

The Influence of Digital Leadership on Employee Performance of the Public Works Office of North Penajam Paser District with Employee Creativity as A Mediation Variable

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Abstract: The purpose of this study was to investigate how employee creativity functioned as a mediator between the impact of digital leadership and the performance of North Penajam Paser Regency, Department of Public Works employees. Eighty respondents who worked for the Department of Public Works made up the saturation sample for the study. This combined quantitative research analysis with descriptive research, utilizing primary data obtained via Google Form survey methods. A Likert scale was used in the measurement scale. Statistical analysis, validity and reliability tests, r-square, model fit, and inner model analysis were used in the data analysis process. The study's findings demonstrated the considerable beneficial effects of digital leadership on workers' productivity and creativity. Employee creativity had a significant positive influence on employee performance and finally employee creativity was able to mediate the influence of digital leadership on employee performance positively and significantly.

Keywords: digital leadership, employee creativity, employee performance

I. Introduction

Government agencies are all government-owned institutions that carry out government administrative functions in the executive environment. Employee performance has an important role in achieving agency goals, so the role of human resource management is highly important to protect its members.

The majority of the human resources in the state apparatus are Civil Servants (PNS). Good performing civil servants (PNS) are defined as those who follow the law, uphold national unity, and are prepared for the many changes that come with living in a globalized world. Since these state apparatus members are representations of government agencies, their qualifications and talents must be considered.

It is difficult to create better humans in the post-pandemic period. The leadership style of the leaders is one element that affects this. Nowadays, in the digital age, everyone is using technology. This leads to the emergence of digital leadership, which is one pandemic-related remedy. Leadership that is centered on bringing about digital transformation inside an organization is known as digital leadership. By using this leadership paradigm, a company can digitize its workspace.

Industry 4.0 has provided a major impetus for paradigm changes in business practices and business models, dominated by digital technology (Mihardjo et al., 2019). In line with the development of technology in companies, such as mobile internet, computerization, artificial intelligence, leaders are increasingly facing various challenges related to digitalization. Specific challenges are the simultaneous handling of many topics, ample information via digital channels, rapid change, and finding the optimal balance between old and new (Temelkova, 2018; Klus and Müller, 2021).

Employee performance can also be supported by the employee's own creativity which can support the achievement of organizational goals and objectives. Creativity is defined as an individual mental process that gives birth to new ideas, processes, methods or products, which are effective, imaginative, aesthetic, flexible, integration,

succession, discontinuity and differentiation, which are useful in various fields for solving a problem (Rachmawati , 2020). Creativity is the ability to create something new, as the ability to provide new ideas that can be applied in solving problems, or as the ability to see new relationships between previously existing elements (Munandar, 2012).

Numerous young individuals hold significant positions in local communities where they use their creativity and technological know-how to apply digital leadership to their work in the government, improving the performance of lower-level employees. The researcher wants to perform research as a study to gather information about the influence of digital leadership on employee performance at the North Penajam Paser Regency Public Works Service with employee creativity as a Mediation Variable. Can the application of digital leadership in leading a region bring changes for the better for the regional government?

II. Theoretical Review and Hypotheses

2.1 Previous Studies

1. Research by Jian Zhu, Bin Zhang, Mingxing Xie and Qiuju Cao (2022)

The research entitled "Digital Leadership and Employee Creativity: The Role of Employee Job Crafting and Person-Organization Fit" examined the relationship between digital leadership and employee creativity, its role in job crafting and organizational fit. The data collection technique applied a questionnaire survey using a Likert scale. The sample consisted of 357 employees from various Chinese companies. The analysis technique used uses SPSS 22.0 and MPLUS 7.0 and hierarchical regression method to test the direct influence of digital leadership on employee job crafting and employee creativity. The moderated mediation effect and the mediating impact of employee job crafting between employee creativity and digital leadership were tested using the bootstrapping method. The study's findings demonstrated that staff creativity was positively and significantly impacted by digital leadership. Additionally, this had a strong and positive correlation with employee job crafting. Work Crafting served as a key mediator between digital leadership and employee creativity since it had a favorable and substantial relationship with employee creativity. Staff creativity was favorably and significantly correlated with digital leadership and organizational fit. High organizational appropriateness had a strong mediating influence on the mediating effect of employee creativity, while the mediating effect of job crafting was not significant.

2. Research by Jem Cloyd M. Tanucan, Crislee V. Negrido, Grace N. Malaga (2022)

This research was entitled "Digital Leadership of School Heads and Job Satisfaction of Teachers in the Philippines during the Pandemic". The aim of this study was to examine principals' digital leadership as a predictor of teacher job satisfaction in the Philippines during the pandemic. The population involved 520 public school teachers in 16 regions of the country with data collected using a validated online survey questionnaire. The research method with a descriptive-predictive design, descriptive statistics and regression analysis was processed using SPSS version 26 (SPSS 26.0 IBM Corporation, Armonk, New York, USA) to analyze the data. Digital leadership was proven to be a predictor and had a substantial positive influence on teacher job satisfaction. Survey analysis showed principals' digital leadership can be a predictor of teacher job satisfaction.

3. Research by Muh Agrian Nugrah Pratama, Dedy Achmad Kurniady (2020)

The study's title was "Influence of Digital Leadership Models on the Performance of Educators and Educational Personnel in the COVID-19 Pandemic in the First Middle School". The purpose of this study was to investigate how the digital leadership paradigm affects staff and teacher performance in Padalarang District, West Bandung Regency. Quantitative descriptive methodology was the research strategy employed. Surveys with questionnaires were used to obtain data. All of the secondary school teachers and support personnel in Padalarang District, West Bandung Regency, served as research samples for this study. Sampling was carried out randomly including 30% of the Principal, 35% of the Teachers and 35% of the School Committee. The total number of speakers is 55 people consisting of 11 principals, 22 teachers, 22 school committee members. The results of the research analysis show that digital leadership influences employee performance. Many educators, educational staff and school committees do not yet understand and implement digital leadership in schools, so there are still some who don't know about digital leadership, especially in schools that currently use E-Learning.

4. Research by Leny Aulia Sari (2019)

Entitled "The Effect of Job Training on Employee Performance with Employee Creativity as an Intervening Variable", this research analyzed the effect of job training on employee performance with employee creativity as an intervening variable. The sample involved 60 employees of BRI Kawi Malang Branch. Sample was obtained using the Slovin formula. Data analysis included descriptive analysis and path analysis processed using SPSS version 25. Job

training was shown to have a positive and significant effect on employee creativity. Job training had a significant positive effect on performance. Creativity had a significant positive effect on performance and creativity could mediate the relationship between job training and employee performance.

2.2 Theoretical Framework

Digital Leadership

Digital leadership is a leader who is able to utilize information technology to achieve common goals in an organization (Howell et al., 2014). The digital emphasis in digital leadership is a keen understanding of how "digital" can be a unifying methodology and technology to bring together skills and knowledge (Zupančič et al., 2016). Digital leaders are visionaries, motivators of change, able to combine ideas in business for projects, and build connections through the creation of new opportunities for partnerships/joint ventures/outsourcing and other forms of collaboration (Fisk, 2002).

Employee Creativity

Employee creativity is defined as an individual's ability to produce new, original and useful ideas in carrying out tasks at work, which include developing new products, more effective work processes and solutions to complex problems (Sedono, 2011). Several factors can influence employee creativity, including the work environment, intrinsic motivation, support from management and colleagues, and the ability to think divergently.

Employee performance

Employee performance is the work result achieved by an employee in carrying out the tasks assigned by the organization or company (Widodo, 2018). Employee performance also includes the ability to achieve organizational goals, including increasing productivity, efficiency, effectiveness, quality and customer satisfaction. Performance is defined as the work results achieved by individuals or groups in carrying out their duties and responsibilities. Performance can be measured in various ways such as productivity, efficiency, effectiveness, or work quality (Robbins, 2016). There are several indicators of employee performance according to Pradhan & Jena (2017):

1. Task Performance: employee behavior that is directly related to carrying out core job tasks that supports organizational goals by assisting absent employees with their work.
2. Contextual Performance: Employees' activities in carrying out work that are related to the social and psychological conditions of the organization.

2.3 Relationship among variables

The influence of digital leadership on employee performance

The relationship between digital leadership and employee performance depends on how digital leadership is used in a particular context. In general, digital leadership can improve employee performance by providing greater flexibility in access to information and communication, as well as by increasing efficiency and effectiveness in work processes. Previous research researched by Wina Annissa Sunaryo, Tabroni, Lies Putriana, Fahrudin Salim and Mombang Sihite (2021) proved that digital leadership style has a positive and significant effect on employee performance.

The influence of digital leadership on employee creativity

Digital leadership has a positive relationship with employee creativity. Based on previous research conducted by Jian Zhu, Bin Zhang, Mingxing Xie and Qiuju Cao (2022), digital leadership has a positive effect on employee creativity. Digital leaders provide flexibility, better access to information and communication and provide space for employees to innovate, thereby increasing employee creativity.

The influence of creativity on employee performance

Positive effects of creativity can be seen in worker performance. Employee creativity and performance have been linked in a number of earlier studies. One such study, by Leny Aulia Sari (2019), found a strong positive correlation between employee creativity and performance. Workers that are creative will come up with fresh, original ideas and work more productively, which will improve the calibre and volume of their output.

The influence of digital leadership on performance through employee creativity

Digital leadership is able to provide access to technology, promote collaboration and communication, and provide space for employees to innovate, which can help increase creativity and overall employee performance. Previous research conducted by Jian Zhu, Bin Zhang, Mingxing Xie and Qiuju Cao (2022) showed that digital leadership had a positive effect on employee creativity.

Employee creativity can encourage employees to look for innovative and effective solutions in solving the tasks and problems they face. Creative employees tend to have new ideas that can help improve work efficiency and effectiveness, as well as produce better products or services. Leny Aulia Sari (2019) demonstrated that employee

performance is significantly improved by creativity. We can conclude that through encouraging employee creativity, digital leadership improves worker performance.

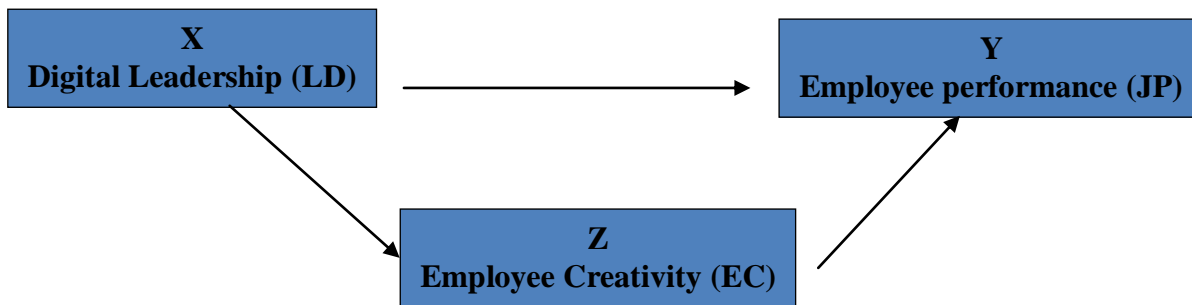


Figure 1
Framework

2.4 Research Hypothesis

Based on the existing theoretical basis, the research hypothesis is as follows:

- H1:** Digital leadership has a significant positive effect on employee performance at North Penajam Paser Regency's Department of Public Works
- H2:** Digital leadership has a significant positive effect on employee creativity at North Penajam Paser Regency's Department of Public Works
- H3:** Employee creativity had a significant positive effect on employee performance at North Penajam Paser Regency's Public Works Department
- H4:** Employee creativity can mediate the relationship between digital leadership and employee performance at North Penajam Paser Regency's Public Works Department

III. Method

This research focused on 80 Civil Servants who served in the North Penajam Paser Regency Public Works Service. Samples were taken using a saturated sampling technique using a Google Form questionnaire and sent via WhatsApp with a Likert Scale. The specific social phenomena referred to as research variables are determined as follows:

- a. A score of 5 is assigned to the alternative answer that strongly agrees (SS);
- b. A score of 4 is assigned to the alternative answer that agrees (S);
- c. A score of 3 is assigned to the very neutral alternative answer (N).
- d. A score of two is assigned to the disagreeing alternative answer (TS);
- e. A score of one is assigned to the strongly disagreeing alternative answer (STS).

The assessment indicators for each variable are as follows:

- a. Employee performance is measured using the following indicators:
 - Performance of duties, opinions of Civil Servant (PNS) employees of the North Penajam Paser Regency's Department of Public Works as respondents regarding employee behavior that is directly related to carrying out core work tasks that support organizational goals.
 - Contextual performance of the opinions of Civil Servant (PNS) employees of the North Penajam Paser Regency's Department of Public Works as respondents regarding employee activities carrying out work related to the social and psychological conditions of the organization.
- b. Digital leadership is measured using the following indicators:
 - The leader's attitude favors the use of digital technology
 - Leader competency has expertise in the digital field
 - Leader behavior follows current digital developments
 - Leadership supports work transformation using digital
 - Leaders have a clear idea of the structure required to execute digital transformation.
- c. Employee creativity is measured using the following indicators:
 - Fluency: the opinion of Civil Servant (PNS) employees of the North Penajam Paser Regency Public Works

Department as respondents regarding the ability to provide or create ideas that can solve a problem appropriately and correctly.

- Flexible thinking: opinions of Civil Servant (PNS) employees of the North Penajam Paser Regency Public Works Service as respondents regarding the ability to think flexibly with an objective way of thinking.
- Original thinking: the opinion of Civil Servant (PNS) employees of the North Penajam Paser Regency Public Works Service as respondents regarding their own mindset or way of thinking which is different from other individuals.
- Thinking in detail: opinions of Civil Servant (PNS) employees of the North Penajam Paser Regency Public Works Department as respondents regarding their ability to improve, provide ideas and refine ideas to make them better.

The analytical tool used to test the hypothesis is PLS. This method is an alternative to structural equation modeling (SEM). The program that researchers use for data analysis is WrapPLS 7.0. The research instrument uses validity tests and reliability tests. The stages of data analysis that researchers form include descriptive statistical analysis, inferential statistical analysis, and testing mediating variables.

IV. Result and Discussion

Table 1 shows that the majority of North Penajam Paser Regency Public Works Department employees are aged 36-40 years and the majority are male. In terms of length of work, almost half of the respondents are Public Works Department employees for more than 5 years and their monthly salary is around IDR 3,000,001 – IDR 7,000,000.

Table 1.
General Characteristics

		N	%
Age	19-25	6	7.5
	26-30	7	8.75
	31-35	12	15
	36-40	30	37.5
	>40	25	31.25
Gender	Female	34	42.5
	Male	46	57.5
Years of service	1 – 3 years	10	12.5
	3 – 5 years	14	17.5
	> 5	56	70
Monthly income	Rp 1.500.001 – Rp 3.000.000	36	45
	Rp 3.000.001 – Rp 7.000.000	37	46.25
	> Rp 7.000.001	7	8.75

Source: Processed data, 2024

4.2 Descriptive Statistical Analysis

Descriptive statistical analysis is used to describe the state of the research variables statistically. This research uses the average value (mean), maximum value, minimum value and standard deviation to describe the statistical description of each variable. These descriptive statistics use the Wrap PLS 7.0 application.

Table 2.
Desvriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
DL1	80	2	5	4.14	.707
DL2	80	1	5	2.63	1.400
DL3	80	1	5	3.61	.948
DL4	80	1	5	3.15	1.213
DL5	80	1	5	3.85	.731
DL6	80	1	5	3.00	1.341
DL7	80	2	5	3.87	.718
DL8	80	1	5	3.82	.823
DL9	80	2	5	3.77	.729
DL10	80	1	5	3.59	.882
EC1	80	2	5	4.01	.703
EC2	80	1	5	3.15	1.148
EC3	80	3	5	3.95	.761
EC4	80	1	5	3.74	.742
EC5	80	2	5	3.89	.746
EC6	80	1	5	3.40	1.218
EC7	80	1	5	2.51	1.043
EC8	80	2	5	3.79	.807
EC9	80	2	5	4.01	.803
JP1	80	3	5	4.05	.634
JP2	80	1	5	3.79	.852
JP3	80	2	5	4.11	.746
JP4	80	2	5	3.74	.689
JP5	80	2	5	3.91	.845
JP6	80	3	5	3.74	.742
JP7	80	2	5	3.56	.840
JP8	80	3	5	4.29	.599
JP9	80	3	5	3.96	.665
JP10	80	2	5	4.24	.783
JP11	80	1	5	3.80	.802
JP12	80	2	5	4.13	.753
JP13	80	3	5	4.35	.618
JP14	80	1	4	1.79	.822
JP15	80	2	5	3.90	.836
JP16	80	3	5	4.23	.693

Source: Processed data, 2024

Table 2 presents descriptive statistics for the variables employee performance, employee creativity, and digital leadership based on a total of 80 respondents who completed the survey. The digital leadership variable had a maximum score of 2 which indicates that the lowest answer from 80 respondents was disagree, while the employee creativity and employee performance variables had the maximum value. The minimum score for all indicators in this variable was 1 which indicates that the lowest answer from 80 respondents was strongly disagree. Score of 3 indicates that the 80 respondents' lowest response is extremely neutral.

The variables employee creativity, employee performance, and digital leadership possess standard deviation values that are less than the mean, indicating a low degree of data diversity or distribution. Additionally, the average respondent's evaluation of the employee creativity, digital leadership, and overall employee performance variables is in the high range (3,699).

4.3 Convergent Validity Test

Convergent validity is the degree to which a measure is positively correlated with alternative measures of the same construct. To evaluate the convergent validity of the reflective constructs, the external loadings of the indicators and the average variance extracted (AVE) were considered. Indicators with very low external loadings (below 0.40) are always removed from the construction (Hair et al., 2011). For the AVE value, an AVE of >0.50 or higher indicates that on average the construct explains more than half of the indicator variance. In contrast, an AVE of less than 0.50 indicates that, on average, more variance remains in item errors than in the variance explained by the construct.

Table 3.
Indicators, Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE)

Variable	Items	Load	Cronbach's Alpha	Composite Reliability	AVE
Digital Leadership (X)	DL10	0.874	0.847	0.907	0.765
	DL8	0.863			
	DL9	0.887			
Employee Creativity(Z)	EC1	0.772	0.833	0.881	0.597
	EC3	0.752			
	EC5	0.763			
	EC8	0.795			
	EC9	0.782			
Employee performance (Y)	JP12	0.704	0.877	0.908	0.622
	JP15	0.790			
	JP5	0.839			
	JP6	0.828			
	JP7	0.820			
	JP9	0.743			

Source: Processed data, 2024

According to Ghozali and Latan (2015), the indicator loadings in the above table are all greater than 0.7, indicating that the indicators adequately reflect the latent variable and exhibit acceptable convergent validity. The aforementioned table additionally displays the good validity status when the AVE status is above 0.5, the reliable data status denoted by the Cronbach alpha parameter greater than 0.7 (Dr. Ir. Edy Supriyadi, 2014), and composite parameters > 0.7.

4.4 Discriminant Validity Test

All constructs with an AVE square root value greater than the correlation value with other latent constructs suggest that the model satisfies discriminant validity, according to the results of the discriminant validity test in Table 4.

Table 4.
Discriminant Validity

Variable	X	Y	Z
Digital Leadership (X)			
Employee performance (Y)	0.750		
Employee Creativity (Z)	0.531	0.833	

Source: Processed data, 2024

4.5 R-Square and Model Fit

This test was carried out with the aim of seeing the relationship between constructs and the R-square value contained in this research model:

Table 5.
R-Square score

	R-Square	Adjusted R-Square
Employee Performance (Y)	0.648	0.638
Employee Creativity (Z)	0.213	0.203

Source: Processed data, 2024

Based on table 5 above, the R-Square value of employee performance is 0.648, which means that it is influenced by digital leadership variables and employee creativity by 64.8%. The employee creativity variable is 0.213, which means it is influenced by digital leadership.

Additionally, it was discovered that, with an NFI of 0.674, the parameters suggested by the Smart PLS fit model information were generally in good condition and could be accepted as a requirement for a reasonably good model (Dr. Ir. Edy Supriyadi, 2014).

Table 6.
Model Fit

	Model jenuh (saturated)	Perkiraan model
SRMR	0.090	0.090
d_ULS	0.855	0.855
d_G	0.600	0.600
Chi-square	246.523	246.523
NFI	0.674	0.674

Source: Processed data, 2024

4.6 Inner Model Analysis

The inner model analysis as visualized in Figure 2 shows clearly that partially digital leadership (0.398) had a positive effect on employee performance. The partial role of digital leadership (0.462) had a positive effect on employee creativity, and employee creativity (0.540) had a positive effect on employee performance. Tables 7 and 8 for testing direct and indirect effects also explain that the statistical t value was greater than 1.96 and the p-value is smaller than 0.05, which indicates that the influence between variables is significantly positive.

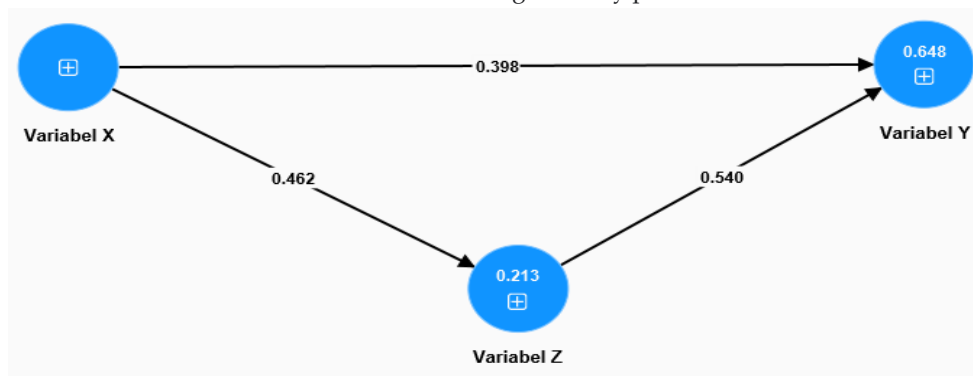


Figure 2 Inner Model Analysis

Table 7 Direct Influence

	Original Sample (0)	Sample average (M)	Standard Deviation (STDEV)	T Statistic	P Values
Variabel X → Variabel Y	0.398	0.399	0.075	5.316	0.000
Variabel X → Variabel Z	0.462	0.475	0.105	4.384	0.000
Variabel Z → Variabel Y	0.540	0.540	0.081	6.693	0.000

Source: Processed data, 2024

Table 8. Pengaruh Tidak Langsung

	Original Sample (0)	Sample average (M)	Standard Deviation (STDEV)	T Statistic	P Values
Variabel X → Variabel Z → Variabel Y	0.249	0.253	0.058	4.323	0.000

Source: Processed data, 2024

4.7 Discussion

Digital Leadership on Employee Performance at the Department of Public Works of North Penajam Paser Regency

Table 7 above illustrates the research findings, which indicate that digital leadership significantly and favourably affected the performance of North Penajam Paser Regency Public Works Department employees. This is demonstrated by the questionnaire data processing results, which show that the p-value was less than 0.05 ($p < 0.000$) and the original sample value was 0.398. The Public Works Department of North Penajam Paser Regency exhibited a positive correlation between employee performance and the digital leadership variable. This implies that the employee performance level was positively correlated with the quality of the digital leadership role. Therefore, H1 Digital leadership had a significant positive influence on employee performance at North Penajam Paser Regency Public Works Department is accepted.

Previous research by Wang et al. (2021) supports these findings by demonstrating that digital leadership can be a competitive advantage in an individual leader's ability to influence their organisation to improve performance. This is so that organisations can provide strategies that are flexible and capable of undergoing digital transformation, thanks to the influence of leaders who possess digital skills and knowledge (Lusiani et al., 2020). This is in accordance with the concept of Resource Based Theory (RBT) with its connection to digital leadership which can be an important resource and ability for understanding sources of sustainable competitive advantage for companies (Barney, 1991; Barney et al., 2011). With these digital capabilities and knowledge, it will encourage the company to achieve superior performance (Khin & Ho, 2018), so that the company can gain more profits compared to its competitors (Heij et al., 2014; Anwar, 2018; Mihardjo et al., 2019; Sousa-Zomer et al., 2020; Chen et al., 2021; Matarazzo et al., 2021; Bendig et al., 2022).

Digital Leadership Had a Significant Positive Influence on Employee Creativity

Table 7 above illustrates the research findings, which indicate that digital leadership significantly and favourably influences the creativity of North Penajam Paser Regency Public Works Department staff members. This is demonstrated by the questionnaire data processing results, which show that the p-value was lower than 0.05 ($p < 0.000$) and the original sample value was 0.462. The Public Works Department of North Penajam Paser Regency exhibited a positive correlation between employee creativity and digital leadership variables. This implies that an agency's level of employee creativity increases with the quality of digital leadership. Employees are better prepared to explore and experiment with digital technologies when leaders place a high priority on the digital competencies and cultural values of their organisation. Through this integration, staff members can use digital tools and platforms in a creative way, creating new opportunities for creative problem-solving and innovative work methods. Therefore, H2 digital leadership has a significant positive effect on employee creativity at the Public Works Department of North Penajam Paser Regency is accepted. The study's findings are related to Ongel et al. (2023) that it is important to emphasise the use of digital innovation in creating a creative and high-performing work environment as well as providing support to organisations that want to capitalise on their unique strengths and capabilities.

Employee Creativity Had a Significant Positive Influence on Employee Performance

Table 7 demonstrates that the performance of North Penajam Paser Regency Public Works Department employees was positively and significantly impacted by employee creativity. This is demonstrated by the questionnaire data processing results, which show that the p-value is less than 0.05 ($p < 0.000$) and the original sample value was 0.540. The Public Works Department of North Penajam Paser Regency exhibited positive correlation between employee creativity and performance, indicating that higher employee creativity levels are positively correlated with higher employee performance levels within the agency. Therefore, it is acknowledged that H3 Employee creativity significantly improves employee performance at the North Penajam Paser Regency Public Works Department. The present study's findings are consistent with earlier research by Putra and Bayu (2017) that creativity and innovation positively affected employee performance. It shows that greater an employee's capacity for creativity and innovation, the more directly their performance rose. The present study's findings are also consistent with earlier research by Dama and Ogi (2018), which suggested that employee performance was positively impacted by innovation and creativity. It shows the higher levels of creativity and innovation demonstrated by employees were linked to improved performance.

Employee Creativity Can Mediate the Relationship between Digital Leadership and Employee Performance

The employee creativity variable could mediate the relationship between digital leadership and the performance of North Penajam Paser Regency Public Works Department employees with a significant relationship (PLS in Table 8 above). The t-statistic value of 4.323, which is higher than 1.96, and the p value of 0.000, which is lower than 0.05, both support this. This indicates that the hypothesis is approved. This result is consistent with earlier research by Jian Zhu,

Bin Zhang, Mingxing Xie, and Qiuju Cao (2022), which found that employee creativity was positively impacted by digital leadership.

Conclusion

Based on the results of the analysis above:

1. Digital leadership had a significant positive effect on employee performance at the Public Works Department of North Penajam Paser Regency
2. Digital leadership had a positive and significant effect on employee creativity at the Public Works Department of North Penajam Paser Regency.
3. Employee creativity had a positive and significant effect on employee performance at the Public Works Department of North Penajam Paser Regency.
4. Employee creativity could mediate the relationship between digital leadership and employee performance at the Public Works Department of North Penajam Paser Regency positively and significantly.

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