applied by similar organisations in the financial sector or other industries facing digital transformation.

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