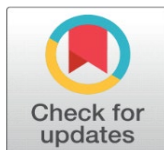
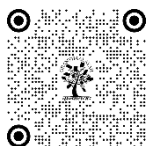


DIGITAL LEADERSHIP UNVEILED: ELEVATING WORKFORCE PERFORMANCE AND ORGANIZATIONAL SUCCESS

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DOI

10.29121/shodhkosh.v5.i5.2024.369
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Funding: This research received no specific grant from any funding agency in the public, commercial, or not-for-profit sectors.

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ABSTRACT

The success of a company nowadays is the result of the efficient use of human resources, which are now seen more as valuable assets and not only as simple tools for productivity and profit. Organizations must adjust to the development and changes brought about by the internet, globalization, and the fourth industrial revolution to be able to prevail in this fiercely competitive environment. In the contemporary digital environment, digital transformation has become a vital requirement of businesses. The effective use of digital technologies is, therefore, a must for organizations to remain competitive and relevant in the global market. This is where the digital leadership becomes crucial. It imbibes the use of digital technologies to manage, influence, and guide personnel, thus encouraging their creativity, collaboration, and seamless access to information. When used properly, digital leadership can make a big difference by bringing creativity, productivity, and efficiency to the workplace. Moreover, it acts as a major factor in the progress of digital transformation by supporting change management and driving sound decision-making, all of which are the basis for organizational success. Studies have reported that digital leadership not only enhances employee productivity but also fosters digital skills and assists in the accomplishment of company objectives. In such a rapidly advancing technological age, digital leadership has become an ongoing group action centered on lowering transaction costs, adding value through the offer and guarantee, and value chain performance. Thus, its efficacy is vitally essential for companies through the current time of digital technology and long-term sustainability.

Keywords: Digital Leadership, Employee Performance, Business & Organizational Success, Digital Transformation

1. INTRODUCTION

Digital transformation has become a crucial aspect of the industry in the current and fast evolving digital phase. Therefore, to stay competitive and successful in the face of growing international rivalry, organizations need to appropriately adopt and leverage digital technologies (Purwoko, a. Rokhman, and T. Tobirin.,2022). D.Darmawan et al.(2023) states that for businesses to successfully navigate the digital transformation process, they need to have leadership that can guide and leverage the potential of contemporary technologies. In order to manage change, influence employee performance, and guarantee overall corporate success, digital leadership is essential.

In the modern business world, digital transformation has become a keystone of organizational strategy, and thus, businesses have to redefine their operation models. This digital technology's fusion with efficiency enhances, innovation promotion and make the organization be the winner in the market (Purwoko, Rokhman, & Tobirin, 2022). Digital influence is an imperative task in guiding the alteration of digital tools which not only provide leaders with the necessary skills to deal with complex technological advancements but also promote a culture of collaboration and adaptability of employees (Darmawan et al., 2023).

The role of digital leader is to function as a connector between technology and human capital by using the digital means to boost employee engagement, productivity, and flow of work. This is so because it calls for the alignment of different employees' actions with organization objectives, thus, generate the energy to last long (Kaygusuz, Akgemci, & Yilmaz, 2016). Among other things, the effective digital leadership is empowering change management, the acquisition of employee digital proficiency, and the achievement of sustainable organizational growth (Turyandi et al., 2023).

Mastering digital leadership beyond technical capacities presupposes a mental inclination to think and act in an innovative, agile, and long-term perspective mode. Leaders who advocate such an approach attain a prime point for tackling issues inherent in globalization, workforce diversity, and the digital disruption of the workforce. The emphasis put on fostering digital leadership capabilities will influence the attainment of desired outcomes in the workforce and the enterprise as a whole i.e., will result in both employee improvement and business growth (Zulkifli, 2020).

Human resources (HR) are becoming the key to an organization's success. Workers should be seen as an asset to the company rather than just a method of enhancing production. To thrive amidst the intense competition spurred by globalization and the ongoing digital revolution, organizations must remain acutely attuned to the dynamic shifts occurring both within their internal operations and in the broader external environment. (Kaygusuz et al., 2016). Because of this, a lot of businesses nowadays understand how crucial it is to put in place a computerized system in order to boost worker effectiveness and productivity. Shiri (2012) asserts that in order to create and employ human resources, information technology (IT) and information systems (IS) applications must be included in HRM. The next section discusses the review of prominent literature related to Digital leadership, Job satisfaction, and employee performance. The third section expounds on the research methodology. Findings and discussion are explained in the fourth section. Lastly, the conclusion of the research is stated.

2. LITERATURE REVIEW

2.1 DIGITAL LEADERSHIP

Leadership is the capacity or willingness of an individual or organization to persuade, motivate, invite, direct, and coerce others or groups to embrace their influence and take action toward achieving predetermined objectives. A leader is someone who genuinely has the capacity to persuade people to accomplish organizational objectives. If the management can do their duties well, there's a good chance the company will reach its objectives. Thus, the organization needs a leader who is effective and has the capacity to shape his followers' behavior (T. Wulandari et al., 2021)

The phrase "digital leader" refers to leaders in the industrial era 4.0 or 4.0 leaders. However, not all leaders within today's business landscape embody the traits of a "digital leader." Effectively navigating organizational goals, empowering people, managing change, optimizing output, addressing errors and conflicts, fostering communication, and driving innovation are pivotal components essential for cultivating digital leadership. Digital leadership is characterized by its rapid pace, emphasis on teamwork, cross-hierarchical structure, cooperation, and innovation (Observer and Erkoclar, 2018). Information technology can be included into a digital leadership style in a variety of ways, from work ethics to the introduction and use of software (applications, operating systems, and software) and hardware (computers, modems, cell phones, and touch displays) to legal concerns. By modifying digital information skill and competence indicators with the degree of follower preparation in the leadership process, one can determine the followers' preparedness for digital information-based enterprises. Furthermore, digital leadership style encompasses a spectrum of traits and behaviors that leaders employ to steer their teams towards accomplishing organizational objectives. In today's digital landscape, effective leadership necessitates adeptness in utilizing digital tools and platforms for seamless communication, collaboration, and decision-making. Simultaneously, the advent of the digital era has revolutionized how the public accesses and absorbs information. With the proliferation of digital media channels, information dissemination has become instantaneous and ubiquitous, empowering individuals to stay abreast of news and developments with unprecedented convenience. In essence, the realms of digital leadership and media capabilities are intricately intertwined. Leaders must adapt their leadership approaches to effectively harness the potential of digital technologies and media platforms, thereby maximizing their organizational impact in the digital age. (A.NAFIs UDDIN, 2015). Therefore, a digital leader could steer his employees towards digital proficiency & consequently organizational goal accomplishment.

2.2 EMPLOYEE PERFORMANCE

According to Pradhan and Jena (2017), performance is a multifaceted idea that requires both an individual's basic level of understanding and a variety of components, including the role that behavior plays in the desired outcomes.

Organizational knowledge management plays a vital role in enhancing employee performance by assessing employees' skills, knowledge, and abilities and then developing the best plan of action to close any gaps that may arise (Tuffaha, 2020). If management is less supportive of employees' actions, employee performance will likewise suffer (Diamantidis and Chatzoglou, 2019).

Employee performance is a vital measure of an organization's success and is shaped by various factors such as leadership style, workplace environment, and individual motivation. As noted by Diamantidis and Chatzoglou (2019), there is a strong connection between employee performance and elements like knowledge management, skill development, and clarity of goals. Organizations that focus on these areas typically see enhancements in productivity and employee engagement. Prayitno and Sutrisno (2019) highlight the significant impact of digital leadership in enhancing employee performance. By utilizing technology, leaders can improve communication, allocate resources more effectively, and make better decisions. Good digital leaders foster environments where employees can use digital tools to reach their objectives more effectively. Additionally, companies that implement strong employee performance strategies often enjoy greater levels of innovation and a competitive edge in the market. Digital leaders who connect employee objectives with the organization's vision instill a sense of purpose, encouraging employees to excel (Muis, Jufrizen, & Fahmi, 2018). By adopting digital platforms for performance monitoring and ongoing feedback, organizations can maintain high levels of employee engagement and productivity.

With a shift from "profit only" to "people also" in the present times, attention towards employee wellness, skill and development & knowledge enhancement becomes important. Therefore, the role of the leaders in this process becomes even more important. They need to be current & future ready in terms of being digitally proficient too. This gap can be bridged by the leader who could encourage & facilitate opportunities and training towards becoming digitally adapted and leading faster processes towards productivity. And a digital leader could lead by example.

2.3 JOB SATISFACTION

According to Ayu et al. (2018), job satisfaction is defined as a pleased or affirmative emotion resulting from an evaluation or experience at work. Moreover, job satisfaction can be called an employee's observation of how well a job contributes to anything significant. According to Hardiansyah et al. (2019), individuals with a high degree of job satisfaction will feel positively about their work, and feel negatively about the work if they are dissatisfied.

2.4 PERFORMANCE IMPROVEMENT

Nursam, 2017 describes "improving employee performance" initiatives taken by a company to raise worker productivity, efficiency, and quality. A number of strategies, including skill development, constructive criticism, proper resource provision, introduction of incentives or rewards, frequent performance monitoring, and goal-setting, can be used to improve employee performance. Enhancing employee performance also entails enabling staff members to realize their full potential via competency enhancement, goal-achievement assistance, career advancement, and acceptable job autonomy. The objective is to establish a work atmosphere that inspires staff members to contribute more, improve team performance, and produce better outcomes for the company as a whole (Turyandi, 2015).

Enhancing employee performance is paramount for several reasons: it facilitates the attainment of organizational objectives, augments employee satisfaction, fosters stronger loyalty and retention, and enhances the organization's reputation and competitive edge in the market. Elevated employee performance correlates with heightened efficiency, innovation, and a superior competitive position, thereby propelling the organization closer to its overarching business objectives. (R. Muis, J. Jufrizen, and M. Fahmi 2018)

Job satisfaction is an intricate notion that can be interpreted as a state of mind in which workers experience in their employment context of being content and fulfilled, causing them to be motivated and perform (Ayu, Pitasari, & Perdhana, 2018). High job satisfaction is a positive attitude, a decrease in the rate of employee turnover, and it also strengthens organizational commitment. Based on the study by Hardiansyah, Amelia, and Santika (2019) Satisfied employees tend not to be just satisfied but are more excited, and that is the direct result of greater productivity and loyalty of the organization. Besides this, job satisfaction is one of the key parameters of workplace well-being, which is interconnected to the mental and emotional states of the employees.

Research displays that headquarters adjudicators, who act on job satisfaction issues such as giving helpful hints, providing career growth chances, and ensuring justice at work, are taking positive steps to create the environment where employees can educate themselves. Digital leadership intensification is being carried out with the application of technological tools as solutions to the issues of workers in the real-time situation and allowing the proper conversation

between the staff and the managers. Additionally, the businesses that are dedicated to developing an atmosphere of job satisfaction often notice increased creative and innovative contributions of employees, ending up with the success of the business (Pradhan & Jena, 2017).

3. RESEARCH METHODOLOGY

Research Gap: While the corporate corridors and HR Fraternity talks about the future of work and dynamic workplaces of today, digital awareness across Multi-Generational workforce becomes mandatory. But this would require a cultural shift and a shared role of leaders and employees.

This study employed a qualitative approach using the literature review method as its research methodology. The purpose of this study was to investigate how digital leadership may enhance worker performance and contribute to the overall business success of the organization. Data is gathered from previously published research, books, journals, and studies that are relevant to the research topics. A literature review is a crucial part of descriptive methods-based qualitative research. A literature review involves reviewing and assessing scholarly works and other information sources that are important to the subject of the study. When it comes to qualitative descriptive approaches, triangulation (combined) data collection techniques are used, inductive/qualitative data analysis is used, and the emphasis in qualitative research outcomes is on meaning rather than generalization (Turyandi, 2014). The process of reviewing the literature provides a theoretical framework and a thorough comprehension of the topic under study. To comprehend concepts, hypotheses, prior findings, and methodological approaches used by other researchers in the same or adjacent domains, researchers gather, read, and analyze pertinent literature (Z.Hasibuan A, 2007).

4. RESULTS AND DISCUSSION

4.1 The Impact of Digital Leadership on Corporate Organizational Culture

In today's digital age, the role of digital leadership in businesses is crucial. The use of technology and digitization to lead, manage and shape staff members and corporate procedures is known as digital leadership. Generally speaking, organizational culture, or work culture, refers to the principles that govern the attitudes and conduct expected at work in order to foster effectiveness and efficiency (Schuler & Jackson, 2014). Effective work culture refers to the manifestation of truthful and virtuous principles in attitudes and actions at work, such as following policies and guidelines, following directions, providing courteous service to clients, and so forth. In contrast, the word "efficient" in a work culture refers to the effects of putting truth and goodness into practice at work, such as hitting goals and enhancing business performance, gratifying clients and enhancing a positive reputation, and so forth. Within this framework, **performance enhancement and transformation** in organizations are greatly aided by digital leadership.

- Digital leadership can **raise productivity and efficiency levels** in businesses. Leaders may **automate repetitive work, streamline company processes, and maximize resource utilization** by utilizing robust digital technologies. This will raise the company's total productivity and result in savings in terms of time, money, and resources.
- Leaders are able **to gather and examine data on customer demands, market trends, and employee performance by using advanced analytics** and processing technologies. With the use of this data, decisions can be made **more wisely, strategies can be developed more successfully, and corporate practices** can be adjusted to suit what customers want.
- Additionally, **improved departmental and team communication and collaboration** are made possible by digital leadership. Leaders can communicate with staff members in **real time, share information, solicit input, and promote teamwork** by using digital communication tools. This facilitates **successful collaboration throughout the organization, lowers obstacles to communication, and builds team cohesiveness**.
- Furthermore, employees might be **inspired and motivated** by digital leadership. Leaders may **communicate an inspiring company vision, values, and ambitions** through digital platforms, social media, and other digital content. This can **boost employee engagement and satisfaction, encourage workers to meet challenging goals, and help create a great workplace culture**. This is consistent with research that indicates the importance of digital leadership in businesses for **maximizing productivity, effectiveness, and innovation**.
- Leaders may **create creative, cooperative, and flexible work environments** that propel business **expansion and success** in the rapidly changing digital age by strategically utilizing digital technology.

4.2 Digital Leadership's Influence on Enhancing Employee Performance

Digital leadership plays a vital role in enhancing employee performance. It encompasses setting a precedent for creativity, nurturing a collaborative environment, making digital resources available to employees, providing monitoring and constructive feedback, and aiding in the cultivation of their digital skill set. (E. W. Tulungen, D. P. E. Saerang, and J. B. Maramis, 2022). Effective digital technology adoption by leaders may inspire employees, boost output, and foster creativity in the workplace. Research indicated that enhancing employee performance is significantly aided by digital leadership (M. D. P. Asana, I. G. I. Sudipa, and K. A. P. Putra, 2021). A work environment where people may realise their full potential can be created by leaders that effectively integrate digital technologies, foster creativity, encourage teamwork, provide digital resources and relevant feedback thereof to help employees develop their digital abilities (Prayitno and S. Sutrisno, 2019).

The significance of digital leadership in strengthening the employee performance ethos can be elucidated as follows:

- **Adopt Innovation:** The organization's digital leader needs to be its main proponent of innovation. To enhance workflow and bring value to the company, you can motivate staff members to think outside the box, make fresh suggestions, and put creative solutions into practice. Creating an innovative culture that is aided by digital technology will inspire staff members to take calculated chances and make the required adjustments (A. Oktaviana, et al 2022).
- **Facilitator as Leader:** In your capacity as a digital leader, you encourage staff members to embrace technology and make the most of it. You assist them in overcoming any challenges and embarrassment associated with adjusting to digital transformation. You also have a part to play in helping staff members see and seize the prospects presented by digital technology.
- **Effective Communication:** In digital leadership, articulate expression is paramount. With the use of digital communication tools like email, video conferencing, and instant messaging, you can build trusting relationships with your staff. Clear, constant, and open communication is essential for giving staff the proper guidance, inspiring them, and promptly attending to their queries or apprehensions.
- **Cultivating Digital Proficiency:** One of the primary responsibilities of digital leaders is to develop staff members' digital skills. To assist employees in acquiring digitally relevant skills, you can arrange workshops, training sessions, or the provision of digital education materials. In addition to enhancing individual performance, this also helps enterprises maintain their relevance and competitiveness in a world where connections are becoming more and more digital.
- **Encourage self-development:** In a digital world that is undergoing constant change, it is critical for leaders to encourage and acknowledge their staff members. You can offer direction, pay attention to their opinions, support them positively, and recognize their contributions. Employees are encouraged to perform better and a nice work atmosphere is created as a result (J. Sadikin, et al., 2023).

4.3 Driving Organisational Success Through Digital Leadership

According to study by Z. Zulkifli, there is a direct correlation between digital leadership and a company's ability to succeed in business. Innovation is fueled by digital leaders, who also adjust to shifting market conditions, improve operational effectiveness, make better decisions, have highly engaged staff, and improve customer satisfaction [36]. By implementing digital technology effectively, businesses can set themselves apart from rivals, maintain their relevance, boost output, maximise resource utilisation, lower risk, and gain a competitive edge (Z. Zulkifli, 2020).

When precisely elucidated, the function of digital leadership in boosting an organization's business success includes:

- **Leading Organisational Transformation:** One of the responsibilities of digital leadership is steering an organization in the direction of greater digitization. Clear transformation strategies are designed, change implementation is led, and company culture transformations are managed by digital leaders. They make sure that every department in the company fully comprehends and embraces digital transformation. An organization's ability to handle business difficulties will be more agile, quick, and effective after a successful digital transformation.

- **Building a Cooperative Culture:** Digital leadership promotes a culture of collaboration in businesses and helps departments and teams communicate and work together by using digital tools and platforms. They motivate staff members to collaborate, share knowledge, and more effectively accomplish shared objectives. Firm cooperation facilitates the blending of diverse proficiencies, boosts creativity, and yields superior outcomes for businesses.
- **Recognizing and Monitoring Change:** Effective digital leadership necessitates the capacity to recognize and efficiently handle change. In a corporate climate that is changing quickly, firms will remain competitive and relevant if their leaders can recognize digital trends, modify their business strategy, and take proactive measures.
- **Leading Innovation and Transformation Digitally:** Within the organisation, digital leaders lead this process. They promote the use of cutting-edge technology and foster an atmosphere where workers are free to exercise their creativity, explore novel concepts, and put creative solutions into practice. As a result, businesses can produce cutting-edge goods and services, boost productivity, and forge competitive advantages.
- **Enhancing Analytical and Data Use:** As data is a vital resource for businesses today, digital leaders are aware of how critical it is to use analytics and data to guide business decisions. They ensure that businesses have sufficient data architecture in place, promote analytical tools, and help staff members become proficient analysts. Businesses can find new possibilities, streamline operations, and make better decisions by utilizing data effectively.

4.4 Challenges and Strategies in Facing Digital Leadership

Companies must overcome hurdles and challenges in order to succeed in digital leadership. Many facets of the business are impacted by digital transformation, including personnel skills, technology, culture, and resources. These difficulties may make it more difficult for businesses to embrace and apply digital leadership. There are a number of difficulties and barriers that come with digital leadership that need to be solved. Here are a few of them:

- Implementing digital leadership often necessitates a shift in organisational culture. This transformation presents several hurdles, such as altering entrenched mindsets, surmounting resistance to change, and fostering an atmosphere conducive to innovation and ongoing learning. It can be a formidable task to ensure that all members of the organisation embrace change and adeptly adapt to digital advancements.
- Implementing digital leadership necessitates substantial investments in technology infrastructure and the development of employees' digital competencies. Nevertheless, many companies encounter constraints in terms of budgetary restrictions, time constraints, or a shortage of skilled workforce. These constraints can impede a firm's capacity to embrace new technologies and effectively manage digital transformations.
- Data security and confidentiality present a big concern in the digital world. Digital executives are responsible for ensuring that firm data and systems are safe from data breaches, cyberattacks, and improper use. Addressing this issue requires putting in place a robust security strategy, hiring IT security specialists, and teaching staff members safe security procedures.
- Navigating digital leadership often demands the seamless integration of diverse systems, platforms, and data sources. Overcoming these integration hurdles can be intricate and time-consuming. Digital leaders must ensure that systems and data interact harmoniously, enabling them to make informed decisions and accurately monitor performance.
- Digital leadership necessitates staff members with adequate digital abilities and expertise. But not every employee might be inherently gifted with this ability. Training and development of digital skills is crucial, but ensuring that everyone in the business is competent enough can often impede the process of digital transformation.
- The digital landscape is evolving quickly, and new technologies are appearing all the time. The challenge for digital leaders is to stay abreast of technology advancements and select the most appropriate and efficient solutions for their organisations. Misperception and doubt regarding the appropriate skill can occasionally impede decision-making and present difficulties for digital transformation.\

5. CONCLUSION

Cultivating a supportive environment, promoting teamwork, refining digital skills, and incorporating innovation, proficient digital leadership can substantially enhance employee performance. Consequently, this empowers employees to embrace digital advancements, amplifies productivity, and facilitates the attainment of business objectives. In today's digital landscape, strong digital leadership plays a pivotal role in enhancing both employee output and overall business prosperity. Digital leaders must exhibit adaptability, possess robust digital competencies, and demonstrate adeptness in managing uncertainty and change. Through adept digital leadership, organizations can attain sustained success by optimizing the utilization of digital tools, inspiring employees, nurturing expertise, and crafting agile business strategies. The findings underscore the paramount importance of digital leadership in augmenting employee performance and fostering business triumph. It's essential to recognize the indispensable role of leadership in steering digital transformations effectively.

The entire organization needs to work together and participate to achieve the desired goals. As a result, in the constantly evolving digital age, digital leadership is not just the obligation of a leader, but also a shared responsibility. Digital leaders must take a comprehensive approach to addressing these barriers and challenges. This includes raising awareness, creating a well-thought-out plan for digital transformation, involving staff in the process of change, funding the development of digital skills, and forming alliances with tech partners who can assist in overcoming roadblocks. Digital leaders must also effectively connect with every person in the system, clearly state goals and advantages of digital transformation and allay possible worries or anxieties that can surface. The hurdles notwithstanding, support and direction from organizational leaders and top management are central to achieving successful digital leadership initiatives.

ACKNOWLEDGEMENT

None.

CONFLICT OF INTEREST

None.

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