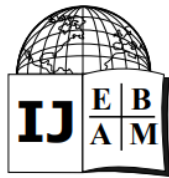


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The Influence of Digital Leadership, Affective Commitment on Employee Performance with The Intervening Mediation of Intrinsic Motivation on Yogyakarta Appropriate Technology Development Center

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ARTICLE INFORMATION	ABSTRACT
Sections Research Articles	The focus of the investigation is to find out how affective commitment and digital leadership effect employee performance, with te help of intrinsic motivation. The sample collection method is quantitative by nature with the use of primary data obtained by the placement using Likert scale questionnaires. Participants in this investigation include employed who work for BPTTG Yogyakarta. The results of the study demonstrate that intrinsic motivation is seriously affected by digital leadership. Motivation is not much impacted by emotional commitment integrated. The performance of employees is significantly impacted by digital leadership. Employee output is not much impacted by affective commitment. Employee performance is not much impacted by intrinsic motivation. The affective commitment and digital leadership factors cannot be controlled by intrinsic motivation on employee performance.
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INTRODUCTION

Human resource management (HR) generally seeks to achieve the maximum level of employee development. Employee performance is predicted to improve if firm management and staff have effective, harmonious collaboration. Human resource development is the process of



improving human skills to achieve the objectives of an organization, with quality human resources capable of giving quality services to users of products or services, thus boosting the organization's overall performance. The company leader's operate is intrinsically connected by the fundamental method that fosters business greatness.

Digital leadership is a style of leadership that focuses on bring around digital transformation inside an organization. The growing rate of technological advancement definitely requires specific abilities of leaders to effectively utilize technologies. It is important to digitally convert employees. Digital leadership relates to a leadership style that is capable of training employees for transformation. Digital leadership capabilities combine visionary and innovative leadership with digital attitude capabilities, along with digital expertise and knowledge (Wasono dan Furinto, 2018)

According to Meyer, Allen dan Gellatly (1990) indicators of enjoyment, sense of belonging, emotional attachment, and personal significance can be used to quantify affective commitment. A worker that possesses affective commitment will demonstrate his or her enjoyment of the company, which fosters a sense of community inside the firm. The sense that employees have of having an emotional connection to the company and a desire to stay there is another measure of affective commitment, known as emotional attachment. The employee feels that the organization holds personal value for him, as indicated by the personal meaning indicator.

Employee performance is influenced by affective commitment. The greater the emotive commitment, or the degree to which one feels pleased as part of affection of the organization and the feeling for ownership to its growth, the more favorably the worker will act on their behalf to the company, which will improve employee performance. A person who is driven solely by internal factors, such as a sense of challenge from job obligations, is said to be intrinsically motivated.

On the other hand, encouragement that results from outside stimuli, such promises of rewards for exceeding performance targets, is known as extrinsic motivation. Intrinsic motivation is the strongest kind of motivation since it comes from within the employee. Employees that are intrinsically motivated are more encouraged to be excited about doing their work successfully and are conscious of their obligations. Employees will be aware that strong performance will enable them to meet their basic needs, and this awareness will lead to positive work outcomes. Increasing job performance, work discipline, passion and excitement for work, productivity and efficiency, a sense of responsibility, a sense of loyalty, as well as changing behavior in accordance with the wishes of the organization (Fischer, Malycha dan Schafmann, 2019).

Many studies have been done to find out whether digital leadership affects worker performance. findings from research Wujarso, Pitoyo and Prakoso (2023) claimed that there is a substantial and favorable correlation between digital leadership and worker performance. The research's findings are consistent with those of studies conducted by Cahyarini (2021). It shows how employee performance is seriously affected by digital leadership. It is currently important to implement digital leadership strategies, based on previous research findings. Given the reality fact a lot has been written about leadership, the idea of a digital leadership vision has not been extensively, carefully, or extensively investigated.

There are currently few studies on digital leadership. The influence of digital leadership on the adoption and use of technology has not been thoroughly studied in any research. This study is to investigate how digital leadership affects employee performance improvement. Research result Ariyani and Sugiyanto (2020) states that affective commitment has a a notable impact on worker performance. The findings of this study differ from those of previous studies conducted by Hanifah (2016) which states that affective commitment does not have a

noteworthy improvement in worker performance. The research findings indicate that BPTTG Yogyakarta has not fully leveraged the digitalization era to bolster the organization's performance because there is still no understanding of the importance of digitalization. In this case, the role of a leader is needed to be able to empower employees to become more fluent with technology so that they can improve employee performance.

LITERATURE REVIEW & HYPOTHESIS

Digital Leadership

Leadership is the capacity or willingness of an individual or organization to persuade, motivate, invite, direct, and coerce others or groups to accept their influence and take action toward the accomplishment of predetermined objectives (Guntoro, 2020). Qualities that digital leaders must possess according to Klein (2020):

1. Characteristics: A digital leader in an area of business has to have the characteristics of an innovative visionary, who not just plans ahead but also acts creatively.
2. Characteristic: Social Attitude; essentially, a digital leader is an educator and motivator for team members or staff, setting an example for them.
3. Characteristics-Generic Mindset: In along with the characteristics previously mentioned, there are universal traits like being adaptable, nimble, and capable of comes to transformational plans.

Affective Commitment

Organizational commitment, which includes affective commitment additionally, is the emotional side of a worker's involvement in an organization. Because the need to survive begins from the bottom of every employee's heart, there is a tendency of them to stay dedicated to the company they work for always. Affective commitment can result through necessity as well as dependence on previous company efforts that must continue since acting otherwise might prove harmful. This commitment is created so that the organization can instill strong faith in its workers to uphold all organizational values and put achieving its goals first. Workers are also going to continue to be members of the organization as a result of this commitment (Han *et al.*, 2012). There are several sign of affective commitment according to Meyer, Allen and Gellatly (1990):

1. According to the organization's emotional-affective commitment policy, all employees must fervently believe in upholding the company's values and make achieving its objectives their first priority.
2. The detection of affective commitment is motivated by necessity and the belief that commitment results from depending on prior attempts at organization that cannot be quit due to adverse effects (3) Involvement among workers within the organization.

Employee Performance

The conduct that employees represent or seem while doing their position is referred to as employee performance. Performance is characterized as a worker's capacity to meet company goals. Elements that affect how well employees according to Mangkunegara (2000):

1. Potential ability (IQ) and reality ability (knowledge and skills) are the two categories into which this ability is generally separated.

2. Factors that motivate: Employee attitudes toward handling work-related situations shape their motivation.

The work outcome that an individual or group inside an organization can accomplish, in compliance with their specific roles and duties, in order to lawfully accomplish the organization's goals without breaking any laws, is known as employee performance, morals and ethics. Factors that influence employee performance according to Prawirosentono (1992) are:

1. Productivity and durability: A team is deemed effective if its objectives can be achieved in a manner that satisfies its predefined demands; contrary to that, a group is regarded efficient when it goals require the least amount of sacrifice.
2. Responsibility: It implies that having that authority includes responsibility.
3. Discipline: In general terms, discipline means following by the regulations and laws that are in position. Employee discipline, on the contrary hand, refers to the employee obedience to the terms of their contract of employment with his employer.
4. Being proactive: Initiative has to do with an individual's propensity for intellect and inventiveness, it reveals within ideas that address what is important to the organization.

Intrinsic Motivation

Workplace motivation is a state that propels workers to attain objectives or circumstances that can produce and sustain behavior (Awe, Dantes dan Lasmawan, 2014). Intrinsic motivation is encouragement from within the individual because he feels challenged by work demands. The goals of intrinsic motivation include increasing on work performance, work discipline, passion and morale, productivity and efficiency, sense of responsibility, sense of loyalty, and changing behavior in keeping with the organization's aims (Fischer, Malycha dan Schafmann, 2019).

Hypothesis

The following are the hypotheses proposed in this research:

- H₁**: Digital Leadership has a significant effect on intrinsic motivation.*
- H₂**: Affective commitment has a significant effect on intrinsic motivation.*
- H₃**: Digital Leadership has a significant effect on employee performance.*
- H₄**: Affective commitment has a significant effect on employee performance.*
- H₅**: Intrinsic motivation has a significant effect on employee performance.*
- H₆**: Digital Leadership has a significant effect on performance through intrinsic motivation.*
- H₇**: Affective commitment has a significant effect on performance through intrinsic motivation.*

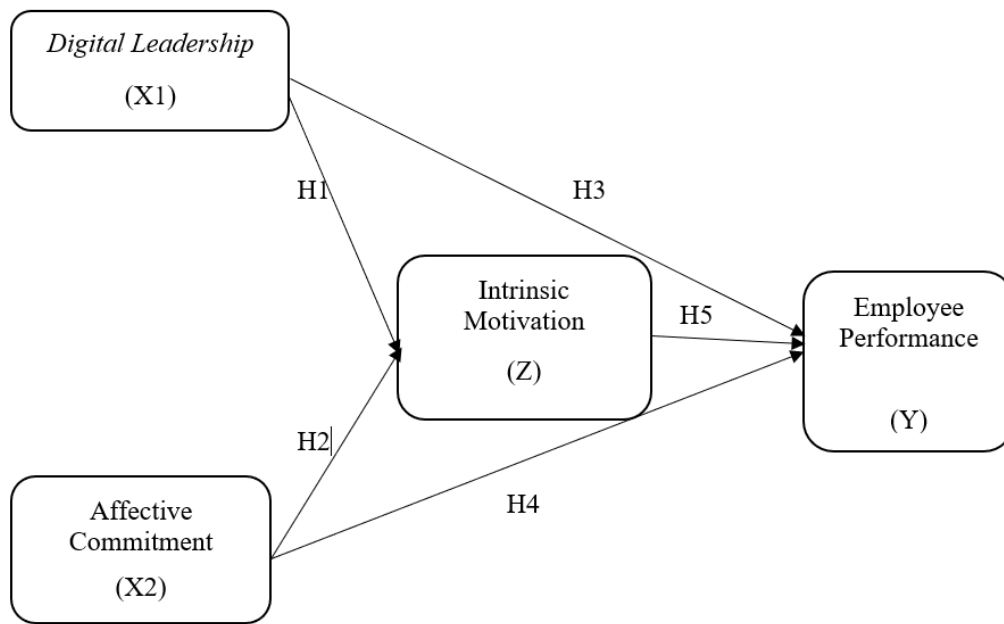


Figure 1. Investigate Framework

RESEARCH METHODS

The people that live in this study were employees of the Yogyakarta Special Region Appropriate Technology Development Center, totaling 46 employees and saturated samples were the sampling method employed.

Table 1. Descriptive Analysis of Demographic Variables

Characteristics	Frequency	Percent
<i>Gender</i>		
Male	28	60,9
Female	18	39,1
<i>Employment status</i>		
Not fixed	29	63
Permanent employee	17	37
<i>Marital status</i>		
Not married yet	16	34,8
Marry	25	54,3
Widow widower	5	10,9
<i>Age</i>		
≤ 30 Years	20	43,5
31-39 Years	15	32,6
40-49 Years	4	8,7
≥ 50 Years	7	15,2
<i>Last education</i>		
Elementary School/Equivalent	0	0
Middle School/Equivalent	0	0
High School/Equivalent	3	6,5

Characteristics	Frequency	Percent
Diploma (D1/D2/D3/D4)	8	17,4
S-1	28	60,9
Postgraduate (S2/S3)	7	15,2
<i>Years of service</i>		
< 2 Years	8	17,4
2-5 Years	19	41,3
6-10 Years	14	30,4
11-15 Years	1	2,2
> 15 Years	4	8,7

Source: Primary Data Processed (2024)

ANALYSIS RESULTS

Validity and Reliability

Digital Leadership (DL)		Affective Commitment (KA)		Intrinsic Motivation (MI)		Employee Performance (KP)	
DL1	0,387	KA1	0,460	MI1	0,867	KP1	0,532
DL2	0,332	KA2	0,606	MI2	0,797	KP2	0,557
DL3	0,484	KA3	0,459	MI3	0,557	KP3	0,548
DL4	0,385	KA4	0,733	MI4	0,477	KP4	0,566
DL5	0,669	KA5	0,723			KP5	0,328
DL6	0,378	KA6	0,690			KP6	0,490
DL7	0,548	KA7	0,569			KP7	0,487
DL8	0,627	KA8	0,609			KP8	0,430
						KP9	0,301
						KP10	0,488
						KP11	0,531
						KP12	0,436
						KP13	0,584
						KP14	0,558
Cronbach's Alpha Std.	0,614		0,758		0,635		0,756

Source: Primary Data Processed (2024)

The item in the validity test is legitimate if the r-count value > r-table (0,2907). The correlation-total correlation item test produces a digital leadership value in the range of 0,332–0,669; affective commitment in the range of 0,459-0,733; Intrinsic motivation is in the range of 0,477-0,857 as well as employee performance in the range of 0,301-0,584, meaning that the overall data is valid. Cronbach's alpha digital leadership value (0,614); affective commitment (0,758); intrinsic motivation (0,635); and employee performance (0,756) > 0,6; meaning that the entire research instrument is reliable.

Hypothesis Testing

Table 3. Multiple Linear Regression Analysis Test 1

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	6,162	7,009		,879	,384
Digital Leadership	,304	,149	,298	2,045	,047
Affective Commitment	-,067	,122	-,080	-,546	,588

a. Dependent Variable: Intrinsic Motivation

Source: Primary Data Processed (2024)

Table 4. Multiple Linear Regression Analysis Test 2

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	36,985	10,942		3,380	,002
1 Digital Leadership	,686	,241	,410	2,853	,007
Affective Commitment	-,061	,190	-,044	-,320	,750
Intrinsic Motivation	,175	,226	,111	,771	,445

a. Dependet Variable: Employee Performance

Source: Primary Data Processed (2024)

Discussion

The Influence of Digital Leadership on Intrinsic Motivation

The study's findings indicate that the variable of digital leadership significantly improves intrinsic motivation. This is proven from the regression results with a sig value of $0,047 < 0,05$. The presence of this number indicates that the hypothesis is valid. This means that the abilities possessed by employees are not much different depending only on the leadership characteristics of a company leader.

Good digital leadership can influence intrinsic motivation of employees in order to enhance performance. This is supported by research Pratiwi *et al.* (2022) shows that based on the t test, digital leadership has a positive and significant effect on intrinsic motivation. Research conducted Wasono and Furinto (2018) stated in his research that There existed a positive and noteworthy connection between Digital Leadership and intrinsic motivation.

The Influence of Affective Commitment on Intrinsic Motivation

The study's findings indicate that the affective commitment variable has no significant effect on intrinsic motivation. This is proven by the regression results with a sig value of $0,445 > 0,05$. The large number suggests that the theory is not supported. This proves that the affective commitment that exists within employees does not yet have the feeling to show that they are happy to be in the organization so that there is a feeling of not being part of the organization. Then there is the indicator of personal meaning, which shows that employees do not feel that the organization has personal meaning for them.

Thus, these findings contradict the study carried out by Handayani and Heri (2022) shows that intrinsic motivation significantly influences affective commitment. Research conducted Yanuar and Setiawan (2023) shows significant results on effective commitment. Affective commitment increases employees' sense of satisfaction in the organization. Organizations need to increase feelings for employees to feel part of the organization. Employees must also have internal motivation to try to be part of the organization.

The Influence of Digital Leadership on Employee Performance

The study's findings indicate that the digital leadership variable has a significant positive effect on employee performance. This is proven from the regression results with a sig value of $0,007 < 0,05$. This value proves that good digital leadership in an organization helps employees to improve performance within the organization. This means the ability of leaders to invite employees together To boost the operation of the company. Research backs this up Sunu (2022) shows the t-test, Digital Leadership has a positive and significant effect on employee performance. Research conducted Purwanto *et al.* (2021) shows that digital leadership has a significant effect on performance.

The Influence of Affective Commitment on Employee Performance

The study's findings indicate that the affective commitment variable does not have a significant effect on performance. This is proven from the regression results with a sig value of $0,750 > 0,05$ The large number suggests that the theory is not supported. This shows that the indicators of personal meaning within employees do not yet feel that the organization has deep meaning for the employees. So employees have not shown the importance of the organization for themselves. So these results do not support the research conducted by Ariyani and Sugiyanto (2020) hows that affective commitment has a positive and significant effect on employee performance. Research conducted by Parinding (2017) shows that affective commitment has a positive effect on performance.

The Influence of Intrinsic Motivation on Employee Performance

The study's findings indicate that the Intrinsic Motivation variable does not have a significant effect on performance. It is proven from the regression results with a sig value of $0,445 > 0,05$. The large number suggests that the theory is not supported. This proves that employees have not been motivated from within themselves to carry out their tasks optimally so that when they do their work they do not do their work optimally. Intrinsic motivation plays a role in showing an employee to do the work as hard as possible so that they get maximum results. So that these results are in line with previous research conducted by Anwar (2019) which shows that Intrinsic Motivation has no significant effect on Performance. Research conducted by Jannah and Endratno (2017) shows that Intrinsic Motivation has no significant effect on performance.

The Influence of Digital Leadership on Performance through Intrinsic Motivation

Results obtained in the digital leadership intervening test of performance using intrinsic motivation as an additional variable. From the results of the Sobel Test calculation above, the one tailed probability value is 0,23454804 with a significant value of 5%. From these results it can be concluded that $0,23454804 > 0,05$ so it can be said that intrinsic motivation is unable to mediate digital leadership on performance with a partial mediation effect. Therefore, these findings are consistent with earlier study carried out by Bahri (2020).

The Influence of Affective Commitment on Performance through Intrinsic Motivation

Findings from the Sobel test calculation of the intervening test of affective commitment to performance through intrinsic motivation as an intervening variable above show a one-tailed probability value of $0,32709260 > 0,05$, so it can be said that intrinsic motivation is not able to mediate affective commitment to performance with a partial mediation effect. Thus, these findings are consistent with earlier study carried out by Kembaren, Sianturi and Pardede (2023).

CONCLUSION

Analyzing the result of the data analysis from investigation conducted on employee of the Yogyakarta Appropriate Technology Development Center, several conclusions can be drawn as follows:

1. Digital leadership has a positive and significant effect on employee intrinsic motivation.
2. Affective commitment does not have a positive and significant effect on intrinsic motivation.
3. Digital leadership has a positive and significant effect on employee performance.
4. Affective commitment does not have a positive and significant effect on employee performance.
5. Intrinsic motivation does not have a positive and significant effect on performance.
6. Intrinsic motivation cannot act as a mediating variable between digital leadership and performance.
7. Intrinsic motivation cannot act as a mediating variable between affective commitment and performance.

Research Limitations

Limits associated with this research are:

1. This research is restricted to a sample consisting of one branch or organization with a relatively small number of employees. This can result in limited generalization of research results to entire organizations or larger populations
2. This research builds a framework based on theory for studying employee performance. However, there is still potential to expand this research by considering other factors that can influence employee performance, includes aspects as work environment, company culture, job satisfaction, and the other aspects.

Suggestion

Based on the research results and conclusions above, further suggestions can be proposed which are expected to be useful for:

1. Share further research: For researchers who would be advised to replace or add other variables that could mediate digital leadership and affective commitment on performance, as well as many other factors that could influence performance. Apart from that, future researchers can focus on research with larger samples. or many so that the data obtained is more accurate.
2. For Organizations
 - a) Depending on the outcomes of tests that were conducted by researchers, the following results were obtained, the digital leadership variable has the greatest influence on performance. With this data, it can be used as a reference for the company to remain

consistent and maintain things that could affect performance. Because the current era is a modern era, it is hoped that leaders can use technology wisely to support and improve employee performance.

- b) Employees should give more encouragement or motivate themselves to improve their performance so that they can obtain the results expected by the company.
- c) Employees must also increase their affective commitment to the company in order to gain work enthusiasm so that they can obtain good performance.

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