

THE ROLE OF DIGITAL LEADERSHIP IN ORGANIZATIONS TO IMPROVE EMPLOYEE PERFORMANCE AND BUSINESS SUCCESS

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ABSTRACT

Digital transformation has become an integral component of the business world in the rapidly advancing digital age. Organizations must employ digital technologies effectively in order to remain relevant and competitive in the global marketplace. Digital leadership is crucial for managing change and influencing employee performance and business success as a whole. Utilizing digital technologies to lead, manage, and influence employees and business processes constitutes digital leadership. Digital leaders promote innovation, collaboration, and information accessibility. Digital leadership can increase efficiency, productivity, and innovation in the workplace by adopting the appropriate digital technologies. Digital leadership also contributes to the success of a business by facilitating change management, promoting digital transformation, and making sound decisions. Research indicates that digital leadership facilitates improved employee performance, the development of digital skills, and the achievement of business objectives. In an ever-changing digital era, digital leadership is not only the leader's responsibility, but also a shared responsibility.

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1. INTRODUCTION

Digital transformation has become an essential aspect of the business world in the ever-changing digital age. Organizations that want to be relevant and successful in the face of increasing global competition must properly adopt and exploit digital technologies. To be successful in digital transformation, businesses must have leadership capable of directing and using the promise of modern technologies. Digital leadership is critical in managing change, influencing employee performance, and ensuring overall business success[1], [2].

Change and innovation receptivity is one of the essential characteristics of digital leadership. Leaders in the digital realm must be able to comprehend the newest technological trends and incorporate them into their business strategies. They must be proactive in identifying new opportunities created by digital technology and be willing to modify traditional business models in order to gain a competitive advantage. Successful leaders in the digital era are those who are unafraid to take risks, are willing to experiment with new ideas, and drive innovation throughout the organization. Because technology mastery is a propelling factor for competitiveness in the era of the industrial revolution 4.0[3], companies must continue to innovate using technological advances in their business processes in order to achieve competitiveness[4].

An organization's decision-making process reflects its culture and defining characteristics[5]. One of an organization's decision-making processes determines its health, particularly for organizations in the era of the current industrial revolution. Decision making is the process of determining a course of action among numerous obstacles and alternatives[6]–[8]. Consequently, a company with a healthy, robust, and professional culture places the decision-making process at the center of a number of organizational activities [9].

Leadership in the digital era encourages various issues, especially regarding the readiness of leaders and members (personnel management) to explore all possibilities in using digital technology to maximize their business. This readiness issue relates to the uneven transition from analog paradigm to

digitalization[10]. This is because the distribution of information technology still collides with the industrial economic system which results in the accessibility of information technology depending on the purchasing power of individuals or groups.

The role of digital leadership has a positive impact on improving employee performance and business success. Some related research[11]–[13] which explains issues related to the role of digital leadership that need attention, such as lack of understanding or lack of awareness of the concept of digital leadership, incompatibility with corporate culture, lack of technological skills, data protection and privacy, and an imbalance between technology and human relations. Organizations need to provide appropriate training and education, have clear data protection and privacy policies, and maintain a balance between technology and relationships at work[14].

This study aims to discuss in depth the role of digital leadership in organizations in improving employee performance and business success. We will explore the concept of digital leadership, explore how adaptive and innovative leadership is the key to success in the digital world, and analyze its impact on employee performance and the entire business[15].

So that it can provide benefits, namely knowing the role of digital leadership in improving employee performance is very significant. In the digital era, employees must face rapid and complex changes. Digital technology opens the door for faster access to information, more efficient communication, and easier collaborative work. However, to harness the potential of this technology, employees need guidance and support from leaders who are competent in digital leadership.

2. LITERATURE REVIEWS

Digital Leadership

Leadership is the ability or readiness possessed by someone to influence, encourage, invite, guide, move, direct, and force other people or groups to accept this influence and then do something that can help achieve certain goals that have been set (Guntoro, 2020). In line with Guntoro, Maulidiyah stated that a leader is someone who enthusiastically has the ability to influence others to achieve organizational goals. It is very possible for the organization to achieve its goals if the manager is able to carry out its functions properly. Therefore, an effective leader, who has the ability to influence the behavior of his members, is the leader needed by the organization[14]. Digital leadership style can involve information technology, starting from the introduction and operation of software (software, applications, operating systems) and hardware (cell phones, modems, computers, touch screens), work ethic, to legal issues in information technology. Identifying the readiness of followers for digital information-based businesses can be done by adjusting indicators of digital information readiness and proficiency with the level of readiness of followers in the leadership process. This is inseparable from the leadership's policy in carrying out digital transformation in the organization they lead[16]. Other forms of policies are also at the evaluation stage, leadership policies related to evaluating employee work results, being empathetic to employees, responding when subordinates submit complaints. Based on the description above, digital leadership style is a set of traits or behaviors used by leaders to influence subordinates so that organizational goals and objectives are achieved or it can also be said that leadership style is a pattern of behavior and strategies that are preferred and often applied by a leader. Likewise in terms of receiving information on media capabilities in the digital era, it makes it easier for the public because it can be obtained quickly[17].

Performance Improvement

Improving employee performance refers to efforts to increase the level of productivity, efficiency, and quality of work performed by employees in an organization. Improving employee performance can be achieved through various means, such as developing skills, providing constructive feedback, providing adequate resources, introducing incentives or rewards, monitoring performance regularly, and setting clear goals.[18]. Improving employee performance also involves empowering employees to reach their maximum potential, through competency development, support in achieving goals, career development, and providing appropriate autonomy in their work. The goal is to create a work environment that motivates employees to make better contributions, increase team effectiveness, and achieve better overall results for the organization.[19]. The importance of improving employee performance is to achieve organizational goals, increase employee satisfaction, strengthen employee loyalty and retention, and improve the organization's reputation and competitiveness in the market. With increased employee performance, organizations can achieve higher efficiency, innovation, and competitive advantage in achieving their business goals[20].

3. METHODS

The approach and type of research used in this study is a type of qualitative approach, using the literature review method. This study was conducted to examine the role of digital leadership in relation to improving employee performance and the company's business success. Data is collected through previous literature that comes from previous studies, journals, and books related to research topics. According to [21], [22] Literature review is an important component in qualitative research using descriptive methods. Literature review involves reviewing and critical analysis of literature and information sources that are relevant to the research topic. In the context of qualitative descriptive methods, data collection techniques are carried out in triangulation (combined), data analysis is inductive/qualitative in nature, and the results of qualitative research emphasize meaning rather than generalization [23]. The literature review process acts as a theoretical foundation and in-depth understanding of the phenomenon being researched. Researchers collect, read, and analyze relevant literature to understand concepts, theories, previous findings, and methodological approaches that have been carried out by other researchers in the same or related fields [24].

4. RESULTS AND DISCUSSION

The Role of Digital Leadership in Corporate Organizational Culture

The role of digital leadership in companies is very important in today's digital era. Digital leadership involves using technology and digital tools to lead, manage and influence employees and business processes. In this context, digital leadership has a significant role in organizational transformation and performance improvement. First of all, digital leadership can improve efficiency and productivity within companies. Using powerful digital tools, leaders can speed up and simplify business processes, automate routine tasks, and optimize resource use. This will lead to savings in time, costs and resources, as well as increase the overall productivity of the company. Besides that, [25]. With advanced analytics and data processing tools, leaders can collect and analyze data on employee performance, market trends and customer needs. This information can be used to make better decisions, formulate more effective strategies, and adapt business measures to market needs. Furthermore, digital leadership facilitates better communication and collaboration among different team members and departments. Through digital communication tools, leaders can interact in real-time with employees, convey information, provide feedback, and facilitate teamwork [26]. This reduces communication barriers, strengthens team synergy, and promotes effective collaboration across the enterprise. In addition, digital leadership can also provide inspiration and motivation to employees. Leaders can use social media, digital platforms, or other digital content to convey inspirational company vision, values, and goals. This can help build a positive company culture, motivate employees to achieve ambitious targets, and increase employee engagement and satisfaction. This is in accordance with the research that states [14], [27]–[29] the role of digital leadership in companies is very important in optimizing performance, efficiency, and innovation. By wisely leveraging digital technology, leaders can forge innovative, collaborative and adaptive work environments that drive company growth and success in an evolving digital era.

Digital Leadership and Employee Performance Improvement

The role of digital leadership in improving employee performance includes leading by digital role model, building a culture of innovation, encouraging collaboration, providing access to digital resources, providing feedback and performance monitoring, and developing employee digital skills. With good adoption of digital technology, leaders can motivate employees, increase productivity, and create an innovative work environment. According to research by [1], [4], [30] explained that digital leadership plays an important role in improving employee performance. Leaders who are able to adopt digital technologies well, promote a culture of innovation, encourage collaboration, provide access to digital resources, provide timely feedback, and develop employees' digital skills can create a work environment that enables employees to reach their full potential. [31]. The role of digital leadership in supporting the improvement of employee performance ethos can be explained as follows:

- A. **Leader as Facilitator:** As a digital leader, you play the role of facilitator encouraging employees to adopt technology and optimize its use. You help them overcome obstacles and awkwardness that may come with adapting to digital change. In addition, you play a role in directing employees to identify and take advantage of the opportunities offered by digital technology.
- B. **Effective Communication:** Effective communication is key in digital leadership. Using digital communication tools such as instant messaging, email, and video conferencing, you can forge strong

- relationships with your employees. Open, clear and ongoing communication helps in providing the right direction, motivating employees and responding to their questions or concerns quickly.
- C. **Development of Digital Skills:** One of the main roles of digital leaders is to develop employees' digital skills. You can organize training, workshops, or provide digital education resources to help employees acquire digital-relevant skills. This not only improves individual performance, but also helps organizations to stay relevant and competitive in an increasingly digitally connected world.
 - D. **Provide Support in self-development:** In a constantly changing digital environment, it is important for leaders to provide support and recognition to employees. You can provide guidance, listen to their input, provide positive encouragement, and acknowledge their contributions. This creates a positive work environment and motivates employees to perform better[32].
 - E. **Adopt Innovation:** The digital leader must be the driving force of innovation in the organization. You can encourage employees to think creatively, propose new ideas, and implement innovative solutions to improve work processes and add value to the organization. Build a culture of innovation supported by digital technology[33] will encourage employees to dare to take measured risks and implement the necessary changes.

Digital Leadership and Enterprise Business Success

The role of digital leadership is very important in achieving company business success in the digital era. On research by[34], [35]explains Digital leadership and the success of a company's business have a close relationship. Digital leaders drive innovation, adapt to market changes, operational efficiency, better decision making, high employee engagement and enhanced customer experience[36]. With the proper adoption of digital technology, companies can differentiate themselves from competitors, stay relevant, increase productivity, optimize resource use, reduce risk and create competitive advantage. When specifically explained, the role of digital leadership in supporting the business success of a company is:

- A. **Anticipating and Managing Change:** Digital leadership involves the ability to anticipate change and manage it effectively. In a rapidly evolving and changing business environment, leaders who are able to identify digital trends, adapt business strategies, and take proactive steps will help companies stay relevant and competitive.
- B. **Drive Digital Innovation and Transformation:** Digital leaders drive digital innovation and transformation within the company. They encourage the use of new technologies and create an environment that allows employees to think creatively, try new ideas and implement innovative solutions. Thus, companies can develop innovative products and services, improve operational efficiency, and create competitive advantages.
- C. **Building a Collaborative Culture:** Digital leadership encourages a collaborative culture in companies. Digital leaders use digital tools and platforms to facilitate communication and collaboration between teams and departments. They encourage employees to share knowledge, work together, and achieve common goals more efficiently. Strong collaboration enables companies to combine different expertise, increase innovation and achieve better results.
- D. **Optimizing the Use of Data and Analytics:** In the digital era, data is a valuable asset for companies. Digital leaders understand the importance of using data and analytics to inform business decision making. They ensure that companies have adequate data infrastructure in place, encourage the use of analytical tools, and develop analytical expertise among employees. By making good use of data, companies can identify new opportunities, optimize business processes, and make smarter decisions.
- E. **Leading Organizational Transformation:** Digital leadership involves leading an organizational transformation towards broader digitization. Digital leaders design clear transformation strategies, lead change implementation, and manage shifts in organizational culture. They ensure that the entire organization properly understands and adopts digital change. A successful digital transformation will increase the flexibility, speed and effectiveness of an organization in dealing with business challenges.

Challenges and Strategies in Facing Digital Leadership

In facing digital leadership, companies are faced with challenges and obstacles that need to be overcome. Digital transformation affects various aspects of the company, including culture, resources, technology and employee skills. These challenges can hinder companies from successfully adopting and implementing digital leadership. In dealing with digital leadership, there are several challenges and obstacles that need to be overcome. Here are some of them:

- A. **Organizational Culture Change:** Adopting digital leadership often requires a cultural change within the organization. These challenges include changing traditional mindsets, overcoming resistance to

- change, and creating an environment that supports innovation and continuous learning. Ensuring all organizational members accept change and adapt to digital technology can be a complex challenge.
- B. Limited Resources: Implementing digital leadership requires investing in technology infrastructure and developing employees' digital skills. However, sometimes companies face limited resources, be it in terms of budget, time, or quality human resources. These limitations can affect a company's ability to adopt new technologies and deal with digital change.
 - C. Data Security and Privacy: In the digital environment, data security and privacy is a significant challenge. Digital leaders must ensure that company systems and data are protected against cyberattacks, data breaches, and misuse of information. Having a strong security policy in place, engaging IT security professionals, and educating employees about good security practices are critical to addressing this challenge.
 - D. Technological Uncertainty: The digital environment is changing rapidly, and new technologies are constantly emerging. Digital leaders are faced with the challenge of keeping up with technological developments and choosing the most relevant and effective solutions for their companies. Sometimes, confusion and uncertainty about the right technology can slow down the decision-making process and face digital transformation challenges.
 - E. Employee Skills and Knowledge: Adopting digital leadership requires employees who have sufficient digital skills and knowledge. However, not all employees may have this skill naturally. Digital skills training and development is important, but ensuring the entire organization has a sufficient level of competence can be a hindrance in the digital transformation process.
 - F. Complex Integration of Systems and Data: Dealing with digital leadership often involves integrating different systems, platforms and data sources. Overcoming these integration challenges can be complex and time consuming. Digital leaders must ensure that systems and data operate synergistically and are interconnected to support effective decisions and accurate performance monitoring.

Strategy in facing challenges

In dealing with these challenges and constraints, digital leaders need to adopt a holistic approach, including building awareness, developing a planned digital transformation strategy, engaging employees in the change process, investing in digital skills training and development, and building partnerships with technology partners who can help overcome obstacles that arise.

In addition, it is important for digital leaders to communicate effectively with all members of the organization, articulate the vision and benefits of digital transformation, and overcome concerns and fears that may arise. Active support and involvement from management and senior leaders is also key in facing challenges and ensuring the success of digital leadership.

In addressing technical challenges, digital leaders must also continuously monitor technological developments, forge partnerships with trusted IT solution providers, and adopt best practices in data security and privacy. By engaging IT security professionals and carrying out relevant training, companies can reduce security risks and overcome challenges related to data security.

Overall, taking on digital leadership involves addressing challenges of culture, resources, technology, employee skills, systems integration and data security. With the right approach, strong awareness and ongoing commitment, digital leaders can overcome these obstacles and achieve success in digital transformation, enabling companies to remain competitive, innovative and successful in the digital age.

5. CONCLUSION

By creating a supportive environment, encouraging collaboration, developing digital skills, and embracing innovation, effective digital leadership can aid in enhancing employee performance. This will allow employees to acclimate to digital changes, increase productivity, and effectively accomplish business objectives. In the digital era, digital leadership is crucial for improving employee performance and business success. Digital leaders must be adaptable, have strong digital skills, and be able to manage uncertainty and change. Digital leadership can lead organizations to sustainable success by optimizing the use of digital technologies, motivating employees, developing skills, and developing responsive business strategies. The research findings provide insight into the significance of digital leadership in organizations for enhancing employee performance and business success. It should be noted, however, that the leadership role in digital transformation cannot be overlooked. To reach the intended objectives, the entire organization must

collaborate and participate. Consequently, digital leadership is not only a leader's responsibility, but also a shared responsibility in an ever-changing digital era.

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