



The influence of digital transformational leadership on job performance: Job satisfaction and affective commitment as the intervening variables

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ABSTRACT

The era of digitalization demands changes in the way of work and work culture in various industries. This research aims to analyze several factors that can influence the job performance of marketing employee of PT XYZ North Jakarta. The factors analyzed in this study are digital transformational leadership, job satisfaction, and affective commitment. The study used purposive sampling and used questionnaires given directly to respondents. The data processing in this study uses Smart PLS 4.0 software. The results showed that digital transformational leadership has direct effect on job performance and job satisfaction, job satisfaction has direct effect on job performance and affective commitment. This study also found that job satisfaction has intervening effect on the relationship between digital transformational leadership and affective commitment and also between digital transformational leadership and job performance.

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INTRODUCTION

In today's rapidly evolving digital era, leadership has undergone a substantial transformation. Traditional leadership models have adapted to the digital age, giving rise to digital transformational leadership. This approach acknowledges the rapid pace of technological advancements and emphasizes leaders' adaptability to meet new challenges and consumer expectations (Ardi et al., 2020). Digital transformational leadership empowers individuals by stimulating and inspiring them to achieve exceptional results while nurturing their leadership capacities and aligning the objectives of team members, leaders, and the organization (Bass & Riggio, 2006).

As we delve into the dynamics of this evolving leadership approach, it becomes evident that leadership isn't a solitary force within an organization. It intertwines with factors like job satisfaction, which is pivotal in how employees perceive and engage with their work (Meilani & Dwiyantri, 2022; Singh et al., 2021; Gazioglu & Tansel, 2002). Furthermore, psychosocial factors, like organizational support, have a significant influence on job satisfaction (Andersen et al., 2017).

Understanding job satisfaction's role is crucial to comprehending the broader picture of job performance.

However, the interplay doesn't stop there. Affective commitment, characterized by employees' emotional attachment to their organization, plays a pivotal role in job performance, especially in shaping turnover intentions and has been a subject of extensive research (Allen & Meyer, 1990). Studies consistently show that higher levels of affective commitment are associated with lower turnover rates, highlighting its importance in retaining talent within an organization. The organizational climate significantly influences affective commitment, emphasizing the impact of the work environment and culture on employee attachment (Rahmi et al., 2022). Furthermore, the perception of organizational support is also a significant factor affecting affective commitment (Coyle-Shapiro & Morrow, 2006). Employees who feel supported by their organization are more likely to develop strong emotional ties to their workplace. Another study found that job satisfaction also plays a notable role in influencing employees' affective commitment, as contented employees are more likely to form emotional attachments to their organization (Skosana et al., 2021). Additionally, research suggests that the presence of conflicts between colleagues or employees has no substantial impact on affective commitment, emphasizing that it is the broader organizational context that matters (Rahmi et al., 2022). This connection between job satisfaction, organizational climate, and affective commitment further underscores the intricate web of factors that shape employees' relationships with their organizations, impacting their commitment and their performance in the workplace.

Those interactions leads us to the realm of job performance, which we define as the result of actions and habits performed to achieve organizational objectives, measurable based on the contribution made to the organization (Chambel & Carvalho, 2022). Job performance is a multifaceted concept driven by various factors, including contextual performance, adaptive performance, leadership, job commitment, and rewards (van der Linden et al., 2017; Koo et al., 2020; Chi et al., 2023). It is a multidimensional concept that varies depending on individual characteristics, training experience, personal qualities, and many other factors (Ramawickrama et al., 2017).

This study aims to explore the complex relationships between digital transformational leadership, job satisfaction, affective commitment, and job performance within the evolving digital era. It seeks to provide a comprehensive understanding of how leadership and job satisfaction impact job performance in the digital age and also shedding light on the mediating role of affective commitment. This study complements various research that has been conducted previously regarding transformational leadership, but in a digital landscape on the marketing team of PT XYZ North Jakarta. This study aims to contribute valuable insights to the ever-evolving field of organizational leadership and management.

RESEARCH METHOD

This study is a type of quantitative research which analyzes the causal relationship between digital transformational leadership and job performance with affective commitment and job satisfaction as the mediating variables. The population in this study were all employees of the PT XYZ North Jakarta marketing team, with a total of 46 people. All segments of this study's population were sampled because there were fewer than 100 participants (Sugiyono, 2010). Research data was collected by giving a Likert scale (scale 1-5) questionnaire directly to each of entire population. The answers were tabulated and analyzed using multivariate statistical methods in the Smart PLS 4.0 software. The data analysis process consists of measuring validity, reliability, and hypothesis testing. The SEM PLS model used in this study is described as shown below:

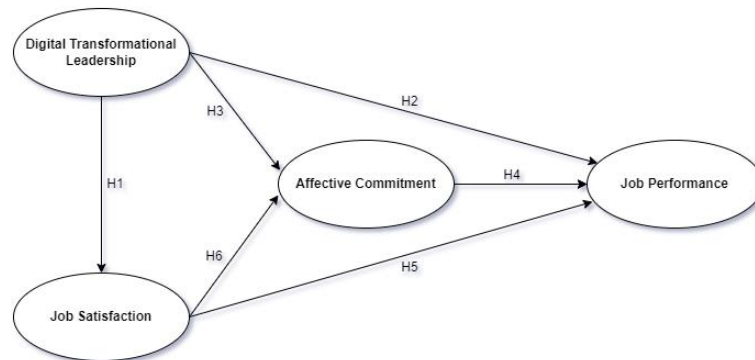


Figure 1. Research model

This study hypotheses describe the initial predictions in the research to be conducted. The initial hypotheses are as follows.

- H1: Digital transformational leadership influences job satisfaction.
- H2: Digital transformational leadership influences job performance.
- H3: Digital transformational leadership influences affective commitment.
- H4: Affective commitment influences job performance.
- H5: Job satisfaction influences job performance.
- H6: Job satisfaction influences affective commitment.
- H7: Digital transformational leadership influences job performance either directly or indirectly with affective commitment intervening.
- H8: Digital transformational leadership influences affective commitment either directly or indirectly with job satisfaction intervening.
- H9: Digital transformational leadership influences job performance either directly or indirectly with job satisfaction intervening.
- H10: Job satisfaction influences job performance either directly or indirectly with affective commitment intervening.
- H11: Digital transformational leadership influences job performance either directly or indirectly with job satisfaction and affective commitment intervening.

RESULTS AND DISCUSSIONS

In this study, hypothesis testing is performed using partial least squares (PLS) analysis techniques and the Smart PLS4.0 software. The schematic of the PLS program model being tested is shown below.

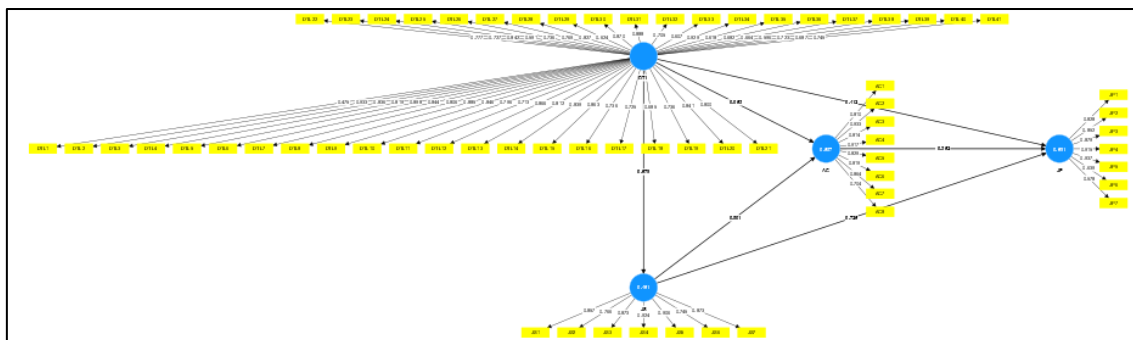


Figure 2. Research model after being processed with SmartPLS 4.0

Source: SmartPLS 4.0 processing result

Several indicators with a value of < 0.7 were produced from the first step of processing. These indicators must be dismissed since they are not valid to measure the construct. The calculations after the invalid indicators are dismissed generate this following model:

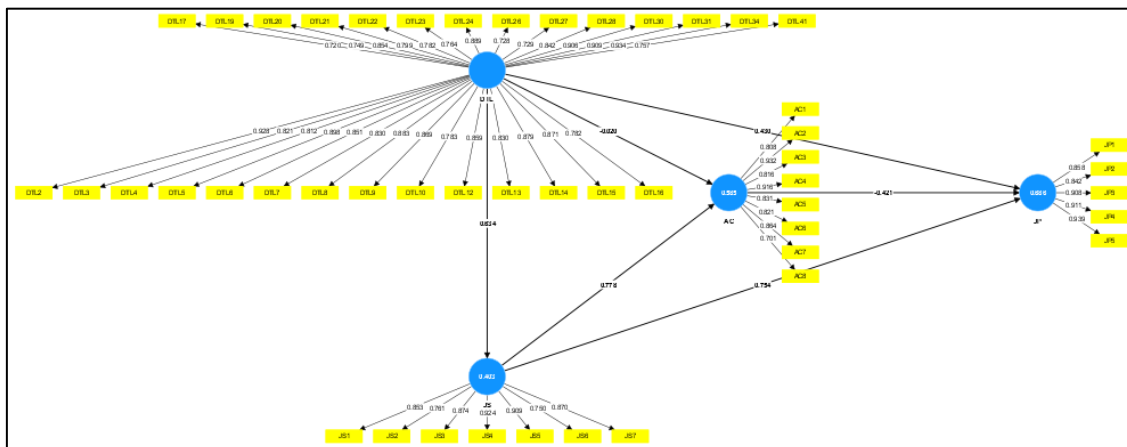


Figure 3. Research model after removing the invalid indicators
 Source: SmartPLS 4.0 processing result

Figure 3 shows that all indicators meet the Smart PLS requirement of > 0.7, which means all indicators are valid to measure the construct.

Table 1. Construct reliability and validity

| Variable | Cronbach's Alpha | Rho_A | Composite Reliability | Average Variance Extracted (AVE) |
|-------------------------------------|------------------|-------|-----------------------|----------------------------------|
| Digital Transformational Leadership | 0.939 | 0.944 | 0.950 | 0.704 |
| Job Satisfaction | 0.983 | 0.986 | 0.984 | 0.694 |
| Affective Commitment | 0.936 | 0.942 | 0.951 | 0.797 |
| Job Performance | 0.936 | 0.945 | 0.948 | 0.724 |

Source: SmartPLS 4.0 processing result

According to Table 1, the average variance extracted (AVE) for each variable is greater than 0.5, indicating that all components are reliable. Meanwhile, the composition score of the composite confidence score for each variable is greater than 0.60. These findings show that each variable fulfills the combined reliability, implying that all variables have a high level of reliability. Furthermore, the value of Cronbach alpha for each variable is greater than 0.70, which imply that each variable is reliable.

Table 2. Path coefficient

| Path | Original Sample (O) | Sample Mean (M) | Std. Deviation (STDEV) | T Statistics (O/STDEV) | P-Value |
|----------|---------------------|-----------------|------------------------|--------------------------|---------|
| DTL → JS | 0.634 | 0.661 | 0.069 | 9.249 | 0.000 |
| DTL → JP | 0.430 | 0.437 | 0.164 | 2.617 | 0.009 |
| DTL → AC | -0.020 | -0.008 | 0.182 | 0.111 | 0.912 |
| JS → JP | 0.753 | 0.772 | 0.235 | 3.206 | 0.001 |
| JS → AC | 0.778 | 0.766 | 0.165 | 4.726 | 0.000 |
| AC → JP | -0.421 | -0.430 | 0.222 | 1.897 | 0.058 |

Source: SmartPLS 4.0 processing result

H1: Digital transformational leadership influences job satisfaction.

According to Table 2, digital transformational leadership gives significant influence on job satisfaction, since the p-value indicator is less than 0.05. This result supports prior research that

stated transformational leadership significantly influences job satisfaction of the R&D team on IT company (Aydogmus et al., 2018) and also of the employee of a firm in German (Minten, 2021). Therefore, this finding supports H1.

H2: Digital transformational leadership influences job performance.

According to Table 2, digital transformational leadership gives significant influence on job performance, since the p-value indicator is less than 0.05. This result supports prior research that found transformational leadership significantly affects employee performance at the Economic and Business Faculty Universitas Muhammadiyah Malang (Elgelal & Noermijati, 2014) and BPRS Bhakti Sumekar Sumenep (Khamaidi et al., 2020). Therefore, this finding supports H2.

H3: Digital transformational leadership influences affective commitment.

According to Table 2, digital transformational leadership does not give significant influence on affective commitment, since the p-value indicator is greater than 0.05. This result contradicts several prior research, which found that transformational leadership has an effect on affective commitment (Syadina et al., 2018; Kristanto, 2022). Therefore, this finding rejects H1.

H4: Affective commitment influences job performance.

According to Table 2, affective commitment does not give significant influence on job performance, since the p-value indicator is greater than 0.05. This result contradicts several prior research (Babalola, 2016; Cobbinah et al., 2020; Sheikh et al., 2022), which found that affective commitment has an effect on job performance. Therefore, this finding rejects H1.

H5: Job satisfaction influences job performance.

According to Table 2, job satisfaction gives significant influence on job performance, since the p-value indicator is less than 0.05. This result supports several prior research which found that job satisfaction has an effect on job performance of the employee of franchised retail chain organization (Yvonne et al., 2014), and Bahawalpur company (Javed et al., 2014). Therefore, this finding supports H5.

H6: Job satisfaction influences affective commitment.

According to Table 2, job satisfaction gives significant influence on affective commitment, since the p-value indicator is less than 0.05. This result supports prior research, which found that job satisfaction has an effect on affective commitment of hotel employee (Koo et al., 2020). Therefore, this finding supports H6.

Table 3. Specific indirect effects

| Path | Original Sample (O) | Sample Mean (M) | Std. Deviation (STDEV) | T Statistics (O/STDEV) | P-Value |
|--------------------|---------------------|-----------------|------------------------|--------------------------|---------|
| DTL → AC → JP | 0.008 | -0.004 | 0.080 | 0.105 | 0.916 |
| DTL → JS → AC | 0.493 | 0.507 | 0.127 | 3.870 | 0.000 |
| DTL → JS → JP | 0.479 | 0.510 | 0.166 | 2.886 | 0.004 |
| JS → AC → JP | -0.328 | -0.335 | 0.204 | 1.609 | 0.108 |
| DTL → JS → AC → JP | -0.208 | -0.223 | 0.143 | 1.452 | 0.147 |

Source: SmartPLS 4.0 processing result

Table 3 shows that the p-values are less than 0.05 on both DTL → JS → AC and DTL → JS → JP. This can be explained that job satisfaction have intervening effects on the relationship between digital transformational leadership - affective commitment and digital transformational leadership - job performance, which supports H8 and H9.

Meanwhile, the p-values are greater than 0.05 on DTL → AC → JP, JS → AC → JP, and DTL → JS → AC → JP. This can be explained that affective commitment does not have intervening

effects on the relationship between digital transformational leadership – job performance and job satisfaction – job performance. Furthermore, this study discovers that job satisfaction and affective commitment, when combined, do not give intervening effect on the relationship between digital transformational leadership – job performance, which rejects H7, H10, and H11.

CONCLUSION

Based on hypothesis testing, this study found that digital transformational leadership has a direct effect on job performance and on job satisfaction. Job satisfaction, in turn, has a direct effect on job performance and affective commitment. This study also discovered that job satisfaction has an intervening effect on the relationship between digital transformational leadership and affective commitment, as well as between digital transformational leadership and job performance. Insignificant effects were found in the relationship between digital transformational leadership and affective commitment, and also between affective commitment and job performance. Furthermore, this study found that job satisfaction has a significant intervening effect on the relationship between digital transformational leadership and affective commitment, as well as between digital transformational leadership and job performance. Insignificant intervening effects were observed in the affective commitment variable in the relationship between digital transformational leadership and job performance, as well as between job satisfaction and job performance.

The study's findings underscored the need for leaders who not only embody conventional traits like motivation, vision, individualized approaches, and personal appreciation, but also demonstrate proficiency in digital skills. In today landscape, digital transformational leadership emerged as a keystone, directly influencing job performance and job satisfaction among employees. The study also found that job satisfaction as a pivotal mediator, shaping the relationship between digital transformational leadership and crucial outcomes such as affective commitment and job performance. Organizations were urged to prioritize strategies enhancing job satisfaction, recognizing it as a key determinant of employee commitment and overall performance. The study recommended for a recalibration of recruitment and development practices, urging organizations to integrate leaders with digital competencies into their ranks. Furthermore, since job satisfaction held an important role in this study's findings, organizations needed to ensure that all the employees were content with their job through their compensation and the opportunities for self actualization.

The scope of this study was limited only to PT XYZ North Jakarta marketing team employees. Thus, this might not provide a broad and comprehensive picture of the influence of digital transformational leadership, job satisfaction, and affective commitment on job performance. Besides, this study was unable to account for the numerous additional variables that may still have an impact on job performance, either positively or negatively, such as financial reward, nonfinancial reward (Chi et al., 2023), and trust (Lee et al., 2023). Further studies may expand the scope of the research topics regarding those factors and may broaden the research objects to include different industries, such as manufacturing, government, transportation, and other industries that have not been analyzed before and use qualitative and mixed research models (mixed method), such as videos, written documents, and interviews, to evaluate the data more extensively and obtain more detailed research results.

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