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

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Abstract:

The purpose of this study is to delve the correlation of employee creativity and job satisfaction that functioned as a mediator between the impact of digital leadership and the job performance in North Penajam Regency Department of Public Works. Eighty respondents that officiate for the department act as the saturation sample for the study. The method used for the scientific procedure combined quantitative research analysis with descriptive research, involved as primary data procured via Google Form survey methods. The measurement scale used is Likert scale with the data analysis process including statistical analysis, validity and reliability tests, r-square, model fit, and inner model analysis. The study findings display a significant positive impact of digital leadership towards job performance ($p < 0.000$). Employee creativity and job satisfaction possess a positive impact on job performance ($p < 0.000$). Furthermore, both mediator variables are able to intercede the influence of digital leadership towards job performance positively and significantly

Keywords: *Digital Leadership, Employee Creativity, Job Satisfaction, Job Performance.*

1. Introduction

Government agencies are all government-owned organizations that perform government administrative functions in a regulatory environment. Job performance plays a vital role in achieving agency goals. Therefore, the role of human resource management is a key role towards organizational environment.

The majority of human resources in the state apparatus are civil servants (PNS). Highly performing public servants are defined as those who respect the law, protect national unity and are ready for the many changes that come with life in a globalized world. Because these members of the state apparatus are all representatives of government agencies, their qualifications and talents must be considered. It is difficult to create better people in the post-pandemic era, therefore, the manager's leadership style is a factor that influences this point.

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Today, as the digital era increase the use of technology, led to the emergence of digital leadership, one of the remedies to the pandemic. Leadership that focuses on digital transformation within an organization is called digital leadership. Using this leadership model, a company can digitalize its workspace. Industry 4.0 has given great impetus to paradigm shifts in business practices and business models, mainly digital technologies (Mihardjo et al., 2019).

Along with the development of technology in businesses such as mobile Internet, computerization, and artificial intelligence, managers are increasingly facing many different challenges related to digitalization. Specific challenges are the simultaneous handling of multiple topics, rich information through digital channels, rapid change, and finding the optimal balance between old and new (Temelkova, 2018; Klus and Müller, 2021).

Job performance can also be supported by their own creativity, which can assist in achieving organizational goals and objectives. Creativity is defined as an individual mental process that gives rise to ideas, processes, methods or products that are new, effective, imaginative, aesthetic, flexible, integrated, inheritable, discontinuous and different, useful in different fields to solve a problem (Rachmawati, 2020).

Creativity is the ability to create something new, such as the ability to come up with new ideas that can be applied to solve problems or the ability to see new relationships between existing elements (Munandar, 2012).

Many young people hold key positions in local communities, where they use their creativity and technological know-how to apply digital leadership to their work in government, thereby improving the performance of lower-level employees. The researcher wants to conduct research in the form of research to gather information about the influence of digital leadership on job performance in the public works department of North Penajam Paser Regency, with creativity of employees as the mediating variable. Does the application of digital leadership in the direction of a region able to bring positive changes to the regional government?

2. Theoretical Background

Digital Leadership

Digital leadership refers to a leader's ability to leverage information technology to accomplish shared organizational goals (Howell et al., 2014). The focus on "digital" in digital leadership underscores a deep comprehension of how digital methodologies and technologies can integrate skills and knowledge (Zupanžic et al., 2016). Digital leaders are visionaries and catalysts for change, capable of merging business concepts for projects and fostering connections by creating new opportunities for partnerships, joint ventures, outsourcing, and other collaborative efforts (Fisk, 2002).

Employee Creativity

Employee creativity is characterized by an individual's capacity to generate new, original, and practical ideas for performing tasks at work, such as developing new products, creating more effective work processes, and solving complex problems (Sedono, 2011). Various factors can influence employee creativity, including the work environment, intrinsic motivation, support from management and colleagues, and the ability to think divergently.

Job Satisfaction

Job satisfaction is a pleasant emotional attitude and love for one's work. This attitude is reflected by work morale (Hassibuan, 2014). Job satisfaction is a general attitude towards one's job, defined as the difference between the amount of reward received and the amount of reward an employee believes they should receive (Robbins, 2017). The indicators for measuring job satisfaction as stated by Cellucci and DeVries (2020) are as follows:

Job performance

Job performance refers to the outcomes achieved by an employee when fulfilling the tasks assigned by their organization or company (Widodo, 2018). It encompasses the ability to meet organizational goals, including enhancements in productivity, efficiency, effectiveness, quality, and customer satisfaction. Performance is defined as the results produced by individuals or groups while executing their duties and responsibilities. It can be measured through various metrics such as productivity, efficiency, effectiveness, or work quality (Robbins, 2016). According to Pradhan & Jena (2017), there are several indicators of job performance:

1. Task Performance: Employee behaviours directly related to executing core job tasks that support organizational goals, including assisting colleagues who are absent.
2. Contextual Performance: Activities undertaken by employees that pertain to the social and psychological aspects of the organization.

The influence of digital leadership on job performance

The relationship between digital leadership and job performance hinges on the application of digital leadership within a specific context. Generally, digital leadership enhances job performance by facilitating greater flexibility in access to information and communication, as well as boosting efficiency and effectiveness in work processes. Research conducted by Jem Cloyd M., Crislee V., Grace N (2022) demonstrated that a digital leadership style has a positive and significant impact on teacher performance.

The influence of digital leadership on employee creativity

Digital leadership positively influences employee creativity. According to research by Jian Zhu, Bin Zhang, Mingxing Xie, and Qiuju Cao (2022), digital leadership fosters creativity among employees. Digital leaders provide flexibility, enhanced access to information and communication, and create an environment that encourages innovation, thereby boosting employee creativity.

The influence of digital leadership on job satisfaction

Digital leadership significantly enhances job satisfaction by improving communication, increasing flexibility, and fostering a supportive work environment. A study by Kane et al. (2015) demonstrated that digital leadership contributes to higher job satisfaction by equipping employees with the necessary tools and resources to perform their tasks efficiently, thereby reducing stress and increasing productivity. This highlights the importance of digital leadership in promoting employee well-being and satisfaction within organizations.

The influence of creativity on job performance

The positive effects of creativity on worker performance are well-documented. Several studies have established a link between employee creativity and performance. One such study by Leny Aulia Sari (2019) identified a strong positive correlation between the two. Creative employees generate fresh, original ideas and work more productively, thereby improving the quality and quantity of their output.

The influence of digital leadership on job performance

Digital leadership significantly enhances job performance by leveraging digital tools to improve communication, streamline processes, and foster a culture of innovation. A study by Iwan Kurnia Wijaya (2018) demonstrated that digital leadership positively impacts job performance by providing greater access to information and facilitating more efficient workflows. This research underscores the job satisfaction through leadership, salary, acquaintance, and work environment, would boost their mood so that they become more productive and increase their work performance

The influence of digital leadership on performance through employee creativity

Digital leadership facilitates access to technology, promotes collaboration and communication, and provides an environment conducive to innovation, which can enhance both creativity and overall job performance. Research by Jian Zhu, Bin Zhang, Mingxing Xie, and Qiuju Cao (2022) confirmed that digital leadership positively affects employee creativity.

Employee creativity encourages innovative and effective solutions to tasks and problems. Creative employees tend to generate new ideas that enhance work efficiency and effectiveness, resulting in better products or services. Leny Aulia Sari (2019) demonstrated that employee creativity significantly enhances performance. Thus, by fostering employee creativity, digital leadership improves overall worker performance.

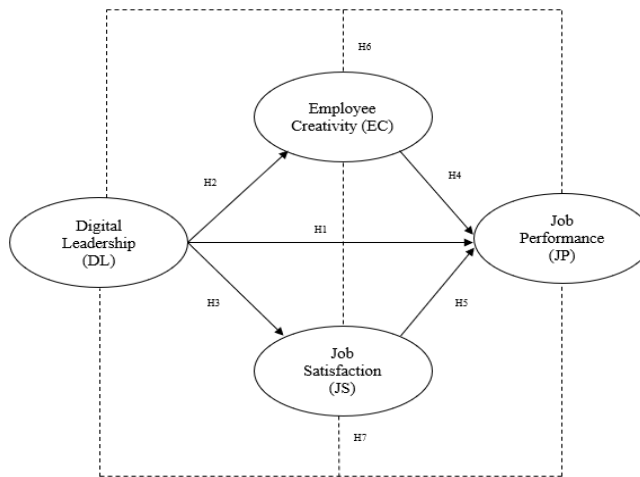


Figure 1. Research Framework

Research Hypothesis

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

- H1:** Digital leadership has a significant positive effect on job performance at North Penajam Paser Regency's Department of Public Works
- H2:** Digital leadership has a significant positive effect on employee creativity at North Penajam Paser Regency's Department of Public Works
- H3:** Digital leadership has a significant positive effect on job satisfaction at North Penajam Paser Regency's Department of Public Works
- H4:** Employee creativity has a significant positive effect on job performance at North Penajam Paser Regency's Department of Public Works
- H5:** Job satisfaction has a significant effect on job performance at North Penajam Paser Regency's Department of Public Works
- H6:** Employee creativity able to mediate between digital leadership and employee performance at North Penajam Paser Regency's Department of Public Works
- H7:** Job satisfaction able to mediate between digital leadership and employee performance North Penajam Paser Regency's Department of Public Works

3. Methodology

This research focused on 80 Civil Servants (PNS) in the North Penajam Paser Regency Public Works Service. The sample was obtained using a saturated sampling technique, with data collected through a Google Form questionnaire distributed via WhatsApp, utilizing a Likert Scale. The specific social phenomena, defined as research variables, were rated as follows:

- a. A score of 5 for alternative answer that indicate respondent is strongly agree (SS);
- b. A score of 4 for alternative answer that indicate respondent is agree (S);
- c. A score of 3 for alternative answer that indicate respondent is neutral (N);
- d. A score of 2 for alternative answer that indicate respondent is disagree (TS);
- e. A score of 1 for alternative answer that indicate respondent is strongly disagree (STS).

The assessment indicators for each variable are as follows:

- a. Job performance is measured using the following indicators:
 - Task performance, which involves the opinions of Civil Servants (PNS) regarding behaviors directly related to core work tasks that support organizational goals.
 - Contextual performance, which involves the opinions of Civil Servants (PNS) regarding activities related to the social and psychological conditions of the organization.
- b. Digital leadership is measured using the following indicators:
 - the leader's attitude towards digital technology,
 - the leader's competency and expertise in the digital field,
 - the leader's behavior in following current digital developments,
 - leadership support for work transformation using digital tools,
 - and the leader's clear vision of the structure required for digital transformation.
- c. Employee creativity is measured using the following indicators:
 - fluency, which involves the ability to generate ideas that can solve problems appropriately and accurately;
 - flexible thinking, which involves the ability to think flexibly and objectively;
 - original thinking, which involves a unique mindset or way of thinking that differs from others;
 - and thinking in detail, which involves the ability to improve, provide, and refine ideas for better outcomes.

The analytical tool used to test the hypotheses is PLS (Partial Least Squares), an alternative to Structural Equation Modeling (SEM). The data analysis was conducted using WrapPLS 7.0. The research instrument included validity and reliability tests. The stages of data analysis comprised descriptive statistical analysis, inferential statistical analysis, and testing of mediating variables.

4. Empirical Findings/Result

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

Table 1. General Characteristics

		N	%
Age	19-25	6	7.5
	26-30	7	8.75
	31-35	12	15
	36-40	30	37.5
	>40	25	31.25
Gender	Female	34	42.5
	Male	46	57.5
Years of service	1 – 3 years	10	12.5

	3 – 5 years	14	17.5
	> 5	56	70
Monthly income	Rp 1.500.001 – Rp 3.000.000	36	45
	Rp 3.000.001 – Rp 7.000.000	37	46.25
	> Rp 7.000.001	7	8.75

Source: Processed data, 2024

Descriptive Statistical Analysis

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

Table 2. Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
DL1	80	2	5	4.14	.707
DL2	80	1	5	2.63	1.400
DL3	80	1	5	3.61	.948
DL4	80	1	5	3.15	1.213
DL5	80	1	5	3.85	.731
DL6	80	1	5	3.00	1.341
DL7	80	2	5	3.87	.718
DL8	80	1	5	3.82	.823
DL9	80	2	5	3.77	.729
DL10	80	1	5	3.59	.882
JS1	80	2	5	3.98	.866
JS2	80	1	5	3.81	.897
JS3	80	2	5	3.91	.882
EC1	80	2	5	4.01	.703
EC2	80	1	5	3.15	1.148
EC3	80	3	5	3.95	.761
EC4	80	1	5	3.74	.742
EC5	80	2	5	3.89	.746
EC6	80	1	5	3.40	1.218
EC7	80	1	5	2.51	1.043
EC8	80	2	5	3.79	.807
EC9	80	2	5	4.01	.803
JP1	80	3	5	4.05	.634
JP2	80	1	5	3.79	.852
JP3	80	2	5	4.11	.746
JP4	80	2	5	3.74	.689
JP5	80	2	5	3.91	.845
JP6	80	3	5	3.74	.742
JP7	80	2	5	3.56	.840
JP8	80	3	5	4.29	.599
JP9	80	3	5	3.96	.665
JP10	80	2	5	4.24	.783
JP11	80	1	5	3.80	.802

JP12	80	2	5	4.13	.753
JP13	80	3	5	4.35	.618
JP14	80	1	4	1.79	.822
JP15	80	2	5	3.90	.836
JP16	80	3	5	4.23	.693

Source: Processed data, 2024

Table 2 displayed as descriptive statistics for the variables' job performance, employee creativity, and digital leadership based on a total of 80 respondents who completed the survey. The digital leadership variable had a maximum score of 2, indicating that the lowest response from 80 respondents was "disagree," while the employee creativity and job performance variables had higher maximum values. The minimum score for all indicators in these variables was 1, indicating that the lowest response from 80 respondents was "strongly disagree." A score of 3 indicates that the lowest response from 80 respondents was "neutral."

The variables employee creativity, job performance, and digital leadership possess standard deviation values that are less than the mean, indicating a low degree of data diversity or distribution. Additionally, the average respondent's evaluation of the employee creativity, digital leadership, and overall job performance variables is in the high range, with the mean of 3.699.

Convergent Validity Test

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

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

Variable	Items	Load	Cronbach's Alpha	Composite Reliability	AVE
Digital Leadership (X)	DL10	0.874	0.914	0.923	0.546
	DL8	0.863			
	DL9	0.887			
Employee Creativity (Z1)	EC1	0.772	0.911	0.927	0.616
	EC3	0.752			
	EC5	0.763			
	EC8	0.795			
	EC9	0.782			
Job Satisfaction (Z2)	JS1	0.865	0.858	0.913	0.778
	JS2	0.898			
	JS3	0.884			
Job performance (Y)	JP12	0.704	0.933	0.42	0.578
	JP15	0.790			
	JP5	0.839			
	JP6	0.828			

JP7	0.820
JP9	0.743

Source: Processed data, 2024

According to Ghozali and Latan (2015), the indicator loadings in the above table are all greater than 0.7, indicating that the indicators adequately reflect the latent variable and exhibit acceptable convergent validity. The table also shows good validity when the AVE (Average Variance Extracted) value is above 0.5. Additionally, the data is considered reliable when the Cronbach's alpha parameter is greater than 0.7 (Dr. Ir. Edy Supriyadi, 2014), and the composite reliability parameter is also greater than 0.7.

Discriminant Validity Test

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

Table 4. Discriminant Validity

Variable	X	Z1	Y	Z2
Digital Leadership (X)	0.739			
Job Satisfaction (Z1)	0.290	0.882		
Employee Creativity (Z2)	0.427	0.501	0.711	0.785
Job performance (Y)	0.456	0.652	0.760	

Source: Processed data, 2024

R-Square and Model Fit

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

Table 5. R-Square score

	R-Square	Adjusted R-Square
Job Satisfaction (Z1)	0,084	0,073
Employee Creativity (Z2)	0.213	0.203
Job performance (Y)	0.648	0.638

Source: Processed data, 2024

Based on table 5 above, the R-Square value of job satisfaction value range between 0,084 - 0,183 (<0.19). This indicate that job satisfaction variable influence 8,4% whereas the rest of variable correlation (91,6%) influence other variable that is not tested in this study. The job performance is 0.648, indicate that it is influenced by digital leadership variable and employee creativity by 64.8%. The employee creativity variable is 0.213, which means it is influenced by digital leadership and job satisfaction by 21,3%.

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

Table 6. Model Fit

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

Source: Processed data, 2024

Inner Model Analysis

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

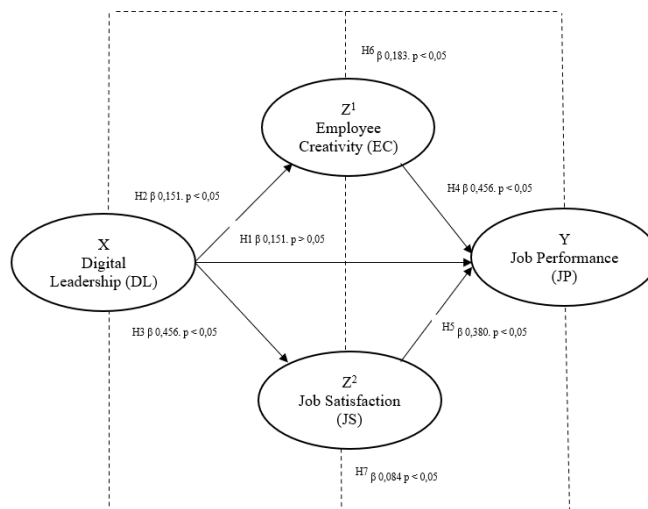


Figure 2. Inner Model Analysis

Table 7. irect Influence

	Original Sample (O)	Sample average (M)	Standard Deviation (STDEV)	T Statistic	P Values
Variable X → Variable Z1	0.290	0.322	0.107	2.721	0.007
Variable X → Variable Y	0.456	0.485	0.093	4.913	0.000
Variable X → Variable Z2	0.427	0.469	0.112	3.801	0.000
Variable Z1 → Variable Y	0.380	0.380	0.072	5.306	0.000
Variable Z2	0.456	0.459	0.087	5.275	0.000

Source: Processed data, 2024

Table 8. Indirect Influence

			Original Sample (0)	Sample average (M)	Standard Deviation (STDEV)	T Statistic	P Values
Variable X	→ Variable Z1	→ Variable Y	0.110	0.121	0.045	2.472	0.013
Variable X	→ Variable Z2	→ Variable Y	0.195	0.214	0.064	3.034	0.002

Source: Processed data, 2024

5. Discussion

Digital Leadership on Job performance at the Department of Public Works of North Penajam Paser Regency

Table 7 illustrates the research findings, indicating that digital leadership significantly and positively impacts the performance of employees at the North Penajam Paser Regency Public Works Department. This is evidenced by the questionnaire data processing results, which show a p-value of less than 0.05 ($p < 0.000$) and an original sample value of 0.456. These results suggest a positive correlation between job performance and the digital leadership variable, confirming that higher levels of digital leadership are associated with improved job performance. Therefore, the hypothesis (H1) that digital leadership has a significant positive influence on job performance at the North Penajam Paser Regency Public Works Department is accepted.

Previous research by Wang et al. (2021) supports these findings, demonstrating that digital leadership can provide a competitive advantage by enhancing organizational performance. Leaders with digital skills and knowledge enable organizations to develop flexible strategies and undergo digital transformation (Lusiani et al., 2020). This aligns with the Resource-Based Theory (RBT), which posits that digital leadership is a crucial resource for achieving sustainable competitive advantage (Barney, 1991; Barney et al., 2011). Companies with strong digital capabilities and knowledge are more likely to achieve superior performance and gain greater profits compared to their competitors (Khin & Ho, 2018; Heij et al., 2014; Anwar, 2018; Mihardjo et al., 2019; Sousa-Zomer et al., 2020; Chen et al., 2021; Matarazzo et al., 2021; Bendig et al., 2022).

Digital Leadership Had a Significant Positive Influence on Employee Creativity

Table 7 illustrates the research findings, indicating that digital leadership significantly and positively influences the creativity of staff members at the North Penajam Paser Regency Public Works Department. This is evidenced by the questionnaire data processing results, which show a p-value of less than 0.05 ($p < 0.000$) and an original sample value of 0.290. These results reveal a positive correlation between employee creativity and digital leadership variables, implying that higher quality digital leadership enhances employee creativity. When leaders prioritize digital competencies and cultural values, employees are better prepared to explore and experiment with digital technologies. This integration allows staff to use digital tools and platforms creatively, fostering innovative problem-solving and work methods. Therefore, the hypothesis (H2) that digital leadership has a significant positive effect on employee creativity at the Public Works Department of North Penajam Paser Regency is accepted. The study's findings align with Ongel et al. (2023), emphasizing

the importance of digital innovation in creating a creative, high-performing work environment and supporting organizations in leveraging their unique strengths and capabilities.

Employee Creativity Had a Significant Positive Influence on Job performance

Table 7 illustrates that job performance at the North Penajam Paser Regency Public Works Department was significantly and positively influenced by employee creativity. The questionnaire data processing results show a p-value of less than 0.05 ($p < 0.000$) and an original sample value of 0.540, indicating a strong correlation between employee creativity and performance. This suggests that higher levels of employee creativity are associated with higher levels of job performance within the department. Therefore, it is confirmed that H3, stating that employee creativity significantly enhances job performance at the North Penajam Paser Regency Public Works Department, is supported. These findings align with previous research by Putra and Bayu (2017), which highlighted the positive impact of creativity and innovation on job performance, indicating that increased creativity and innovation directly contribute to improved performance. Similarly, earlier research by Dama and Ogi (2018) also supports these findings, suggesting that higher levels of creativity and innovation among employees lead to enhanced performance.

Employee Creativity Can Mediate the Relationship between Digital Leadership and Job performance

The employee creativity variable serves as a significant mediator in the relationship between digital leadership and the performance of employees at the North Penajam Paser Regency Public Works Department, as indicated in Table 8 using Partial Least Squares (PLS) analysis. The t-statistic value of 2.472, and a p-value of 0.000 ($<0,013$) strongly support this mediation effect. This confirms the acceptance of the hypothesis. These findings are consistent with previous research by Jian Zhu, Bin Zhang, Mingxing Xie, and Qiuju Cao (2022), which demonstrated a positive impact of digital leadership on employee creativity

6. Conclusions

Based on the analysis, it is evident that digital leadership significantly enhances job performance, employee creativity, and job satisfaction at the Public Works Department of North Penajam Paser Regency. Digital leadership positively influences employee creativity, which in turn enhances job performance. Additionally, digital leadership directly improves job satisfaction, which also contributes to better job performance. Furthermore, both employee creativity and job satisfaction serve as significant mediators in the relationship between digital leadership and job performance. These findings underscore the critical role of digital leadership in fostering a productive and creative work environment, where employee satisfaction further amplifies job performance outcomes.

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