

Analysis of the Influence of Digital Leadership and Organizational Commitment on Employee Performance the Mediating Role of Job Satisfaction: A Case Study of the Regional Secretariat of the Sijunjung Regency

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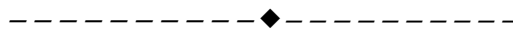
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Abstract

This research seeks to examine the individual influence of digital leadership and organizational commitment on employee performance, while also considering job satisfaction as an intervening variable within the Regional Secretariat of Sijunjung Regency. The study applies a quantitative approach using an explanatory research design. The population comprises 76 respondents, all of whom were included through a saturated sampling technique. Primary data were obtained through questionnaires employing a Likert scale to assess the research indicators. The analytical method utilized is Structural Equation Modeling (SEM). The findings indicate that digital leadership has a significant effect on both employee performance and job satisfaction, and that job satisfaction also contributes to improving employee performance. In contrast, organizational commitment does not demonstrate a significant influence on either employee performance or job satisfaction. Furthermore, job satisfaction is found to mediate the relationship between digital leadership and employee performance, whereas it does not mediate the relationship between organizational commitment and employee performance within the Regional Secretariat of Sijunjung Regency. From these results, enhancing digital leadership emerges as a key strategic focus, as it effectively boosts job satisfaction and employee performance both directly and indirectly. Job satisfaction should therefore be managed in a structured manner as a critical factor in maximizing the impact of digital leadership on organizational outcomes. Meanwhile, organizational commitment requires a more adaptive strategy, given its lack of demonstrated effect and its inability to function as a mediating variable in improving employee performance.

Keywords: *Organizational Commitment, Digital Leadership, Job Satisfaction, Employee Performance.*



A. INTRODUCTION

Organizational transformation driven by the adoption of digital technologies in the public sector, particularly through the development of e-government, has become a key strategic priority within bureaucratic reform across various countries, including Indonesia (Isnawan et al., 2022). The application of e-government is intended to enhance the quality of public services by increasing process efficiency and effectiveness, while simultaneously reinforcing transparency and accountability in governance practices. However, a major challenge encountered by government institutions lies in the limited capability and readiness of employees to adapt to

technology-driven changes, which ultimately hinders the optimal implementation of digitalized public services (Ibrahimi et al., 2023).

Employee performance is one of the key indicators used to assess the extent to which public organizations are able to achieve their predetermined strategic objectives. Conceptually, performance reflects the degree of effectiveness and efficiency in achieving organizational goals (Suwindia & Wati, 2021). Performance evaluation functions as a crucial tool to ensure organizational productivity and the improvement of public service quality (Djoko, 2016). In the context of digital transformation, improving employee performance cannot be separated from the role of leadership that is responsive to change, as well as strong organizational commitment (Ly, 2024).

Digital leadership has emerged as a relevant paradigm in the era of digital transformation. This concept refers to a leader's ability to integrate technological competencies with managerial and interpersonal skills to foster innovation and build a digital work culture (Tulungen et al., 2022). According to transformational leadership theory, this type of leadership can inspire and motivate followers through a clear vision, innovation, and a focus on individual development. In the digital context, transformational leadership grounded in technological literacy is considered capable of enhancing participation, transparency, and the speed of decision-making processes, ultimately contributing to improved employee performance (Nawawi, 2021).

In addition to leadership, organizational commitment is also an important factor that shapes employee work behavior. Meyer and Allen, through their three-component model of organizational commitment, explain that commitment consists of affective, continuance, and normative dimensions. Employees with a high level of commitment tend to demonstrate greater loyalty, a stronger sense of responsibility, and higher dedication to the organization (Mangkunegara, 2017). Relational exchange theory emphasizes that two-way interactions between employees and the organization will influence the level of engagement and employee contributions in achieving organizational goals (Ria, 2017). The following are the results of the analysis from relevant studies:

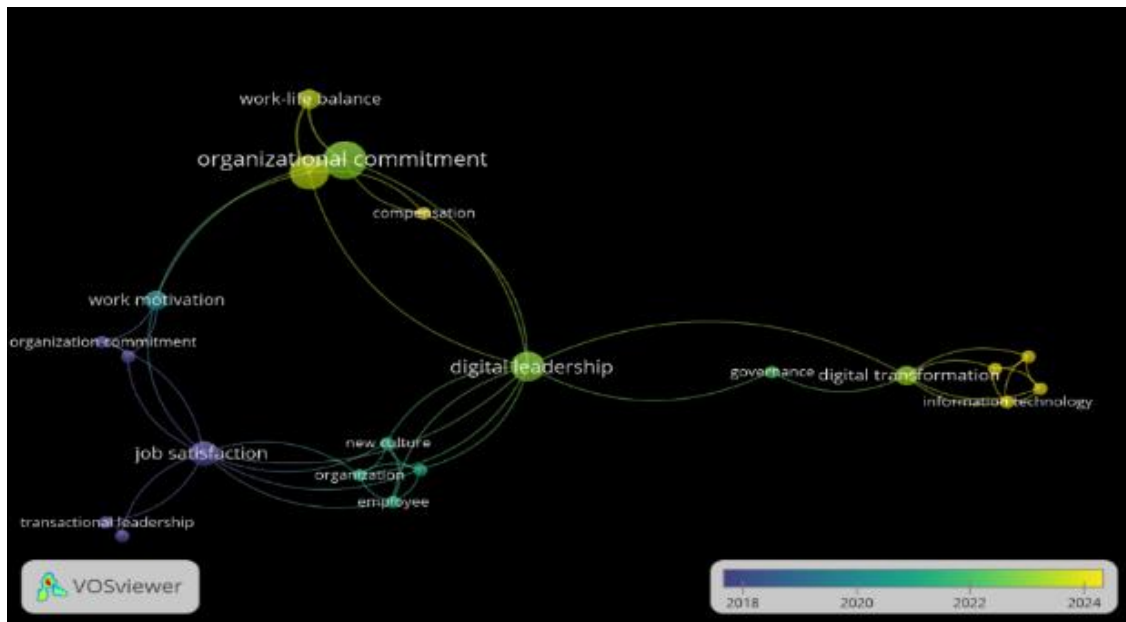


Figure 1. VOSviewer Visualization of Research

Source: VOSviewer Analysis, 2026

Based on Figure 1, it can be observed that various literature sources analyzed using the VOSviewer application indicate that the interrelationships among the variables in this study are still relatively limited to be examined simultaneously. This suggests that research integrating the variables of digital leadership, organizational commitment, employee performance, and job satisfaction still offers considerable opportunities for further investigation. Based on this, future research can be conducted to analyze the relationships among these variables in greater depth. Several previous studies have examined some of these variables. A study by Yuniarti & Estu (2024) found that digital leadership has an effect on employee performance. Furthermore, research by Fitriani & Yuliantoro (2024) found that digital leadership can have an impact on job satisfaction and is one of the factors influencing employee performance. In addition, a study by Angraini et al. (2021) showed that organizational commitment affects employee performance and is one of the factors that can influence employee performance.

Based on the results of interviews with three structural officials at the Regional Secretariat of Muaro Sijunjung Regency, it was identified that employee performance in 2024 has not yet achieved the established targets, and the quality of public services is considered suboptimal. The three informants consistently highlighted the suboptimal implementation of digital leadership as well as the weak organizational commitment as factors presumed to influence low job satisfaction and, consequently, impact performance achievement. However, although these aspects have been practically implemented, there remains a gap in more in-depth studies regarding efforts to improve employee performance. Employee performance itself is one of the key indicators in enhancing the quality and reputation of an institution (Interview Results, June 13, 2025).

Based on the preliminary survey, it was found that the main issue in this study is the decline in employee performance at the Regional Secretariat of Muaro Sijunjung Regency, which has not met the established targets. The implementation of digital leadership systems at the Regional Secretariat of Muaro Sijunjung Regency remains limited, and organizational commitment has not yet been optimal, as reflected in the still low level of excellent service delivery. Therefore, further research is needed to clarify and strengthen existing concepts and theories regarding the relationships among these variables. This research is considered essential given that the level of organizational commitment remains relatively low, which may influence employee performance outcomes. Therefore, a gap in the literature can be observed, specifically the scarcity of studies that thoroughly explore the function of job satisfaction as an intervening variable in clarifying the relationship between digital leadership and organizational commitment with employee performance, particularly in the context of local government institutions. In line with this, a quantitative research approach is required to generate empirical findings and to construct a more systematic and well-structured model describing the interrelationships among these variables.

Grounded in empirical observations and theoretical perspectives, this study aims to examine the determinants of employee performance, particularly digital leadership and organizational commitment, by incorporating job satisfaction as a mediating variable at the Regional Secretariat of Muaro Sijunjung Regency. To address this objective, several research questions are formulated: (1) whether digital leadership influences employee performance; (2) whether organizational commitment affects employee performance; (3) whether digital leadership impacts job satisfaction; (4) whether organizational commitment influences job satisfaction; (5) whether job satisfaction affects employee performance; (6) whether job satisfaction mediates the relationship between digital leadership and employee performance; and (7) whether job satisfaction mediates the relationship between organizational commitment and employee performance.

B. LITERATURE REVIEW

The conceptual framework in this study is used to analyze the research design in order to formulate the hypotheses, as illustrated in the following framework:

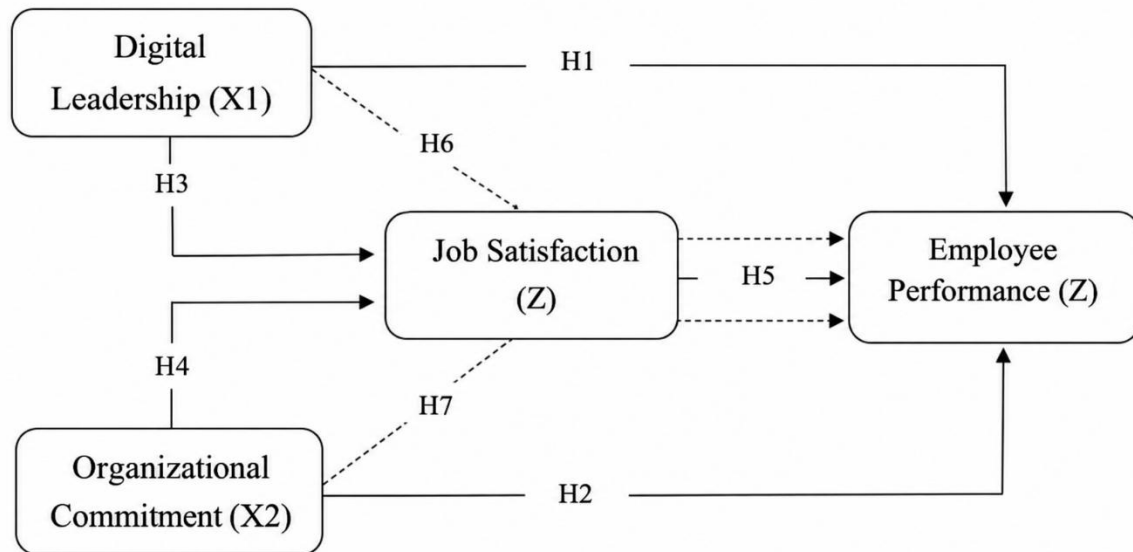


Figure 2. Conceptual Framework

Hypotheses are developed based on the underlying theories that have been discussed, which then lead to the formulation of research problems and are structured within a conceptual framework. Thus, hypotheses function as tentative answers to the research problems. The hypotheses in this study are formulated as follows:

1. Direct relationships

H₁: Digital leadership affects employee performance at the Regional Secretariat of Muaro Sijunjung Regency.

H₂: Organizational commitment affects employee performance at the Regional Secretariat of Muaro Sijunjung Regency.

H₃: Digital leadership affects job satisfaction at the Regional Secretariat of Muaro Sijunjung Regency.

H₄: Organizational commitment affects job satisfaction at the Regional Secretariat of Muaro Sijunjung Regency.

H₅: Job satisfaction affects employee performance at the Regional Secretariat of Muaro Sijunjung Regency.

2. Indirect relationships

H₆: Job satisfaction mediates the effect of digital leadership on employee performance at the Regional Secretariat of Muaro Sijunjung Regency.

H₇: Job satisfaction mediates the effect of organizational commitment on employee performance at the Regional Secretariat of Muaro Sijunjung Regency.

C. METHOD

This study adopts a quantitative approach with an explanatory research design to test the proposed hypotheses. The research was carried out at the Regional Secretariat of Muaro Sijunjung Regency, involving a population of 76 Civil Servants (ASN). A saturated sampling technique was applied, meaning that all members of the population were included as the research sample. The study relied on primary data obtained through a questionnaire developed based on relevant indicators. Responses

to the questionnaire were assessed using a Likert scale, and all measurement items had undergone validity and reliability testing. For data analysis, this study employed Partial Least Squares Structural Equation Modeling (PLS-SEM), which is considered suitable for handling data with a relatively limited sample size (Ardyan et al., 2023).

D. RESULTS AND DISCUSSION

1. Measurement Model Analysis (Outer Model)

The outer model evaluation is conducted to examine the validity and reliability of the constructs used in this study. An indicator is deemed valid when its loading factor exceeds 0.5; conversely, indicators with loading values below this threshold are considered invalid.

Table 1. Loading Factor Values

Item	DL (X1)	Item	Ko (X2)	Item	KK (Z)	Item	(KP (Y)
X1_1	0.895	X2_1	0.715	Z1	0.755	Y1	0.754
X1_2	0.859	X2_2	0.801	Z2	0.798	Y2	0.679
X1_3	0.872	X2_3	0.719	Z3	0.721	Y3	0.734
X1_4	0.848	X2_4	0.817	Z4	0.861	Y4	0.829
X1_5	0.790	X2_5	0.852	Z5	0.809	Y5	0.677
X1_6	0.861	X2_6	0.850	Z6	0.836	Y6	0.744
X1_7	0.872			Z7	0.765	Y7	0.765
X1_8	0.649			Z8	0.838	Y8	0.791
				Z9	0.800	Y9	0.750
				Z10	0.580	Y10	0.771
				Z11	0.840		
				Z12	0.812		

Source: Processed by SmartPLS 2026

Based on Table 1, all loading factor values for each variable exceed 0.5. Thus, it can be inferred that every indicator in this study satisfies the criteria for convergent validity and is suitable for subsequent analysis.

The reliability test was performed to evaluate the consistency of the instrument in measuring the indicators of the research variables. Reliability was assessed using Cronbach's Alpha, with values above 0.70 indicating that the instrument can be considered reliable.

Table 2. Reliability Test Values

Code	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	Average Variance Extracted (AVE)
DL	0.936	0.939	0.948	0.696
KK	0.943	0.947	0.951	0.621
KO	0.882	0.891	0.911	0.631
KP	0.914	0.918	0.928	0.563

Source: Processed by SmartPLS 2026

Referring to Table 2, it is shown that all variables in this study are considered reliable, as indicated by Cronbach's Alpha values greater than 0.70. These results indicate that all statement items are suitable for use in this study.

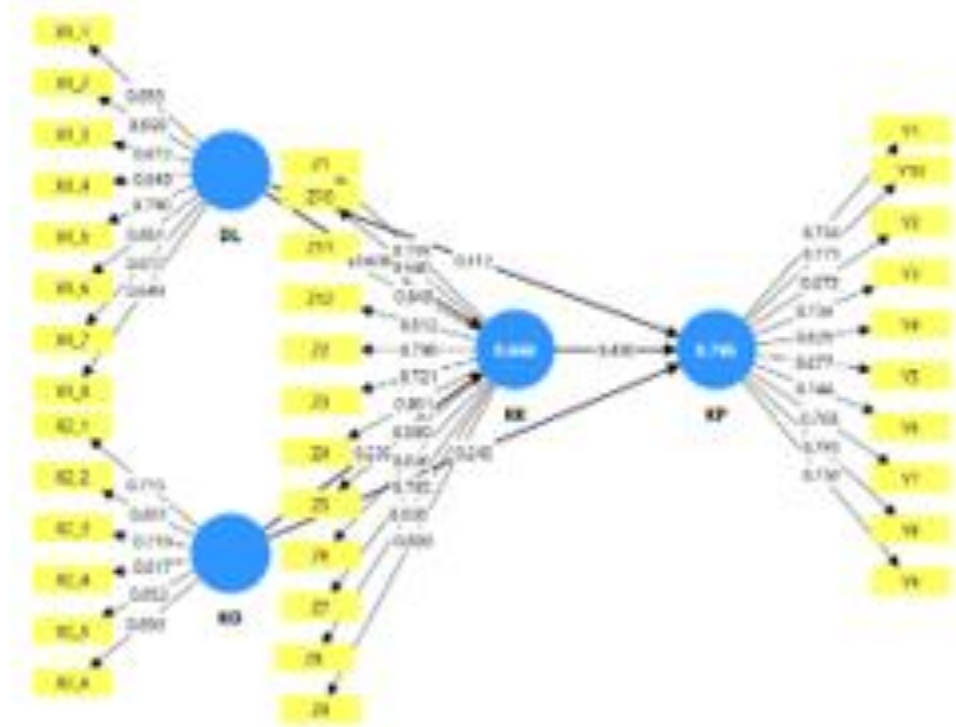


Figure 3. Measurement Model

Source: Processed By SmartPLS 2026

Referring to Figure 3, all indicators associated with the variables in this study have fulfilled the criteria for convergent validity. Within the digital leadership construct, the strongest outer loading is observed in indicator X1_1, which reflects the leader's ability to utilize digital platforms to communicate information clearly and promptly, reaching 0.895. In contrast, the weakest loading appears in indicator X1_8, which relates to the role of digital technology in accelerating decision-making processes, with a score of 0.649.

For organizational commitment, the highest loading is identified in indicator X2_5, indicating that remaining within the institution is perceived as a decision offering long-term advantages, with a coefficient of 0.852. Meanwhile, the lowest loading is found in indicator X2_1, which represents employees' emotional attachment to the institution, recorded at 0.715. In terms of job satisfaction, the most prominent loading occurs in indicator Z4, describing the extent to which the job allows employees to express their potential and creativity, at 0.861. Conversely, the lowest value is shown by indicator Z10, which captures the extent to which the work environment fosters a supportive and collaborative team atmosphere, with a value of 0.580. Furthermore, for the employee performance variable, the highest loading is demonstrated by indicator Y, reflecting the ability to complete tasks in optimal quantity without compromising quality, with a value of 0.829. The lowest loading, on

the other hand, is identified in indicator Y5, which relates to the rarity of delays in task completion, with a value of 0.677.

2. Structural Model Analysis (Inner Model)

The structural model is applied to evaluate the relationships between variables within the study. Its assessment involves the use of the coefficient of determination and path coefficients, which are intended to determine the strength and direction of the relationships among variables. The following outlines the structural model analysis framework utilized in this research.

In addition, the Goodness of Fit is assessed through the R-square value, which serves to indicate how well the model is able to account for the observed outcomes with precise parameter estimation. The R-square results are presented as follows:

Table 3. R-Square Values

Code	R-square	R-square adjusted
KK	0.668	0.659
KP	0.795	0.787

Source: Processed by SmartPLS 2026

Referring to Table 3, the Q-Square Predictive Relevance (Q^2) can be calculated. The results of the calculation are as follows:

$$\begin{aligned}
 Q^2 &= 1 - (1 - R_1^2) (1 - R_2^2) \\
 &= 1 - (1 - 0.668) (1 - 0.795) \\
 &= 1 - (0.182) (0.205) \\
 &= 1 - 0.037 \\
 &= 0.963 \text{ or } 96,3\%
 \end{aligned}$$

Based on the calculation results, the Q-Square Predictive Relevance (Q^2) value of 0.963 (96.3%) reflects that the model possesses a very high level of predictive accuracy. This suggests that variations in job satisfaction and employee performance at the Regional Secretariat of Sijunjung Regency are largely explained by digital leadership and organizational commitment, both through direct and indirect relationships. From this perspective, it can be concluded that digital leadership and organizational commitment are two important pillars in building employee performance, both directly and indirectly.

Hypothesis testing is carried out to answer the research questions formulated in the study background. The basis for decision-making relies on the t-statistic value: a value below 1.96 indicates that the effect is not significant, while a value exceeding 1.96 signifies a significant effect. The results of the hypothesis testing are presented as follows:

Table 4. Path Coefficients Values

Path Coefficients	Original Sample	Sample Mean	Standard Deviation	t Statistics
DL -> KP	0.312	0.354	0.152	2.049
KO -> KP	0.245	0.213	0.134	1.828

DL -> KK	0.608	0.663	0.158	3.847
KO -> KK	0.235	0.174	0.170	1.384
KK -> KP	0.400	0.391	0.119	3.356
DL -> KK -> KP	0.243	0.254	0.090	2.709
KO -> KK -> KP	0.094	0.073	0.072	1.303

Source: Processed By SmartPLS 2026

Based on Table 4, the path coefficient analysis yields several important findings:

1. Digital leadership shows a coefficient of 0.312 with a t-statistic of 2.049, which exceeds the threshold of 1.96, indicating a significant influence on employee performance at the Regional Secretariat of Sijunjung Regency; therefore, hypothesis H1 is supported.
2. Organizational commitment records a coefficient of 0.245 with a t-statistic of 1.828, which is below 1.96, suggesting that it does not significantly affect employee performance; consequently, hypothesis H2 is not supported.
3. Digital leadership produces a coefficient of 0.608 and a t-statistic of 3.847, confirming a significant effect on job satisfaction; thus, hypothesis H3 is accepted.
4. Organizational commitment yields a coefficient of 0.235 with a t-statistic of 1.384, indicating no significant effect on job satisfaction; hence, hypothesis H4 is rejected.
5. Job satisfaction demonstrates a coefficient of 0.400 with a t-statistic of 3.356, which confirms its significant influence on employee performance; accordingly, hypothesis H5 is accepted.
6. Job satisfaction also shows a coefficient of 0.243 and a t-statistic of 2.709, indicating its role as a mediator in the relationship between digital leadership and employee performance; thus, hypothesis H6 is supported.
7. Job satisfaction records a coefficient of 0.094 with a t-statistic of 1.303, which does not meet the required threshold, implying that it cannot mediate the relationship between organizational commitment and employee performance; therefore, hypothesis H7 is rejected.

Based on the results obtained from the data analysis, this study provides several important findings that require further interpretation and in-depth examination. These findings not only reflect the relationships among the variables tested but also offer insights into how theoretical perspectives align with empirical evidence within the context of the Regional Secretariat of Sijunjung Regency. By linking the statistical outcomes with relevant theories and prior research, the discussion aims to provide a more comprehensive understanding of the role of digital leadership, organizational commitment, and job satisfaction in influencing employee performance. Accordingly, the discussion of this study is presented as follows:

1. Digital leadership has a significant effect on employee performance at the Regional Secretariat of Sijunjung Regency. From a general perspective, digital

leadership represents a leadership pattern that utilizes technology to support organizational transformation, strengthen collaboration, and enhance the effectiveness of work implementation (Avolio et al., 2014). From the perspective of transformational leadership theory, leaders who are able to adapt to technological developments have the potential to increase intrinsic motivation and the performance commitment of their subordinates (Bass & Riggio, 2006). Based on the research findings, it can be analyzed that the practical application of leadership based on the effective use of digital technology can factually improve employee performance outcomes. This study is consistent with the research conducted by Zeike et al. (2019), which states that digital leadership significantly contributes to improving individual performance through support for innovation and empowerment.

2. Organizational commitment is found to have no significant influence on employee performance at the Regional Secretariat of Sijunjung Regency. In conceptual terms, organizational commitment represents the degree of emotional attachment, the intention to remain within the organization, as well as employees' loyalty and sense of responsibility toward their institution (Meyer & Allen, 1997). From an organizational behavior standpoint, a strong level of commitment is generally assumed to foster loyalty and enhance employee performance (Robbins & Judge, 2017). However, the results of this study indicate that organizational commitment has not been able to exert a direct effect as a determinant of employee performance. This suggests that, although employees may feel connected to the organization, such attachment is not necessarily manifested in productive work behavior. This finding aligns with the research conducted by Angraini et al. (2021), which also reveals that organizational commitment does not fully contribute to improving employee performance within an organization.
3. Digital leadership is shown to have a significant influence on job satisfaction at the Regional Secretariat of Sijunjung Regency. From a theoretical standpoint, digital leadership is regarded as a factor that can directly shape job satisfaction within an organization (Luthans, 2011). Leaders who are capable of applying digital leadership in a communicative and adaptive way, while effectively leveraging technology, are able to foster a more flexible work environment and strengthen employee engagement. Furthermore, Avolio et al. (2014) highlight that leaders' use of technology can enhance subordinates' perceptions of competence and autonomy in carrying out their responsibilities. The results of this study are in line with the findings of Fitriani & Yuliantoro (2024), which indicate that digital leadership plays an important role in influencing job satisfaction within an organization.
4. Organizational commitment is not found to have a significant effect on job satisfaction at the Regional Secretariat of Sijunjung Regency. From a theoretical perspective, job satisfaction reflects an individual's emotional evaluation of their work, whereas organizational commitment focuses more on the degree of

attachment employees have toward their institution, rather than acting as a direct determinant of job satisfaction (Meyer & Allen, 1997). Robbins and Judge (2017) argue that job satisfaction tends to function as an antecedent to organizational commitment, not the reverse. The results of this study reinforce this view, indicating that organizational commitment does not directly contribute to increasing employees' level of job satisfaction. Nevertheless, these findings differ from those reported by Kertiriasih et al. (2023), which suggest that organizational commitment can affect employee performance within an organization.

5. Job satisfaction is found to have a significant influence on employee performance at the Regional Secretariat of Sijunjung Regency. From the standpoint of attitude–behavior theory, a positive attitude toward one's job is typically manifested in more productive work behavior (Judge et al., 2001). In addition, Luthans (2011) explains that employees who experience higher job satisfaction are more likely to exhibit greater commitment and a stronger sense of responsibility in carrying out their tasks. The results of this study are in line with the findings of Paparang et al. (2021), which identify job satisfaction as a crucial factor in enhancing employee performance, where increased satisfaction contributes to higher productivity and improved service quality.
6. Job satisfaction is proven to mediate the relationship between digital leadership and employee performance at the Regional Secretariat of Sijunjung Regency. From the perspective of job satisfaction theory, job satisfaction functions as a psychological mechanism that connects leadership influence with individual performance outcomes. Within this framework, job satisfaction serves as an intervening variable linking digital leadership to employee performance. This indicates that the effectiveness of digital leadership not only contributes directly to performance improvement but also exerts an indirect effect by enhancing employees' level of job satisfaction. The findings suggest that leaders who are able to effectively leverage technology, build adaptive digital communication, and foster a work environment that is responsive to change can strengthen employees' positive perceptions of their work, which ultimately leads to better performance.
7. Job satisfaction is found to be unable to mediate the relationship between organizational commitment and employee performance at the Regional Secretariat of Sijunjung Regency. From a theoretical standpoint, although organizational commitment and job satisfaction are related, their connection does not necessarily establish a mediating mechanism that affects employee performance (Meyer & Allen, 1997). The findings of this study suggest that, particularly within public sector organizations, job satisfaction does not consistently function as an effective intervening variable in linking organizational commitment to performance outcomes. Organizational commitment appears to exert a more direct influence on employee performance, as it is rooted in individual loyalty and a sense of responsibility

toward the institution. Moreover, bureaucratic environments that emphasize rule compliance tend to reinforce this direct effect. As a result, job satisfaction does not contribute significantly as a mediating factor. This result contrasts with the findings of Fu and Deshpande (2014), which indicate that job satisfaction can mediate the relationship between organizational commitment and employee performance.

E. CONCLUSION

Based on the results of the discussion, it can be concluded that digital leadership influences employee performance and job satisfaction, and job satisfaction influences employee performance. However, organizational commitment does not influence employee performance or job satisfaction. Furthermore, job satisfaction is able to mediate the effect of digital leadership on employee performance, while it is not able to mediate the effect of organizational commitment on employee performance at the Regional Secretariat of Sijunjung Regency. From the perspective of this study, strengthening digital leadership should be a strategic priority, as it has been proven to improve both job satisfaction and employee performance, both directly and indirectly. Job satisfaction needs to be managed systematically as a key factor in enhancing the effectiveness of digital leadership in driving organizational performance. In contrast, organizational commitment requires a more adaptive approach, as it has not been proven to have a direct effect or a mediating role in improving employee performance within the Regional Secretariat of Sijunjung Regency.

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