



RESEARCH ARTICLE

The Influence of Digital Leadership and Organizational Culture through Job Satisfaction on Employee Performance of PT. Suara Merdeka Press

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ABSTRACT

This research aims to determine the influence of digital leadership, organizational culture through job satisfaction on employee performance from 210 respondents (permanent employees and journalists) at PT. Suara Merdeka Press. The data analysis method uses the Partial Least Square (PLS) method. The results of the study show that 1) digital leadership and organizational culture affect job satisfaction, 2) digital leadership and job satisfaction affect employee performance, 3) organizational culture does not affect employee performance, 4) there is an effect of digital leadership on employee performance through job satisfaction, and 5) there is an effect of organizational culture on employee performance through job satisfaction.

INTRODUCTION

The current industry is facing a crisis and fundamental challenges, one of which is due to the rapid and seemingly unstoppable development of information technology. The presence of the Internet has changed the media landscape into traditional media and new media, with printed media predicted to become extinct. This debate has actually been ongoing since the early days of technology. The advent of internet technology and the rapid development of communication and information technology, which has given rise to new digital media, have changed people's behavior in consuming media.

According to data mentioned by Maverick Indonesia in Katadata (2020), it has been proven that internet users are increasing, leading to a decrease in newspaper purchases, especially among the younger generation, for sourcing news information. The utilization of websites has shifted from desktop computers, laptops, to smartphones. Similarly, news can now be accessed via websites ranging from news sites to social media, replacing traditional print media like newspapers, as well as radio and television (Newman et al., 2021; Jam et al., 2014; Kanval et al., 2024).

Suara Merdeka is a newspaper published in Semarang, Central Java, Indonesia. This daily has a circulation limited to the Central Java area. Suara Merdeka is the newspaper with the largest market share in Central Java. As an effort to strengthen employee commitment and policies, Suara Merdeka selects journalists through a stringent selection process. The improvement of journalist performance is also carried out effectively, starting with a needs analysis, followed by participation in daily technical development programs and emphasizing the importance of involvement in programs organized by the Press Council as the certification body for journalists.

Digital leadership has become one of the main components in driving the acceleration of digital transformation in both the private and public sectors. Deputy Minister of Communication and Information Technology Nezar Patria (2023) stated that mastering digital leadership strategies enables leaders in every institution to implement digital transformation. "Digitalization requires a leader to be more flexible in taking on roles and responsibilities that are not limited to technology, but also include other strategic areas such as business expertise." In the current digital era, all company leaders use technology as a tool to easily complete tasks. Additionally, many factors influence this, one of which is leadership in the current digital era, where the leadership environment in the implementation of digital strategies will certainly affect the company's profit achievement process.

Organizational culture is the values or norms that are used as guidelines within a shared environment, passed down from generation to generation. Organizational culture can be felt through the actions of its members or through the way members of the organization think, feel, react, and make decisions and act in other organizations. An organization with a healthy, strong, and professional culture places the decision-making process as a core moment in the series of organizational activities (Azizah & Syafi'i, 2020; Jam et al., 2013; Rashid et al., 2023).

According to Rosadi et al. (2013), factors influencing employee performance are internal and external factors, with internal factors including intellectual abilities, work discipline, job satisfaction, and employee motivation. Performance can be used as a benchmark by companies to evaluate their employees. Creating human resources that produce optimal performance is an obligation for a company. Job satisfaction is the attitude that workers have towards their jobs. This is supported by previous research stating that job satisfaction has a significant effect on employee performance. This research was conducted by Ramadian et al. (2021). Job satisfaction itself is also defined as one of the factors that can influence employees to produce good performance.

PT. Suara Merdeka Press Semarang is one of the largest print media companies in Semarang. The main focus of the company is the quality of human resources, where employees need to be given the opportunity to continuously improve their performance to support the company's goals. Based on the findings above, the author will examine "The Influence of Digital Leadership and Organizational Culture Through Job Satisfaction on Employee Performance at PT. Suara Merdeka Press."

LITERATURE REVIEW

Digital Leadership

Altynay (2016) defines digital leadership in his research as the capacity to follow current technology to reconstruct knowledge according to its fundamentals. Meanwhile, Van Wart (2016) states that digital leadership is synonymous with electronic leadership and is the ability to select and use information communication technology effectively to achieve personal and organizational goals.

According to Stana (2018), digital leadership is a process of social influence facilitated by technology that can occur at any organizational level and is intended to influence the attitudes, emotions, thoughts, behaviors, and performance of individuals, groups, or organizations. Although there is widespread belief, Mihardjo (2019) believes that digital leadership is a product of digital culture and

skills. According to Antonopoulou (2019), digital leadership requires achieving goals related to information communication technology while balancing the utilization of human resources and information communication technology.

Schiuma (2021) researches the capabilities that leaders must possess in terms of digital knowledge in the current digital era. Finally, Peng (2021) states that individuals or organizations in the digital technology era can completely transform teams, entire organizations, and employees into digital thinkers by leveraging digital insights, digital decision-making, digital implementation, and digital guidance to ensure their goals are met. He characterizes digital leadership as "the capacity to influence people to fully embrace it."

Organizational Culture

In general, the definition of Organizational Culture is a characteristic highly valued by the organization and serves as a role model for the organization, distinguishing it from others. Organizational culture is also understood as the values and behavioral norms accepted and understood collectively by the organization's members as the foundation for the behavioral rules within the organization.

According to Sutrisno (2014), organizational culture is an invisible social force that can drive people in an organization to perform work activities. Unconsciously, each person within an organization learns the prevailing culture in their organization.

Robbins and Judge (2015) argue that organizational culture is a system of shared meanings or interpretations held by its members that distinguishes one organization from another. It can also be said that organizational culture consists of agreed-upon norms that guide individual behavior within the organization. Therefore, organizational culture forms the basis for leaders and staff/members of the organization in planning or strategizing and formulating the vision and mission to achieve the organization's goals.

Job Satisfaction

Employee job satisfaction is an evaluation or reflection of their feelings about their job. This is evident from the positive attitude displayed by employees toward their job and everything they encounter in their work environment. According to Schehermerhorn (2017), job satisfaction is a level of positive or negative feelings about various aspects of the job, work situation, and relationships with colleagues.

Job satisfaction is an integral part of an organization's success. It represents the feelings employees have about their job. Job satisfaction is defined as a state where employees enjoy their job. It is an affective or emotional response to various aspects of a job, involving both positive and negative feelings a worker has towards their job. According to this definition, an individual can feel satisfied with one or several aspects of their job.

Arvey (2014) categorizes personal factors influencing job satisfaction into two categories: positive and negative effects. Positive effects involve the extent to which an individual is capable of experiencing joy in their job and feelings of trust and pleasure within the organization (Siegel, 2017). On the other hand, negative effects involve the extent to which an individual tends to feel anxious, suspicious, fearful, or dissatisfied with the organization or employer.

Employee Performance

Employee performance is one of the elements used to measure the success or failure of an organization in carrying out its core tasks and functions. Performance is perceived as being able to inform the level of success of an organization objectively. According to Mangkunegara (2019) in Suryani et al. (2020), employee performance is the quality and quantity of work achieved by employees in performing their duties in accordance with the responsibilities given to them. In line

with this, Wijono (2010) in Suryani et al. (2020) explains that employee performance can be seen as an individual's effort to achieve goals through the productivity of work produced in both quantity and quality.

Sulaksono (2015) states that employee performance is the result achieved by employees in terms of quantity and quality in carrying out tasks in accordance with the responsibilities assigned to them. Furthermore, Prawirosentono (1997) in Yusuf (2018) explains that employee performance is the work result achieved by a person in an organization in accordance with their respective authority and responsibilities in order to achieve the organization's goals.

Research Hypothesis

- H1 : There is a positive and significant influence of Digital Leadership on job satisfaction
- H2 : There is a positive and significant influence of Organizational Culture on job satisfaction
- H3 : There is a positive and significant influence of digital leadership on employee performance.
- H4 : There is a positive and significant influence of organizational culture on employee performance
- H5 : There is a positive and significant influence of job satisfaction on employee performance
- H6 : There is a positive and significant influence of digital leadership on employee performance through job satisfaction
- H7 : There is a positive and significant influence of organizational culture on employee performance through job satisfaction

Based on the formulation of the hypotheses outlined, the conceptual framework of the research can be described as follows:

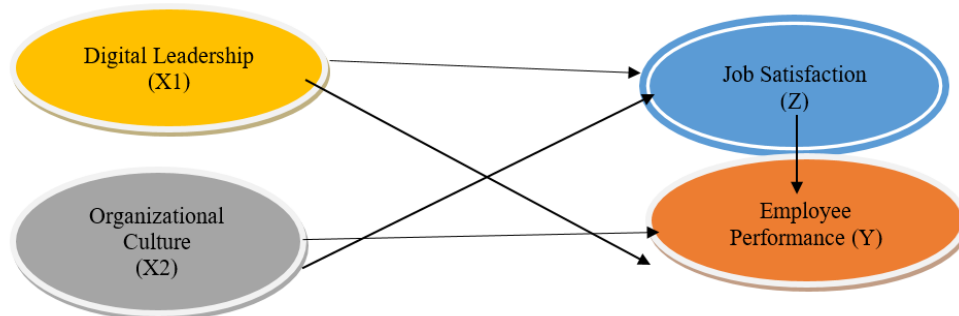


Figure 1. Research Model

RESEARCH METHOD

This research was conducted on employees at PT. Suara Merdeka Press. The population in this study includes all employees of PT. Suara Merdeka Press, numbering 440 people, consists of 300 permanent employees and 140 journalists. The number of samples based on random sampling technique was 210 people (permanent employees and journalists). To obtain information regarding the data in writing this proposal, the author used two data collection methods, namely library research and field research. Analysis is carried out by discussing the results of the questionnaire that has been processed, either using descriptive analysis or using quantitative analysis. In this research, measurement of constructs and relationships between variables was carried out using the multivariate Structural Equation Modeling (SEM)-PLS technique.

RESULT AND DISCUSSION

Data Testing Results

A. Validity test

The indicator of validity can be seen from the value of convergent validity. The convergent validity value is the value of the loading factor on the latent variable with its indicators. In the PLS model, meeting the convergent validity value can be said to be valid if the loading value is 0.5 - 0.6. All indicator results for each variable that has a loading factor value of more than 0.5, then each indicator is declared valid. The value of Convergent validity can be seen in table 1:

Table 1. Loading Factor Value

	X1 (Digital Leadership)	X2 (Organizational Culture)	Y (Employee Performance)	Z (Job Satisfaction)
X1_1	0.750	0.504	0.597	0.623
X1_2	0.881	0.638	0.660	0.655
X1_3	0.837	0.787	0.600	0.647
X1_4	0.871	0.788	0.622	0.644
X2_1	0.484	0.642	0.481	0.475
X2_2	0.482	0.708	0.552	0.580
X2_3	0.788	0.874	0.620	0.694
X2_4	0.749	0.872	0.635	0.673
X2_5	0.710	0.882	0.642	0.659
Y1	0.692	0.690	0.919	0.725
Y2	0.686	0.688	0.926	0.724
Y3	0.644	0.624	0.883	0.679
Z1	0.710	0.643	0.654	0.869
Z2	0.756	0.751	0.773	0.971
Z3	0.727	0.759	0.751	0.960
Z4	0.730	0.745	0.740	0.944
Z5	0.672	0.721	0.725	0.928

Besides the convergent validity test, a discriminant validity test also needs to be done to see the validity of the indicator in measuring its latent variables. The method for assessing discriminant validity is to look at the value of Average Variance Extracted (AVE). The value suggested as initial research is above 0.5.

Table 2. Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)
Employee Performance (Y)	0.827
Digital Leadership (X1)	0.700
Organizational Culture (X2)	0.643
Job Satisfaction (Z)	0.875

Based on table 2 it can be seen that all variables have AVE values exceeding 0.5 which can be interpreted that all variables are valid.

B. Reliability Test

Composite Reliability is a test conducted to see the reliability of each indicator variable. Data is said to be reliable if the composite reliability value is more than 0.7. In table 3 it can be seen the composite reliability of all variables has a good reliability value (> 0.7)

Table 3. Composite Reliability

Variabel	Composite Reliability
Employee Performance (Y)	0.935
Digital Leadership (X1)	0.903
Organizational Culture (X2)	0.899
Job Satisfaction (Z)	0.972

Based on table 3 it can be seen that the composite reliability value of all latent variables is obtained above 0.7 which can be interpreted that all variables in this study meet the requirements and are reliable.

C. Hypothesis testing

Hypothesis testing is based on the significant value in the structural model testing which can be seen from the t-statistic value between the independent variable and the dependent variable in the Path Coefficient table. To test the hypothesis in this study using an alpha value of 5% with a t-table value of 1.65. H0 decision criteria are rejected if the p-value \leq 5% or t statistics $>$ t table (1.65). Table path coefficients and t-test can be seen in table 4:

Table 4. Path Coefficient and T-Test

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Result
X1 (Digital Leadership) -> Y (Employee Performance)	0.245	0.246	0.122	2.002	0.045	Significant
X1 (Digital Leadership) -> Z (Job Satisfaction)	0.409	0.415	0.104	3.922	0.000	Significant
X2 (Organizational Culture) -> Y (Employee Performance)	0.192	0.194	0.120	1.601	0.110	Not Significant
X2 (Organizational Culture) -> Z (Job Satisfaction)	0.443	0.437	0.112	3.959	0.000	Significant
Z (Job Satisfaction) -> Y (Employee Performance)	0.443	0.441	0.120	3.699	0.000	Significant
Indirect Effect						
X1 (Digital Leadership) -> Y (Employee Performance)	0.181	0.183	0.069	2.632	0.009	Significant
X2 (Organizational Culture) -> Y (Employee Performance)	0.196	0.192	0.072	2.716	0.007	Significant

DISCUSSION

A. There is a positive and significant influence of Digital Leadership on job satisfaction

The path coefficient obtained from the relationship between digital leadership variables and job satisfaction is 0.409 with a t-statistic value of 3.922. This value is greater than the t-table 1.651 at the significance level $\alpha=0.05$ (5%) and P value 0.000, this shows that there is a significant influence on the relationship between digital leadership and job satisfaction. The results of this research support the statement from Dika Hanafi Dwi Jayanto, Ahmad Mardalis (2023). Finding that leadership contribution has a positive and significant influence on job satisfaction at BPS Semarang District.

Sahat Sihombing (2019) also found that Servant Leadership had a significant positive effect on Job Satisfaction of Regional Office I PT employees. BTN (Persero) Tbk.). Fendi Hidayat, Sumantri, Angelina Eleonora Rumengan, Chablullah Wibisono and Muammar Gaddafi (2023).

B. There is a positive and significant influence of Organizational Culture on job satisfaction

The path coefficient obtained from the relationship between organizational culture variables and job satisfaction is 0.443 with a t-statistic value of 3.959. This value is greater than the t-table 1.651 at the significance level $\alpha=0.05$ (5%) and P value 0.000, this shows that there is a significant influence on the relationship between organizational culture and customer satisfaction. The results of this research support the statement from Dika Hanafi Dwi Jayanto, Ahmad Mardalis (2023) who found that the contribution of organizational culture had a positive and significant influence on job satisfaction at BPS Semarang District. Sahat Sihombing (2019) also found that organizational culture had a significant positive effect on the job satisfaction of employees at Regional Office I PT. BTN (Persero) Tbk.).

C. There is a positive and significant influence of digital leadership on employee performance

The path coefficient obtained from the relationship between digital leadership variables and employee performance is 0.245 with a t-statistic value of 2.002. This value is greater than the t-table 1.651 at the significance level $\alpha=0.05$ (5%) and P value 0.045, this shows that there is a significant influence on the relationship between digital leadership and employee performance. The results of this research support the statement from Madanchian et al., 2020 which states that there is a positive relationship between transformational leadership style and organizational performance.

D. There is a positive and significant influence of organizational culture on employee performance

The path coefficient obtained from the relationship between organizational culture variables and employee performance is 0.192 with a t-statistic value of 1.601. This value is smaller than the t-table 1.651 at the significance level $\alpha=0.05$ (5%) and P value 0.110, this shows that there is no significant influence on the relationship between organizational culture and employee performance. The results of this research are different from the statement by Arabeche et al., 2022 which states that culture has a positive effect on performance.

E. There is a positive and significant influence of job satisfaction on employee performance

The path coefficient obtained from the relationship between the job satisfaction variable and employee performance is 0.443 with a t-statistic value of 3.699. This value is greater than the t-table 1.651 at the significance level $\alpha=0.05$ (5%) and P value 0.000, this shows that there is a positive and significant influence on the relationship between job satisfaction and employee performance. The results of this research are different from the statement from this. This is in accordance with the research of Dika Hanafi Dwi Jayanto, Ahmad Mardalis (2023). Finding the contribution of job satisfaction has a positive and significant influence on employee performance at BPS Semarang District. Sahat Sihombing (2019) also found that job satisfaction had a significant positive effect on the performance of employees at Regional Office I PT. BTN (Persero) Tbk.). Fendi Hidayat, Sumantri, Angelina Eleonora Rumengan, Chablullah Wibisono and Muammar Khaddafi (2023) who found that job satisfaction has a significant positive effect on performance.

F. There is a positive and significant influence of digital leadership on employee performance through job satisfaction

The indirect effect of the digital leadership variable on employee performance with the customer satisfaction variable as an intervening variable is 0.181 with a t-statistic value of 2.632. This value is greater than the t-table 1.651 at the significance level $\alpha=0.05$ (5%) and P value 0.009, this shows that

there is an influence of digital leadership on employee performance through job satisfaction. The results of this research are in line with the research results of Dika Hanafi Dwi Jayanto, Ahmad Mardalis (2023) Finding the contribution of digital leadership through job satisfaction to employee performance at BPS Semarang District. Sahat Sihombing (2019) also found that the contribution of digital leadership through job satisfaction to the performance of Regional Office I PT employees. BTN (Persero) Tbk.). Fendi Hidayat, Sumantri, Angelina Eleonora Rumengan, Chablullah Wibisono and Muammar Khaddafi (2023) who found that the contribution of digital leadership through job satisfaction to employee performance.

G. There is a positive and significant influence of organizational culture on employee performance through job satisfaction

The indirect effect of organizational culture variables on employee performance with the customer satisfaction variable as an intervening variable is 0.196 with a t-statistic value of 2.716. This value is greater than the t-table 1.651 at the significance level $\alpha=0.05$ (5%) and P value 0.007, this shows that there is an influence of organizational culture on employee performance through job satisfaction. The results of this research are in line with the research results of Dika Hanafi Dwi Jayanto, Ahmad Mardalis (2023) Finding the contribution of organizational culture through job satisfaction to employee performance at BPS Semarang District. Sahat Sihombing (2019) also found that the contribution of organizational culture through job satisfaction to the performance of Regional Office I PT employees. BTN (Persero) Tbk.).

CONCLUSION AND RECOMMENDATION

Conclusion

Based on the results of the analysis and discussion, this research can be concluded as follows:

1. Variables that influence job satisfaction are digital leadership and organizational culture variables
2. Variables that influence employee performance are digital leadership and job satisfaction, while variables that do not influence employee performance are organizational culture
3. The indirect influence of digital leadership variables on employee performance with the customer satisfaction variable as an intervening variable, this shows that there is an influence of digital leadership on employee performance through job satisfaction.
4. The indirect influence of organizational culture variables on employee performance with the customer satisfaction variable as an intervening variable, this shows that there is an influence of organizational culture on employee performance through job satisfaction.

Recommendation

Based on the results of the research and discussion as well as the conclusions that have been stated above, the author provides several suggestions as input for the PT Suara Merdeka Press Company as input, including the following: 1) It is recommended that the company PT Suara Merdeka Press, in improving employee performance, requires qualified leadership from its main leadership, digital leadership which can be a guide and motivation for journalists in carrying out their duties, and 2) The current organizational culture needs to be evaluated and improved, especially regarding matters relating to news coverage. For further researchers (especially those interested in similar studies) so that they can review the indicators that will be used, input or suggestions from experts should be carried out to strengthen indicators on certain variables and also to reduce the occurrence of deletion of many indicators. Apart from that, additional indicators or variables are also needed so that the assessment and needs of system users can be explored deeper and in more detail.

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