

Digital Communication as a Bridge: Fostering Organizational Commitment for Peak Employee Performance under Digital Leadership (Study on Employees of PT Bank Tabungan Negara, Tbk, North Maluku Branch)

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Abstract

Research on "Efforts to Improve Employee Performance Through Organizational Commitment Based on Digital Leadership and Organizational Culture (Case Study on Employees of PT. Bank Tabungan Negara, Tbk, North Maluku Branch)". PT. Bank Tabungan Negara, Tbk, North Maluku Branch is often faced with the phenomenon of employees who do not do their jobs properly. The population and sample in this study were 81 employees of PT. Bank Tabungan Negara, Tbk, North Maluku Branch. The results of this study indicate that the digital leadership variable does not have a significant effect on employee performance. However, organizational culture has a significant influence on employee performance. Adaptive organizational culture supports the application of technology in data-based decision making. So a strong organizational culture is needed by every organization to increase job satisfaction which will ultimately affect the overall performance of the organization. Furthermore, related to the role of organizational commitment, ensuring strategic technology integration, thus supporting the overall performance of the organization.

1. INTRODUCTION

The success of an organization is highly dependent on the role of human resources in achieving the desired goals. Human resources must be managed effectively to support the organization in achieving the goals or vision that have been set (Maabuat, 2016). In general, human resources are expected to have the ability and achievements in performance that can provide optimal ability in carrying out their duties. Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2012). Based on the results of Siagian's research (2002), there are several factors that influence employee performance, including digital leadership, organizational culture and organizational commitment.

The main factor in digital leadership is the leadership model that plays an important role in ensuring and driving transformation and driving change in industry 4.0. Digital leadership is a combination of transformational leadership style and the use of digital technology (Yadnya, 2022).

Digital leadership is born from the rapid development of technology. Technology helps humans in completing work on a large scale which has an impact on meeting the increasing demands and needs of customers, causing rapid changes in technological development that have driven digitalization in all aspects of life, including in the world of work (Setiawan and Harsono, 2020).

The second factor of organizational culture is a system of shared meaning carried out by its members that distinguishes the organization from other organizations (Robbins and Judge, 2017). The application of organizational culture in an organization will be able to encourage someone to be able to carry out ethical actions so that relationships between members of the organization can be maintained and create optimal performance. Employees who understand the overall organizational culture reflected in the values will make these values a personality and these values and beliefs will be manifested in daily behavior in the workplace (Dewi et al., 2021).

digital leadership and organizational culture factors , another factor that influences employee performance is Organizational Commitment. Organizational Commitment is a person's ability to identify and involve themselves in the interests of the organization (Mowday et al., 1979). Employees who have high Organizational Commitment can give maximum effort voluntarily for the advancement of the organization because they feel they own the organization. A strong sense of belonging can certainly make employees feel needed and comfortable in the organization. They can participate and be actively involved in advancing the organization while maintaining and accepting the values in the organization.

Rantauwati et al ., (2022) in their research entitled "The Influence of Digital Leadership Style, Career Development and Organizational Culture on Employee Performance Through Organizational Commitment" proved that there is a significant influence between the independent variable Digital Leadership Style (X1) on the Employee Performance variable (Y2) through the intervening variable (Y1) Organizational Commitment and there is a significant influence between the independent variable Organizational Culture (X2) on the dependent variable (Y2) Employee Performance through the intervening variable (Y1) Organizational Commitment.

Samuel and Abdul (2024) in their research entitled "The Influence of Digital Leadership and Employee Empowerment on Employee Performance Mediated by Organizational Commitment in the Manufacturing Industry" proved that digital leadership has a direct influence on Employee Performance through the mediation of Organizational Commitment. Lestari and Majang (2023) in their research entitled "The Influence of Organizational Culture and Job Satisfaction on Employee Performance with Organizational Commitment as a Mediating Variable (Case Study on Employees of Pancasakti University, Tegal)" proved that organizational culture has a significant influence on employee performance which is mediated by organizational commitment. The results of Fey's (2000) study were different from the three studies where organizational culture and organizational commitment did not have a significant influence on employee performance. Iswahyudi (2017) also proved that work commitment did not affect employee performance. In addition, Linda and Sutiye (2015) also proved that organizational culture did not have a significant influence on organizational commitment.

PT. Bank Tabungan Negara, Tbk North Maluku Branch, as part of one of the largest state-owned banks in Indonesia, faces unique challenges in implementing digital leadership and developing an organizational culture that supports digital transformation. The geographical characteristics of North Maluku consisting of islands, diverse levels of digital literacy of the community, and technological infrastructure that is still in the development stage, add to the complexity of digital transformation efforts. Although BTN has launched various digital initiatives such as mobile banking, internet banking, and digitalization of internal processes, implementation at the branch level, especially in areas such as North Maluku, still requires special attention. Therefore, the right approach in digital leadership is needed to ensure that digital transformation can run effectively without ignoring local characteristics and specific needs of customers in the region.

In addition, the organizational culture at BTN North Maluku Branch needs to be aligned with the company's digital vision. This includes developing a digital mindset among employees, increasing the ability to adapt to technological changes and strengthening cross-departmental collaboration to support innovation. The phenomenon of organizational

commitment in BTN North Maluku Branch is that the organizational values used and instilled by BTN Branch have not been well received. The willingness to exert great effort on behalf of the organization is still low and involvement in advancing the company is still low. Based on the background described above, the author conducted a study on "Efforts to Improve Employee Performance Through Organizational Commitment Based on Digital Leadership and Organizational Culture (Case Study on Employees of PT. Bank Tabungan Negara, Tbk, North Maluku Branch)".

Literature Review

Digital Leadership

Digital leadership is defined as the ability of leaders to create a clear and meaningful vision for the digitalization process and the ability to execute strategies to make it happen (Larjovuori et al., 2016). Definition or explanation according to De Waal et al., (2016) regarding digital leadership is a leadership style that is a combination of leadership style transformation and the use of digital technology. According to researchers, digital leadership is a very important aspect in determining the development and progress of an organization in a sustainable manner. Good leadership competencies in managing and motivating resources and coordinating change can encourage organizations to achieve their goals effectively. A leader who has digital leadership skills will be able to bring the organization he leads to face various changes in the current era of digital transformation. This is because leaders who have digital leadership will transmit their adaptive abilities to their subordinates so that in the end they are able to synergize collaboratively to achieve the organization's vision.

Organizational Culture

Organizational culture is an invisible social unity that can move people in an organization to carry out work activities. Without realizing it, everyone in an organization learns the culture that applies in their organization. According to Sutrisno (2010) organizational culture can be interpreted as a set of values, beliefs, assumptions, or norms that have long been in effect, agreed upon and followed by members of an organization as a guideline for behavior and solving organizational problems. Organizational culture is also called corporate culture, namely a set of values or norms that have been in effect for a relatively long period of time, shared by members of the organization as behavioral norms in solving organizational problems.

Organizational Commitment

According to Ali et al., (2011) stated that organizational commitment refers to a person's belief in the goals and values of the organization and wants to stay with the organization and be loyal to the organization. In addition, Bushra et al., (2011) defines organizational commitment as an employee's feeling that drives them to be part of their organization and recognize the goals, values, norms, and ethical standards in an organization. Majorsy (2007) stated that organizational commitment is a condition where an employee sides with a particular organization and intends to maintain his/her membership in the organization. From several definitions above, it can be concluded that organizational commitment is a condition where employee loyalty is proven by trying to stay in the organization where he/she is and giving his/her best effort to achieve the goals and values of the organization.

Employee performance

An organization, whether a government organization or a private organization, to achieve its goals certainly requires support from human resources. Good human resources can be seen from their performance. According to Moeheriono (2012), Performance is a description of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision and mission of the organization which are described through the strategic planning of an organization. In line with Moeheriono, Mahsun (2006) stated, "Performance is a description of the level of achievement of the implementation of an activity/program/policy in realizing the goals, objectives, missions and

visions of the organization as stated in the strategic planning of an organization." (Ong and Alimuddin, 2022) argue that performance is the result of multiplying ability by motivation.

2. RESEARCH METHODS

Location and Time of Research

This research will be conducted at PT. Bank Tabungan Negara, Tbk, located in the North Maluku Branch, Ternate City. The research is scheduled to be conducted in August 2024. The location of this research was chosen because of its relevance to the topic to be discussed, as well as to obtain more in-depth data on conditions in the field. Thus, the results of the research are expected to provide a clear and accurate picture of the situation in the branch.

Population and Sample

Population

Population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn (Sugiyono, 2017). The population in this study were employees of PT. Bank Tabungan Negara, Tbk North Maluku Branch, totaling 81 people.

Sample

A sample is a portion of the number and characteristics of a population (Sugiyono, 2017). The determination of the sample size in this study is by taking the entire population. Therefore, researchers use samples that are in accordance with the facts in the field by choosing to use saturated sampling. Saturated sampling is a sampling technique when all members of the population are sampled. This is often done when the population is relatively small or the research being conducted wants to generalize with very small errors (Sugiyono, 2013). Thus, the number of samples in this study was 81 people.

Data Types and Sources

The types and sources of data used in this study are primary data and secondary data.

Data Collection Techniques

The data collection techniques used by researchers to obtain valid data and information are carried out in two ways, namely:

1. Questionnaire

Questionnaires are data collection techniques carried out by providing a set of questions or statements to respondents to answer (Sugiyono, 2017). Questions or statements in the questionnaire have been prepared in advance before being given to respondents. Questions or statements from the answers to instrument items use a Likert scale that has very positive to very negative nuances. The Likert scale in this study is as follows:

Table. Likert Scale Assessment Scores

Option Answer	Value Scale
Strongly Agree (SS)	7
Agree (S)	6
Enough Agree (CS)	5
Neutral (N)	4
Enough No Agree (CTS)	3
No agree (TS)	2
Absolutely Not Agree (STS)	1

2. Documentation

Data collection techniques with documentation, namely using electronic technology as a documentary study to capture activities by taking pictures of an activity. In addition, documentation can be in the form of documents needed in research (Bungin, 2005). In the documentation process carried out at PT. Bank Tabungan Negara, Tbk North Maluku Branch, the sources are written documents and images. Examples of written documents are the

history and profile of the company, the company's organizational structure, and the company's vision and mission. While the documents are in the form of photos with employees of PT. Bank Tabungan Negara, Tbk North Maluku Branch during the implementation of the research.

Data Analysis Methods

Data analysis method is a method used to process research data by using the process of simplifying data into a form that is easy to read and interpret. Data analysis in this study uses the SPSS application.

Validity Test

Validity tests are often used to measure the accuracy of an item in a questionnaire, whether the items in the questionnaire are accurate in measuring what is to be measured or not (Fadillah, 2010: 85). The testing criteria used to determine whether each questionnaire item is valid or not is if the KMO MSA is greater than 0.50. Conversely, if the KMO MSA is less than 0.50, it means that the measurement instrument is invalid. The validity testing criteria using KMO MSA are as follows:

- a. If KMO MSA > 0.50 or the significant value is greater than 0.05 then the factor analysis can be continued (declared valid).
- b. If KMO MSA < 0.50 or the significance value is less than 0.05 then the factor analysis cannot be continued (declared invalid).

Reliability Test

According to Sugiyono (2017: 198), a reliable instrument is an instrument that when used several times to measure the same object will produce the same data. Reliability testing is carried out to determine the consistency and accuracy of measurements, if measurements are carried out on an object and repeatedly with the same instrument. The criteria for reliability testing are as follows:

- a. If $r_{\text{count}} > 0.6$, then the data used is reliable.
- b. If $r_{\text{count}} < 0.6$, then the data used is not reliable.

Hypothesis Testing

Multiple Regression Analysis

The method used by the author is Multiple Regression. This regression equation aims to predict the magnitude of the dependent variable using known independent variable data. This method is used to determine the effect of *digital leadership* and organizational culture as independent variables on employee performance as dependent variables and organizational commitment as intervening variables. Multiple linear regression can be formulated as follows:

$$Y_1 = b_1 X_1 + b_2 X_2 + e_1$$
$$Y_2 = b_3 X_1 + b_4 X_2 + b_5 Y_1 + e_2$$

Where :

- Y1 : (Organizational Commitment)
Y2 : (Employee Performance)
 α : Constants
 $\beta_1 - \beta_2$: Regression Coefficient
X1 and X2 : *Digital Leadership* and Organizational Culture
 ϵ : Error

R² Test (Coefficient of Determination) and R Test (Correlation)

The coefficient of determination (R^2) essentially measures how far the model's ability to explain the variation of the dependent variable. The value of the coefficient of determination is between zero and one. A small R^2 value means that the ability of the dependent variable to explain the dependent variable is very limited. A value close to one means that the dependent variable provides almost all the information needed to predict the variation of the dependent variable (Ghozali, 2013).

Simultaneous Significance Test (F Statistic Test)

The F statistical test basically shows whether all independent variables included in the model have a joint influence on the dependent variable to make a decision whether the hypothesis is accepted or rejected by comparing the error rate of 0.05 (Sujarweni, 2007).

Individual Parameter Significance Test (t-Statistic Test)

The t-statistic test basically measures how far the influence of one explanatory variable or independent variable individually in explaining the variation of the dependent variable (Sujarweni, 2007). Hypothesis testing is carried out using the t-test to test the significance of the regression coefficient with the following provisions:

Hypothesis:

Ho: There is no influence of *digital leadership* and organizational culture , interaction between *digital leadership* and organizational culture. with Organizational Commitment to employee performance .

Ha : There is an influence of digital leadership and organizational culture , interaction between *digital leadership* and organizational culture. with Organizational Commitment to employee performance .

3. RESULTS AND DISCUSSION

Research result

The results of the study presented include descriptions of respondents, descriptions of research variables, and results of statistical analysis. The results of this study provide comprehensive evidence regarding the relationship between the variables of Digital Leadership, Organizational Culture, Organizational Commitment and Employee Performance. The results of this study provide critical insights in understanding how digital transformation can be strategically implemented in large organizations such as PT. Bank Tabungan Negara, TBK North Maluku Branch. By considering the characteristics of respondents and the results of statistical analysis, this study emphasizes the need for a holistic approach involving technology and humans in organizational change.

Characteristics Respondents

Respondent characteristics are used to determine the diversity of respondents based on age, gender, education and length of service. This is expected to provide a fairly clear picture of the condition of the respondents and their relationship to the problems and objectives of the study. Respondents in this study were employees who worked at PT. Bank Tabungan Negara, TBK, North Maluku Branch, which totaling 81 people .

Respondent Characteristics Based on Age

Age is a factor that is directly related to work productivity. Workers of productive age generally have a higher level of productivity compared to workers of non-productive age so that their physical abilities become weak and limited (Aprilyanti, 2017). The following is data on the characteristics of respondents based on age presented in the table below. The highest age distribution percentage is respondents aged 29-32 years at 41%. The age distribution percentage of 25-28 years is 25%, 33-36 years is 17%, 21-24 years is 9%, 37-40 years is 5% and 41-44 years is 2%. While the lowest age distribution percentage is respondents aged 49-52 years at 1%. This shows that most respondents in this study are productive age employees with an age range between 29-32 years. In line with the opinion of Priyono and Yasin (2016) which states that age is said to be productive if the age of the workforce is in the age range of 20-40 years. While at the age above 40 years there is a decrease in physical ability in individuals.

Respondent Characteristics Based on Gender

Gender has been shown to greatly affect employee performance in terms of work response. Employees of different genders tend to differ in completing work, but in this case employees of different genders can complete the same work (Winjuliantika, 2024). It can be seen that the highest percentage of gender distribution is male, which is 59%. While the lowest percentage of gender distribution is female, which is 41%. This shows that most of the respondents in this study were male. According to Suparman (2020), several divisions or job positions related to workplace security are dominated by men. In addition, men are in great

demand because they tend to have stable emotions in some situations and can think clearly in a gloomy atmosphere.

Respondent Characteristics Based on Education

Education is an effort to develop a worker's thinking ability. Education provides provisions for someone to be able to better understand their role and function in the workplace. In a narrower context, education provides provisions for workers to be able to anticipate problems that arise in their work (Turere, 2013). The highest percentage of education distribution is S1 at 65%. The next percentage of education distribution is dominated by SMA/Equivalent at 32%. While the lowest percentage of education distribution is D3/D4 and S2 at 1%. This shows that most respondents in this study have a final education of S1. According to Dehotman (2016), the higher a person's basic education, the easier it will be for him/her to recognize problems in his/her work.

Respondent Characteristics Based on Length of Service

Length of service period shows how long a person has worked in each job or position, so that length of service period is determined by the time span since first working until now (Siagian, 2008). The highest percentage of work period distribution is 1-2 years at 27%. The percentage of work period distribution of 7-8 years is 22%, work period of 3-4 years is 14%, work period of 5-6 years is 12%, work period of 9-10 years is 7%, work period of 11-12 years and 13-14 years is 6%, and work period of 15-16 years is 4%. While the percentage of the lowest work period distribution is 17-18 years at 1%. This shows that most of the respondents in this study were respondents with a work period of around 1-2 years. According to Jayanti and Komang (2021), a long work period will tend to make an employee feel more at home in a company. Because they have adapted to their environment for a long time, a worker will feel comfortable with their job.

Description Variables

The variables in this consist of 4 (four) variables, namely: independent variables consisting of *Digital Leadership* and Organizational Culture, dependent variables namely Organizational Commitment and Employee Performance. Descriptive analysis of the research variables shows that respondents have a positive perception of the four variables. Positive perceptions of the research variables reflect the readiness of the organization to adapt to technological change. This is in line with the view of Bharadwaj et al. (2013), which states that the use of *Digital Leadership* and Organizational Culture, dependent variables namely Organizational Commitment and Employee Performance.

Digital Leadership

Table. Digital Leadership Statistics

	DL1	DL2	DL3	DL4	DL5	DL6	DL7	DL8	DL9	DL10	DL11	DL12	DL13
N Valid	81	81	81	81	81	81	81	81	81	81	81	81	81
Missing	0	0	0	0	0	0	0	0	0	0	0	0	0
Mean	6,519	2,556	5,901	6,469	6,531	5,914	6,296	5,975	6,099	6,309	6,198	6,222	6,346
Median	7,000	1,000	6,000	7,000	7,000	6,000	7,000	6,000	6,000	7,000	7,000	7,000	7,000
Mode	7,0	1,0	7,0	7,0	7,0	7,0	7,0	7,0	7,0	7,0	7,0	7,0	7,0
Std. Deviat	0,9888	2,2079	1,3657	1,0850	0,9095	1,2767	1,0775	1,1830	1,2001	1,1252	1,1338	1,2845	1,0507
Minimum	1,0	1,0	1,0	1,0	1,0	1,0	1,0	1,0	1,0	1,0	1,0	1,0	1,0
Maximum	7,0	7,0	7,0	7,0	7,0	7,0	7,0	7,0	7,0	7,0	7,0	7,0	7,0

Organizational culture

Table. Organizational Culture Statistics

	BO1	BO2	BO3	BO4	BO5	BO6	BO7	BO8	BO9	BO10	BO11	BO12	BO13
N Valid	81	81	81	81	81	81	81	81	81	81	81	81	81
Missing	0	0	0	0	0	0	0	0	0	0	0	0	0
Mean	5,704	6,407	6,346	6,395	6,407	6,370	6,432	5,975	6,506	6,395	5,741	6,284	6,580
Median	6,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	6,000	7,000	7,000
Mode	6,0	7,0	7,0	7,0	7,0	7,0	7,0	7,0	7,0	7,0	7,0	7,0	7,0
Std. Deviation	1,1450	1,0220	1,0625	1,1032	1,0580	1,0422	1,1173	1,4489	1,0262	1,1367	1,7013	1,0867	1,0230
Minimum	1,0	1,0	1,0	1,0	1,0	1,0	1,0	1,0	1,0	1,0	1,0	1,0	1,0
Maximum	7,0	7,0	7,0	7,0	7,0	7,0	7,0	7,0	7,0	7,0	7,0	7,0	7,0

Source : Result data SPSS processing , 2024

Commitment Organization

Table. Commitment Organization Statistics

		KO1	KO2	KO3	KO4	KO5	KO6
N	Valid	81	81	81	81	81	81
	Missing	0	0	0	0	0	0
Mean		6,432	6,506	5,568	6,025	6,519	6,506
Median		7,000	7,000	6,000	7,000	7,000	7,000
Mode		7,0	7,0	7,0	7,0	7,0	7,0
Std. Deviation		1,2139	1,1524	1,7171	1,3321	1,3239	1,0738
Minimum		1,0	1,0	1,0	1,0	1,0	1,0
Maximum		7,0	7,0	7,0	7,0	7,0	7,0

Employee performance

Table. Employee Performance Statistics

		KP1	KP2	KP3	KP4	KP5	KP7	KP8	KP9
N	Valid	81	81	81	81	81	81	81	81
	Missing	0	0	0	0	0	0	0	0
Mean		6,358	6,444	6,049	6,247	6,395	6,383	6,494	5,802
Median		7,000	7,000	6,000	7,000	7,000	7,000	7,000	6,000
Mode		7,0	7,0	6,0	7,0	7,0	7,0	7,0	7,0
Std. Deviation		1,2074	0,9618	1,0828	1,1460	1,2215	1,3093	1,2260	1,2592
Minimum		1,0	1,0	1,0	1,0	1,0	1,0	1,0	1,0
Maximum		7,0	7,0	7,0	7,0	7,0	7,0	7,0	7,0

Source : Result data SPSS processing , 2024

Data analysis

The data analysis conducted was to test the research hypothesis and understand the relationship between variables. Data analysis was conducted systematically, including validity, reliability, regression and mediation tests, to ensure that the research results have high validity and reliability.

Instrument Test

Instrument testing was conducted to ensure the validity and reliability of the measuring instruments used in this study. Instrument validity was tested using exploratory factor analysis (EFA) with the Principal Component Analysis (PCA) method, while reliability was tested using the Cronbach's Alpha coefficient. The results of this test aim to ensure that each indicator is able to represent the research variables well and consistently.

Validity Test

Validity tested with inspect Kaiser-Meyer-Olkin (KMO) value , Bartlett's Test of Sphericity, communalities, and loading factors. According to Hair et al. (2010), a KMO value above 0.80 indicates adequacy good sample , while Bartlett 's Test is significant ($p < 0.05$) or at the level of 95% confidence , indicating that the data can used For analysis factor so that Can declared valid. Loading factors above 0.70 indicate that the indicators are valid in representing the measured variables (Hair et al., 2010). The following results analysis for each variable:

Digital Leadership

Table. KMO and Bartlett's Test of Digital Leadership

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0,921
Bartlett's Test of Sphericity	Approx. Chi-Square	1112,770
	df	55
	Sig.	0,000

Source : Result data SPSS processing , 2024

Table. Component Matrix

	Component
	1
DL1	0,843
DL4	0,888
DL5	0,812
DL6	0,865
DL7	0,899
DL8	0,885
DL9	0,904
DL10	0,943
DL11	0,919
DL12	0,756
DL13	0,889
Extraction Method: Principal Component Analysis.	
Components extracted	

Source : Result data SPSS processing , 2024

Culture Organization

Table. KMO and Bartlett's Test of Culture Organization

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0,945
Bartlett's Test of Sphericity	Approx. Chi-Square	1420,045
	df	78
Source : Result data SPSS processing	Sig.	0,000

Table. Component Matrix

	Component
	1
BO1	0.776
BO2	0,928
BO3	0,948
BO4	0,915
BO5	0,942
BO6	0,914
BO7	0,942
BO8	0,668
BO9	0,903
BO10	0,866
BO11	0,059
BO12	0,922
BO13	0,954

Source : Result data SPSS processing , 2024

Organizational Commitment

Table. KMO and Bartlett's Test of Organizational Commitment

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0,835
Bartlett's Test of Sphericity	Approx. Chi-Square	387,890
	df	15
	Sig.	0,000

Source: SPSS processed data, 2024

Table. Component Matrix

	Component
	1
KO1	0,924
KO2	0,943
KO3	0,716
KO4	0,868
KO5	0,670
KO6	0,861
Extraction Method: Principal Component Analysis.	
Components extracted	

Source : Result data SPSS processing , 2024

Employee performance

Table. KMO and Bartlett's Test of Employee Performance

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0,920
Bartlett's Test of Sphericity	Approx. Chi-Square	582,639
	df	36
	Sig.	0,000

Source : Result data SPSS processing , 2024

Table. Component Matrix

	Component
	1
KP1	0,733
KP2	0,878
KP3	0,804
KP4	0,874
KP5	0,824
KP6	0,861
KP7	0,862
KP8	0,878

Source : Result data SPSS processing , 2024

Reliability Test

Reliability testing is used to measure research indicators based on the questions asked. Reliability testing in this study was tested using statistical methods. *Cronbach's Alpha* . According to Nunnally and Bernstein (1994), a *Cronbach's Alpha* value above 0.70 indicates that the measuring instrument has good consistency. The results is as following :

Digital Leadership

Table. R reliability of Digital Leadership

Cronbach's Alpha	N of Items
0,905	13

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
DL1	70,815	109,228	0,747	0,894
DL2	74,778	122,475	-0,035	0,950
DL3	71,432	117,998	0,195	0,917
DL4	70,864	106,569	0,799	0,891
DL5	70,802	111,435	0,697	0,897
DL6	71,420	102,472	0,834	0,888
DL7	71,037	105,836	0,841	0,890
DL8	71,358	103,433	0,865	0,888
DL9	71,235	103,182	0,863	0,888
DL10	71,025	104,449	0,867	0,888
DL11	71,136	104,044	0,879	0,888
DL12	71,144	104,975	0,723	0,893
DL13	70,988	106,712	0,822	0,891

Source : Result data SPSS processing , 2024

Organizational Culture

Table. Reliability of Organizational Culture

Cronbach's Alpha	N of Items
0,965	13

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
BO1	75,840	140,836	0,746	0,964
BO2	75,136	139,544	0,904	0,961
BO3	75,198	138,110	0,928	0,960
BO4	75,148	138,203	0,887	0,961
BO5	75,136	138,519	0,915	0,960
BO6	75,173	139,545	0,885	0,961
BO7	75,111	137,050	0,922	0,960
BO8	75,568	139,298	0,615	0,969
BO9	75,037	139,911	0,884	0,961
BO10	75,148	138,553	0,844	0,962
BO11	75,802	137,910	0,541	0,974
BO12	75,254	138,119	0,905	0,960
BO13	74,963	138,811	0,936	0,960

Source: Result data SPSS processing, 2024

Organizational Committee

Table. Reliability of Organizational Commitment

Cronbach's Alpha	N of Items
0,897	6

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
KO1	31,123	28,710	0,858	0,860
KO2	31,049	28,923	0,895	0,857
KO3	31,988	27,462	0,608	0,909
KO4	31,531	28,177	0,806	0,866
KO5	31,037	31,586	0,538	0,907
KO6	31,049	30,973	0,772	0,876

Source: Result data SPSS processing, 2024

Employee Performance

Table. Employee Performance Reliability

Cronbach's Alpha	N of Items
0,942	9

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
KP1	50,012	62,812	0,667	0,941
KP2	49,926	63,294	0,838	0,933
KP3	50,321	62,996	0,749	0,936
KP4	50,123	60,810	0,834	0,932
KP5	49,975	60,849	0,771	0,935
KP6	50,173	60,670	0,817	0,933
KP7	49,988	58,887	0,818	0,933
KP8	49,877	59,660	0,838	0,931
KP9	50,568	61,823	0,688	0,940

Source: Result data SPSS processing, 2024

Multiple Linear Regression Analysis

This study uses Multiple Linear Regression Analysis to test the relationship between independent variables (*Digital Leadership* and Organizational Culture), dependent variable (Employee Performance) and intervening variable (Organizational Commitment). This method was chosen because it allows the analysis of 23 direct and indirect influences between variables, which provides empirical understanding related to the conceptual framework of the study. Multiple linear regression analysis, according to Gujarati and Porter (2009), is used to determine the linear relationship between independent variables and dependent variables. This method allows simultaneous testing of multiple independent variables on the dependent variable. In this study, this method is used to test how organizational culture and digital leadership affect employee performance, both directly and through the mediation of Organizational Commitment. Therefore, the findings of the multiple linear regression analysis provide an empirical basis to support the research hypothesis. These results also help develop practical strategies to optimize the implementation of technology and management of organizational committees at PT. Bank Tabungan Negara, TBK North Maluku Branch, which will help improve overall organizational performance.

Model Test

Model testing is the initial step in multiple linear regression analysis used to test that the model built can properly explain the relationship between independent variables, mediating variables and dependent variables. Model testing in this study was used to test the extent to which organizational culture and digital leadership can influence organizational commitment and employee performance, both directly and through intervening variables. According to Hair et al., (2010) to ensure that the statistical model used can display the data correctly, model testing includes a suitability assessment. Suitability is measured through the coefficient of determination (R²) value and the adjusted R² value, which shows the proportion of variability in the dependent variable that can be explained by the independent variables in the model. A high R² value indicates that the model has good predictive power.

Coefficient of Determination

The coefficient of determination is the main indicator to evaluate how well the regression model can explain the variability of the dependent variable based on the independent variables used. The coefficient of determination (R²) is used in this study to assess organizational culture and *digital contribution. leadership* towards improving employee performance, both directly and through organizational commitment. However, this model cannot explain all the variations in employee performance. This analysis can also encourage organizations to focus on leadership and technology in developing strategies to improve employee performance.

Table. First Recession Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.872a	0,760	0,754	0,531
a. Predictors: (Constant), BOMean, DLMean				

Table. Regression Both Models Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.894a	.800	.792	.445
a. Predictors: (Constant), KOMean, DLMean, BOMean				

Source : Result data SPSS processing , 2024

Hypothesis Testing

One of the important steps in quantitative research is hypothesis testing. It aims to determine the validity of the relationship between previously established variables. The Influence of Digital Leadership, Organizational Culture, and Organizational Commitment on Employee Performance is assessed through hypothesis testing and mediation. Creswell (2014) stated that the purpose of hypothesis testing is to use statistical analysis to provide empirical evidence of the relationship between variables. The regression coefficient value (beta), t-statistic value and significance level value are used to determine whether the relationship between variables in this study is statistically significant. If the p-value is less than 0.05 or at a 95% confidence level the relationship is considered significant.

Direct Effect Test

Table. Test Results Regression First

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0,105	0,416		0,253	0,801
	DLMean	0,183	0,149	0,147	1,225	0,224
	BOMean	0,808	0,131	0,739	6,158	0,000

a. Dependent Variable: KOMean

Source : Result data SPSS processing , 2024

Based on table, the results of the hypothesis testing can be explained as follows:

1. Testing H1 or the first hypothesis of significance value of $0.224 > 0.05$, it can be interpreted that Digital Leadership is not significant at the 5% error level, so the first hypothesis or H1 is rejected or Digital Leadership does not have a significant effect on Organizational Commitment. **Hypothesis 1 (H1): Digital Leadership does not have a positive effect on Organizational Commitment so the hypothesis is rejected.**
2. Testing H2 or the second hypothesis, the influence of Organizational Culture on Organizational Commitment has a significance value of 0.0000 which is smaller than 0.05 so that the hypothesis is not rejected or accepted, with a degree of sensitivity to change indicated by the beta coefficient of 0.739. This provides practical implications that organizations can increase organizational commitment by strengthening the adoption and implementation of organizational culture in the work environment.

Hypothesis 2 (H2): Organizational Culture has a positive influence on Organizational Commitment so the hypothesis can be accepted.

Table. Results of the Second Regression Test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0,794	0,348		2,280	0,025
	DLMean	-0,038	0,126	-0,033	-0,298	0,766
	BOMean	0,466	0,134	0,468	3,479	0,001
	KOMean	0,442631	0,09481679	0,486433387	4,668273	0,000

a. Dependent Variable: KOMean

Based on table, the results of hypothesis testing can be explained as follows:

3. Testing H3 or the third hypothesis shows a Beta coefficient value of -0.033 (Standardized Coefficients) with a significance value of $0.766 > 0.05$. Therefore, it can be interpreted that the third hypothesis or H3 is rejected or *digital leadership* No has a significant impact on employee performance .
Hypothesis 3 (H3): Digital Leadership has no effect on Employee Performance so the hypothesis is rejected.
4. Testing H4 or the fourth hypothesis shows a Beta coefficient value of 0.468 (Standardized Coefficients) with a significance value of $0.001 < 0.05$ so that this influence is significant at the 95% confidence level. Therefore, it can be interpreted that the fourth

hypothesis or H4 is accepted or Organizational Culture has a positive effect on Employee Performance can be accepted. This provides practical implications that organizations can improve employee performance by strengthening the role of organizational culture in the work environment.

Hypothesis 4 (H4): Organizational Culture has a positive effect on Employee Performance and can be accepted.

5. Testing H 5 or the fifth hypothesis shows a Beta coefficient value of 0.486 (Standardized Coefficients) with a significance value of 0.000 < 0.05 so that this influence is significant at the 95% confidence level. Therefore, it can be interpreted that the fifth hypothesis or H5 is accepted or Organizational Commitment has a positive effect on Employee Performance can be accepted.

Hypothesis 5 (H5): Organizational Commitment has a positive effect on Employee Performance. acceptable.

Indirect Effect Test (Mediation/Sobel Test)

Sobel Mediation Test in this study is used to evaluate the role of mediating variables in the relationship between independent variables and dependent variables. In this study, Organizational Commitment is tested as a mediator in the relationship between Digital Leadership and Organizational Culture on Employee Performance. The Sobel test was chosen because it is able to provide significant measurements of the indirect effects generated by mediating variables, as explained by Preacher and Hayes (2008). Overall, the Sobel mediation test in this study emphasizes the importance of using a holistic approach that includes technology, leadership, and performance to ensure that digital transformation is successful in contemporary organizations. The results of the Sobel mediation test in this study show that:

1. Testing H6 or the sixth hypothesis

Table. Test Results Regression First

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.860	.372		2.314	.023
	DLMean	.244	.103	.216	2.362	.021
	KOMean	.631	.083	.694	7.594	.000

Source : Result data SPSS processing 2024

2. Testing H7 or the seventh hypothesis

Table. Test Results Regression Second

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.755	.321		2.350	.021
	BOMean	.440	.102	.443	4.314	.000
	KOMean	.439	.093	.482	4.699	.000

Source : Result data SPSS processing 2024

Discussion

Referring to the results of the mediation test and multiple linear regression analysis, the variables Organizational Culture and Organizational Commitment have a strong influence on Employee Performance, both directly and through mediation relationships, except for the Digital Leadership variable which was not proven to have an effect on Organizational Commitment and Employee Performance at a significance level of 5%. At PT. Bank Tabungan Negara, TBK North Maluku Branch, organizational commitment can help connect technology with employee performance. The results of the study give us a very good understanding of digital transformation and how important human resource management is in today's technological era.

The Influence of Digital Leadership on Employee Performance

The results of the study prove that *digital leadership* does not have a significant influence on employee performance. This indicates that the digital leadership style applied has not been able to provide a direct impact on improving employee performance at PT. Bank Tabungan Negara, Tbk North Maluku Branch. However, descriptively, the employees stated that the work results achieved could be completed within the specified time without waiting for orders because the Leader always provides support and encouragement to employees while working and provides ideas or innovations using digital technology to achieve organizational goals.

The Influence of Organizational Culture on Employee Performance

Through automation of daily tasks and assistance in data-driven decision making, organizational culture has been shown to improve employee performance. Corporate culture technology can analyze complex data, make intelligent suggestions and reduce human error in work processes. According to Davenport and Ronanki (2018) culture in an organization can improve work efficiency, especially in terms of repetitive work. In PT. Bank Tabungan Negara, TBK North Maluku Branch, the implementation of organizational culture such as chatbots for service, predictive analytics for risk management, and artificial intelligence algorithms for strategic planning have had a significant effect.

The Role of Organizational Commitment as a Mediator

In the mediation model, Organizational Commitment acts as an intervening variable *that* bridges the relationship between Organizational Culture and Digital Leadership on Employee Performance. The results of this study indicate that Organizational Culture has a significant influence on Organizational Commitment. This indicates that values and norms in the organization play an important role in building emotional attachment and employee loyalty to the organization.

Synergy of Digital Leadership and Organizational Commitment

Although the research results show no significant relationship, organizations can still take steps to create synergy between digital leadership and organizational commitment. Digital Leadership and Organizational Commitment can be synergized through a more humanistic strategy, involving employees in digital change, providing digital-based rewards, and clearly communicating the organization's digital vision. Thus, although the relationship between the two is not significant in this study, a practical approach can help improve the effect of Digital Leadership on Organizational Commitment in the long term.

4. CONCLUSION

The results of this study indicate that the *digital leadership variable* does not have a significant effect on employee performance. However, organizational culture has a significant effect on employee performance. An adaptive organizational culture supports the application of technology in data-based decision making. So that a strong organizational culture is needed by every organization to increase job satisfaction which will ultimately affect the overall performance of the organization. Furthermore, related to the role of organizational commitment, ensuring strategic technology integration, thus supporting overall organizational performance. This finding emphasizes the importance of synergy between technology, leadership and work culture in driving digital transformation, especially in institutions such as PT. Bank Tabungan Negara, TBK North Maluku Branch which is a pioneer in the application of digital in the financial sector.

Research Implications

This study provides an important contribution to the development of theory related to Organizational Commitment as a mediator in the relationship between technology and employee performance.

Theoretical Implications

This study provides significant contributions to the development of theories in the fields of Digital Leadership, Organizational Culture, Organizational Commitment, and Employee Performance. Theoretically, the results of this study enrich the literature on the role

of Digital Leadership as a mediator in the relationship between Digital Leadership transformation, strengthening Organizational Culture, and improving Employee Performance. In addition, this study highlights the importance of Organizational Commitment as a strategic element in creating synergy between the dynamics of technology, leadership, and work culture in organizations.

Practical Implications

Practically, the results of this study provide strategic guidance for organizations, especially PT. Bank Tabungan Negara, TBK North Maluku Branch, in facing the challenges of digital transformation. Organizations are advised to Integrate Digital Leadership, Organizational Culture thoroughly into work processes, by ensuring the availability of training and technical support for employees. Develop Organizational Commitment capacity, including training leaders in managing technology and creating a work culture that supports innovation. Encourage an adaptive organizational culture, where employees feel supported and motivated to utilize new technologies.

that supports innovation. Encourage an adaptive organizational culture, where employees feel supported and motivated to take advantage of new technologies.

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