

## The Influence of Digital Leadership and Work Engagement on Company Performance through Work Motivation at PT Telkom Indonesia (Persero) Tbk in the Bogor Telecommunication Area: A Conceptual Framework

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### ABSTRACT

This study aims to analyze the influence of digital leadership and work engagement on company performance through work motivation in PT Telkom Indonesia (Persero) Tbk in the Bogor Telecommunications area. In the digital era, the implementation of effective digital leadership is expected to increase employee engagement and work motivation which in turn has a positive effect on company performance. The method used in this study is a quantitative approach with path analysis techniques. The data was collected through a survey involving employees of PT Telkom Indonesia (Persero) Tbk in the Bogor Telekomunikasi area. Based on the results of previous research, digital leadership has a positive effect on work engagement and work motivation, which further improves company performance and work engagement has been proven to be a significant mediator between digital leadership and company performance. It is hoped that this conceptual paper can trigger a better understanding of the factors that influence digital leadership, work engagement, employee performance and work motivation.

## **INTRODUCTION**

One of the main challenges facing Indonesia today is to improve the quality of human resources. With a large number of workers, effective and efficient utilization can contribute to the development of a national sustainable. To create superior human resources, quality education, adequate social facilities, and decent employment opportunities are needed. The biggest challenge is how to form human resources who are able to provide the best performance to achieve the goals of the company or organization. Human resources are the main assets that contribute to the success of companies in achieving their business goals (Fadili et al., 2018). Therefore, human resource development is important to improve work competence and productivity. Companies need to encourage their employees to continue to improve performance in order to achieve the company's vision and mission more effectively (Meirina, 2011).

Performance does not only refer to work achievements or results obtained, but also includes the process of carrying out tasks (Ainanur et al., 2018). Employee performance is a crucial factor in the success of an organization, where every organization needs a workforce that is able to complete its tasks effectively (Lutfiyah et al., 2020). Company performance and employee performance are two aspects that are interconnected but have different focuses in the work environment. Company performance refers to a thorough evaluation of an organization's effectiveness and efficiency in achieving its vision and mission, including aspects such as revenue growth, customer satisfaction, and resource management. The implementation of digital leadership at PT Telkom Witel Bogor showed quite positive results based on the initial data collection given to employees of the company. The survey conducted provides an overview of the effectiveness of leadership in the organization. The leader at PT Telkom Witel Bogor seems to have good ability to provide direction, solve problems, but it can be seen that the leader in PT Telkom Witel Bogor does not involve subordinates in decision-making office activities.

In addition to digital leadership, another factor that affects employee performance is work engagement. Employees with low levels of work engagement can have a negative impact on the company, such as decreased performance and reduced productivity at work (De Beer et al., 2016). Employees who do not have work ties to the company tend to be more likely to resign and look for job opportunities elsewhere (Vandiya & Etikariena, 2018). Digital leadership and work engagement play an important role in improving employee performance, both of which can motivate employees to work more optimally and achieve better results for the company. According to Winata (2020:24), motivation is a set of attitudes and values that influence a person in achieving certain goals according to expectations. Employees with high levels of work motivation tend to be more active in carrying out their duties, while employees with low motivation are often less enthusiastic, give up easily, and have difficulty completing their work. In addition, work motivation acts as a driver for a person to work with passion. The presence of strong work motivation can create a positive work environment, increase work morale, and help in achieving

company goals. In addition, motivation also encourages employees to be disciplined in fulfilling the rules that have been set.

The lack of work encouragement from leaders to employees has an impact on performance that has not reached the company's expectations. The lack of motivation given causes employees to lose enthusiasm in completing their tasks, so that the company's performance also decreases. According to research conducted by Ginting (2023), it is stated that Work engagement has a significant effect on Employee Performance with Work Motivation as an intervening variable at PT Telekomunikasi Indonesia Witel Medan.

## **THEORETICAL REVIEW**

### ***Digital Leadership***

Digital leadership is now an interesting phenomenon in supporting organizational development to achieve the goals and vision and mission that have been set. In this context, leaders are expected to have the courage to show a different leadership style in the face of the challenges of today's digital era. According to Hidayat, et al. (2023), digital leadership is the key that allows a leader to provide adequate preparation to all employees in developing a digital managerial network. According to Siagian, et al. (2021), digital leadership is the knowledge possessed by a leader to be able to direct the organization or company he leads to transform towards digitalization. Meanwhile, Araujo, et al. (2021) argue that digital leadership includes the use of technology assets within an organization to achieve business goals, both at the organizational and individual levels.

Digital leadership has a significant influence on employee performance at PT Telkom Indonesia (Persero) Tbk in the Bogor Telecommunications area. Leaders who master digital technology can create a more efficient, structured, and innovative work environment, allowing employees to work more productively. According to research conducted by Samuel & Ramli (2024), the results of the study show that digital leadership has a direct effect on Employee Performance in the manufacturing industry.

H1: Digital Leadership Has a Significant Effect on Employee Performance at PT Telkom Indonesia (Persero) Tbk in the Bogor Telecommunications Area

### ***Work engagement***

According to Schaufeli (2021), work engagement is a positive psychological condition related to work and is characterized by passion, dedication, and deep involvement in tasks. Passion reflects high energy, strong mental endurance, and a willingness to work hard and stay persistent despite challenges. Dedication shows a deep attachment to work, which is characterized by a sense of meaning, enthusiasm, inspiration, pride, and challenge. Meanwhile, deep engagement describes a full focus on work, where one feels so swept away that time passes unconsciously and it is difficult to detach oneself from the task at hand.

Employees with a high level of work engagement are believed to be able to contribute to improving the company's performance (Bakker & Bal, 2010). In addition, employees who are actively involved in their work tend to experience

positive emotions, have more sensitivity to career opportunities, feel more confident, and be optimistic, which ultimately contributes to better performance (Wright & Christopher, 2002).

H2: Work engagement affects employee performance at PT Telkom Indonesia (Persero) Tbk in the Bogor Telecommunications area

### ***Work Motivation***

According to Robbins and Counter in Priansa (2018:201), motivation is a person's readiness to try their best in achieving organizational goals, which is influenced by the ability of these efforts to fulfill individual needs. Meanwhile, Wibowo (2016:322) defines motivation as the impulse that arises from a series of human behavioral processes in achieving a goal. From these two opinions, it can be concluded that motivation is often considered as a factor that drives a person's behavior. Every action that an individual takes must have a certain driver, which generally comes from personal needs or desires. However, each individual has different needs and desires, which are influenced by the mental processes that occur within him.

Based on research conducted by Norkholisah, et al (2024), it was found that work motivation had a significant effect on employee performance by 55.7%, while 44.3% was influenced by other variables. The relationship between the two variables is positive, which means that the higher the work motivation, the higher the employee performance, and conversely, the improvement in employee performance can also increase their work motivation.

H3: Work Motivation has a significant effect on employee performance at PT Telkom Indonesia (Persero) Tbk in the Bogor Telecommunications area

### ***Employee Performance***

According to Handoko, employee performance is the result of activities carried out individually and in groups through cooperation in completing tasks. Good performance is shown by the optimal execution of tasks so that they are able to achieve the targets or objectives set by the company (Afandi & Bahri, 2020). Meanwhile, Priansa (2018:179) defines performance as a tangible result of a person's ability to produce a work.

The results of a study conducted by Sunaryo, et al. (2021) regarding the influence of digital leadership on employee work motivation in the manufacturing industry, where the results of the hypothesis test partially show that digital leadership has a positive and significant influence on employee work motivation in the company.

According to research conducted by Sari, et al (2024), Work engagement has been proven to be a major factor influencing work motivation. The components of vigor (energy), dedication, and absorption in work engagement show that teachers who are emotionally and cognitively involved in their work tend to have higher motivation. This emotional engagement makes them feel more fulfilled and encouraged to make a greater contribution to their work. This research is in line with motivation theory, which states that feelings of accomplishment and satisfaction gained from active involvement in work can increase individual motivation.

Effective leadership in utilizing digital technology not only directly affects employees' work outcomes, but can also increase their motivation. Through digital leadership, employees feel more driven and motivated to adapt to change, which ultimately improves their productivity and performance. Work motivation is a key factor that connects digital leadership and employee performance, where leaders who are able to direct digital transformation can create a supportive work environment, thereby encouraging employees to make their best contribution in achieving company goals.

Work engagement has a significant influence on employee performance with work motivation as a mediating variable. Employees who have a high level of work engagement tend to be more excited, enthusiastic, and emotionally engaged in their work, which ultimately increases their work motivation. High motivation encourages employees to work more effectively, shows greater commitment, and contributes optimally to the achievement of company goals. Thus, work engagement not only has a direct impact on improving employee performance, but also indirectly through increased work motivation, which acts as a liaison in the relationship.

Effective digital leadership, which involves using technology to direct, motivate and improve employees' skills, have a positive impact on their performance. Meanwhile, high work engagement, which reflects the extent to which employees are emotionally and cognitively engaged in their work, also reinforces this influence, creating a productive work environment and encouraging employees to achieve optimal work outcomes. The combination of supportive digital leadership and strong work engagement plays an important role in improving employee performance in the company.

H4: Digital Leadership has a significant effect on Work Motivation at PT Telkom Indonesia (Persero) Tbk in the Bogor Telecommunications area

H5: Work engagement has a significant effect on Work Motivation at PT Telkom Indonesia (Persero) Tbk in the Bogor Telecommunications area

H6a: Digital Leadership has a significant effect on employee performance through Work Motivation mediation at PT Telkom Indonesia (Persero) Tbk in the Bogor Telecommunication area

H6b: Work engagement has a significant effect on employee performance through the mediation of Work Motivation at PT Telkom Indonesia (Persero) Tbk in the Bogor Telecommunication area

H7: Digital Leadership and Work Engagement have a Significant Effect on Employee Performance at PT Telkom Indonesia (Persero) Tbk in the Bogor Telecommunications area

The framework of thought in this study involves Digital Leadership (X1) and Work engagement (X2) as independent variables, while Employee Performance (Y) plays a role as a bound variable, with Work Motivation (Z) as an intervening variable. This research is supported by various theories and the results of previous research that are used as references by experts. This framework aims to show the influence of digital leadership and work engagement on employee performance, as well as its impact on work motivation.

The following is the framework of thought in this study. The following is the conceptual framework of this research:

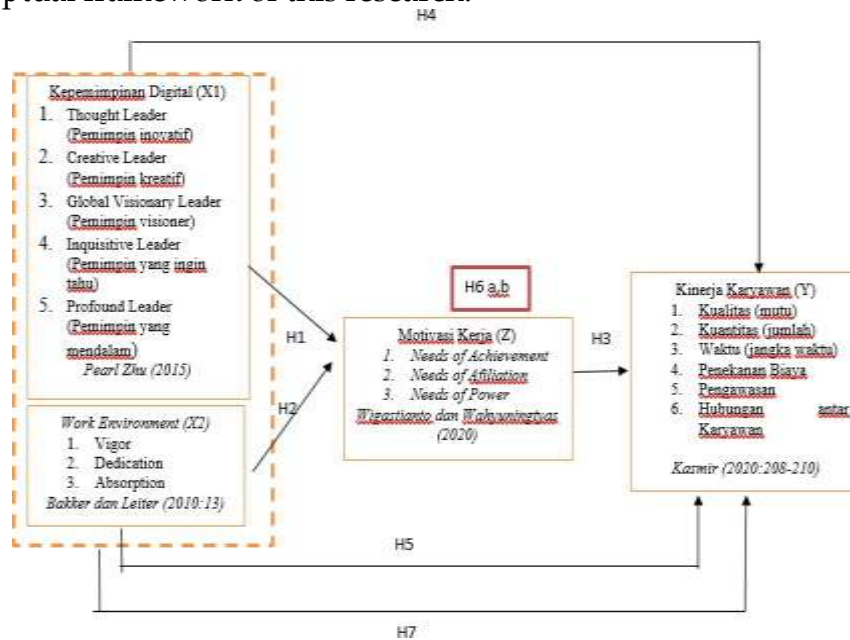


Figure 1. Conceptual Framework

## METHODOLOGY

This study uses a quantitative approach. The sampling technique used is non-probability sampling with purposive sampling technique, which is by including certain criteria in the selection process. The research sample consisted of employees of PT Telekomunikasi Witel Bogor. The SEM-PLS method was chosen because it is able to analyze the relationships between variables in a complex and simultaneous manner, and can test research hypotheses involving latent variables.

## RESULTS

Based on the results of the study, it was obtained that digital leadership has a significant influence on employee performance in PT Telkom Indonesia (Persero) Tbk in the Bogor Telecommunications area. Leaders who master digital technology can create a more efficient, structured, and innovative work environment, allowing employees to work more productively. By leveraging digital tools and platforms, leaders can speed up the decision-making process, improve communication, and provide clear and targeted direction. This not only makes it easier for employees to carry out their duties, but also increases motivation and job satisfaction, which ultimately has a positive impact on overall performance. Effective digital leadership helps companies adapt quickly to technological developments and increase competitiveness in the market. Research conducted by Mohamed (2022) shows that digital leadership plays an important role in improving organizational performance. Digital leadership refers to a leader's ability to guide, direct, and evaluate the digital transformation process in a company, with the aim of utilizing all the resources and added value they have. In today's era of technological development, where digitalization is penetrating into various sectors, digital leadership allows companies to reap the

benefits of the digitalization process to gain and maintain a competitive advantage.

The application of work engagement to employees is expected to provide more optimal benefits, both at the individual, team, and organizational levels (Bakker & Demerouti, 2014). Employees with a high level of work engagement are believed to be able to contribute to improving the company's performance (Bakker & Bal, 2010). In addition, employees who are actively involved in their work tend to experience positive emotions, have more sensitivity to career opportunities, feel more confident, and be optimistic, which ultimately contributes to better performance (Wright & Christopher, 2002). According to research conducted by Putra & Darmastuti (2021), work engagement has a positive and significant impact on employee performance. This means that the higher the level of work engagement, the greater the improvement in employee performance. This happens because work engagement encourages work morale, high enthusiasm, and other positive emotions, which ultimately contribute to improving employee performance.

According to research conducted by Norkholisah, et al (2024), work motivation plays an important role in determining the level of productivity and performance in an agency. Without motivation from employees to cooperate, the goals that have been set are difficult to achieve. Therefore, improving employee performance is one of the efforts that the company continues to make to achieve the desired target. This study uses a quantitative method, with a population of the study consisted of 104 employees of the Balangan Regency Education and Culture Office. The results of the correlation test showed that the Pearson correlation value was 0.752, which indicates a strong relationship between the two variables. Based on the analysis, it was found that work motivation had a significant effect on employee performance by 55.7%, while 44.3% was influenced by other variables. The relationship between the two variables is positive, which means that the higher the work motivation, the higher the employee performance, and conversely, the improvement in employee performance can also increase their work motivation.

Digital leadership has a significant influence on work motivation at PT Telkom Indonesia (Persero) Tbk in the Bogor Telecommunications area. The effective implementation of digital leadership can improve employee morale and performance by leveraging technology to facilitate more efficient communication, decision-making, and direction. Leaders who master digital technology are able to create a work environment that is more responsive and adaptive to change, which in turn can increase employee work motivation. With good digital leadership, employees feel more supported in facing challenges and opportunities in the digital age, which contributes to increased productivity and overall performance. The results of this study are in line with research conducted by Sunaryo, et al. (2021) regarding the influence of digital leadership on employee work motivation in the manufacturing industry, where the results of the hypothesis test partially show that digital leadership has a positive and significant influence on employee work motivation in the company.

Work engagement refers to the emotional and cognitive involvement of faculty in their work. Previous research revealed that work engagement consists of three main aspects, namely vigor (energy), dedication (dedication), and absorption (appreciation). These three aspects have an important role in encouraging teachers to carry out their duties with enthusiasm and commitment. When teachers have high energy, strong dedication, and full involvement in their work, they tend to be more productive and feel a higher level of job satisfaction (Ratnawita et al., 2023). According to research conducted by Sari, et al (2024), Work engagement has been proven to be a major factor influencing work motivation. The components of vigor (energy), dedication, and absorption in work engagement show that teachers who are emotionally and cognitively involved in their work tend to have higher motivation. This emotional engagement makes them feel more fulfilled and encouraged to make a greater contribution to their work. This research is in line with motivation theory, which states that feelings of accomplishment and satisfaction gained from active involvement in work can increase individual motivation. According to research conducted by Pudyastowo, et al (2024) The results of the study show that intrinsic motivation is greatly influenced by digital leadership. Motivation is not much affected by an integrated emotional commitment. Employee performance is heavily influenced by digital leadership. Employee work results are not much influenced by affective commitment. Employee performance is not much influenced by intrinsic motivation. The factors of affective commitment and digital leadership cannot be controlled by intrinsic motivations to employee performance.

Work engagement has a significant influence on employee performance with work motivation as a mediating variable. Employees who have a high level of work engagement tend to be more excited, enthusiastic, and emotionally engaged in their work, which ultimately increases their work motivation. High motivation encourages employees to work more effectively, shows greater commitment, and contributes optimally to the achievement of company goals. Thus, work engagement not only has a direct impact on improving employee performance, but also indirectly through increased work motivation, which acts as a liaison in the relationship. Based on research conducted by Badrianto & Maryadi (2023), high employee engagement creates a supportive work environment and provides additional motivation to employees to provide optimal results. Another study conducted by Chaerunisa & Khalid (2024), work motivation mediates the relationship between perceived organizational support and employee engagement on organizational civic behavior. The results indicate that work motivation plays an important role in improving employee performance through employee engagement.

Digital leadership and work engagement have a significant relationship in influencing employee performance in PT Telkom Indonesia (Persero) Tbk in the Bogor Telecommunications area. Effective digital leadership, which involves using technology to direct, motivate and improve employees' skills, have a positive impact on their performance. Meanwhile, high work engagement, which reflects the extent to which employees are emotionally and cognitively engaged

in their work, also reinforces this influence, creating a productive work environment and encouraging employees to achieve optimal work outcomes. The combination of supportive digital leadership and strong work engagement plays an important role in improving employee performance in the company. According to research conducted by Primanda, et al. (2024), titled Leadership, work environment, and work motivation on employee performance at PT Telkom's IT directorate, it shows that PT Telkom shows that leadership factors, work environment, and motivation positively affect employee performance. This result is relevant to the title Digital Leadership and Work engagement has a significant effect on Employee Performance at PT Telkom Indonesia (Persero) Tbk in the Bogor Telecommunications area, because it shows that leadership ability to encourage creativity, skill development, and employee collaboration greatly affects their performance.

## DISCUSSION

The findings in this study reinforce the understanding that digital leadership plays a crucial role in creating an adaptive and responsive work environment to the challenges of the digital transformation era. This is in line with the opinion of Hidayat et al. (2023) who stated that digital leadership is not only about the use of technology, but also involves the leader's ability to direct, inspire, and navigate the organization through the digitalization process. In the context of PT Telkom Witel Bogor, the effectiveness of leaders in utilizing technology has been proven to be able to increase employee engagement and create a more productive work atmosphere.

Work engagement as another variable studied, was found to play a significant role in employee work motivation and performance. In line with the findings of Schaufeli (2021), high work engagement reflects a high level of enthusiasm, dedication, and appreciation in carrying out work. Employees who show strong engagement tend to be more motivated to give their best performance. This supports the statement of Deviyanti & Sasono (2015) that work engagement is the main driver of intrinsic motivation that results in high loyalty and commitment to the company.

Work motivation in this study proved to be an effective mediating variable between digital leadership and work engagement on employee performance. This finding reinforces Robbins and Counter's motivation theory (in Priansa, 2018), that motivation acts as a psychological drive that drives individuals to contribute maximally to achieving organizational goals. A supportive work environment, led by a competent digital leader, directly generates work motivation that has an impact on improving performance.

In addition, the finding that digital leadership and work engagement simultaneously affect employee performance shows that these two factors complement each other. Visionary and technology-literate leaders will create more open and integrated working conditions, which in turn encourage employees' emotional and cognitive involvement in their work. These results are consistent with research by Primanda et al. (2024) which states that the synergy between

effective leadership and a supportive work environment will create high work motivation and performance.

From a practical perspective, the results of this study confirm the importance of company investment in developing digital leadership and strategies to increase work engagement. Technology-based leadership training and employee engagement initiatives such as performance awards, participation in decision-making, and recognition of employee contributions are strategic steps that companies can implement to maximize the potential of their human resources. The results of this study not only enrich the literature on digital leadership and HR management in the digital era, but also provide relevant practical implications for the development of corporate policies in improving performance through a holistic approach involving leadership, engagement, and employee motivation.

## **CONCLUSIONS AND RECOMMENDATIONS**

This study concludes that digital leadership and work engagement have a significant influence on employee performance, both directly and through the mediating role of work motivation. Effective digital leadership can increase employee work motivation through the use of technology and a more adaptive communication approach to change. Meanwhile, high work engagement, characterized by enthusiasm, dedication, and appreciation for work, has been shown to be the main driver of work motivation which ultimately drives increased individual performance.

Work motivation plays an important role as a link between leadership and work engagement to performance outcomes. Employees who feel supported by competent digital leaders and feel emotionally involved in their work will be more motivated to show their best performance. This shows that the combination of digital leadership strategies and increased work engagement is an important foundation in creating productive and highly competitive human resources.

### **Recommendations**

- Further research is recommended to expand the research area and population, namely to cover several other work areas, including operational units in urban and rural areas, in order to obtain a more representative picture of the influence of digital leadership and work engagement in different contexts.
- Future studies may consider qualitative or mixed-method approaches to delve deeper into the experiences, perceptions, and meanings of digital leadership and work engagement in the eyes of employees. These approaches will help uncover socio-psychological dynamics that may be missed by statistical analysis.
- PT Telkom Indonesia is advised to continue strengthening the competency of its leaders in digital leadership. Training that focuses on technological capabilities, virtual communication, data-based decision-making, and empathy in leadership is essential in creating a progressive work climate.

- Companies need to design specific programs to increase work engagement, such as performance-based rewards, involvement in decision-making, and providing a work environment that supports work-life balance.
- Companies should conduct regular evaluations of the implementation of digital leadership and employee engagement programs to ensure that the efforts made have a real impact on increasing motivation and performance.

### **FURTHER STUDY**

Future research is suggested to expand the scope of the area or involve several organizational units within PT Telkom Indonesia or even other companies in the telecommunications industry in order to provide a more comprehensive picture. Then the approach used in this study is quantitative with data obtained through questionnaires. Although this approach is able to measure the relationship between variables statistically, it cannot dig deeper into perceptions, experiences, and interpersonal dynamics in the workplace. Therefore, further studies are suggested to use a qualitative approach or mixed methods to gain deeper insights, especially related to how digital leadership is implemented in real life and how employees respond to it in their daily lives. The intervening variables used in this study are limited to work motivation. In fact, there are other variables that also have the potential to be mediators, such as job satisfaction, organizational commitment, or perceptions of organizational support. Further studies can explore the role of these variables to understand more complexly the mechanisms that link digital leadership and work engagement to employee performance. Because data collection is carried out cross-sectionally, the results obtained only represent conditions at one point in time. To understand the dynamics of the relationship between variables over time, longitudinal studies are highly recommended in future research.

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