

# Digital workplace and SMEs performance: How the mediating role of digital leadership capability?

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**Abstrak** – *The aim of this research is to analyze the relationship between digital workplace variables and SMEs performance, analyze the relationship between digital leadership variables and SMEs performance, analyze the relationship between digital leadership capability variables and digital workplaces, analyze the relationship between digital workplace and leadership digital capability variables, the mediating role of digital leadership capability variables in the relationship. digital workplace and SMEs performance. This research method is quantitative through an online survey, research data was obtained by distributing online questionnaires to 639 SMEs owners in Indonesia who were selected using a simple random sampling method. Data analysis used structural equation modeling (SEM) partial least squares (PLS) with the SmartPLS 3.0 software tool. The questionnaire contains statement items and is designed using a 9 scale Likert scale. The data analysis stages are validity testing, reliability testing and direct and indirect hypothesis testing or mediation effect testing. The independent variable in this research is digital work place, the dependent variable is SMEs performance and the mediating variable is the digital leadership capability variable. The research results show that the digital leadership variable has a positive and significant relationship to SMEs performance, the digital workplace variable has a positive and significant relationship to digital capability, the digital leadership capability variable has a role as a full mediator in the relationship between digital workplace leadership and SMEs performance. The novelty of this research is the creation of a model of the relationship between digital workplace variables, SMEs performance and the mediating role of digital leadership capability variables.*

**Keywords:** *Digital workplace, SMEs performance, digital leadership capability, SMEs.*

## I. INTRODUCTION

According to Asbari et al. (2021) SMEs are one of the backbones of the Indonesian economy. SMEs account for 99% of all existing businesses, employ 89% of the private sector workforce and contribute 57% to gross domestic product (GDP). This condition demands that SMEs must be able to face the challenges of the Industrial Revolution 4.0, but only a small number of SMEs are able to face the challenges of the Industrial Revolution 4.0. Unpreparedness in the form of adopting information technology is due to the high costs that must be incurred while the income received is much lower. Performance refers to the level of success in carrying out tasks and the ability to achieve predetermined goals, as the behavior or activities displayed by a person in relation to company tasks. According to Lusiani et al. (2020) Performance is the result achieved or something done in the form of a product or service provided by a person or group of people, thus performance can be seen from two sides, namely the individual and the organization. Performance as a result of work related to organizational goals such as quality, efficiency, and other work effectiveness criteria. According to Maesaroh et al. (2020);Purwanto et al. (2023) digital leadership style is strategic leadership that utilizes the company's digital assets to achieve organizational goals. This leadership drives transformation within the company. Digital leadership is not just introducing the use of e-mail, websites and social media as part of daily work, but what is more important is utilizing data as an

important asset. Different from traditional leaders who make decisions based on subjective opinions or input from the people around them, a digital leader trusts data more as the basis for decision making. According to Kadiyono et al. (2020) In other words, digital leadership is based on data. Leadership in the digital era is an important ability that individuals must have to create solutions to various problems in the digital era. Leadership style in the digital era not only understands the concept of leadership but must be able to master soft skills (non-technical skills) and hard skills (technical skills). Soft skills (non-technical skills) are really needed by everyone to improve performance at work, because they relate to the ability to adapt, interact and self-regulate.

According to Hutagalung et al. (2020) digital leadership means leadership in core sectors of the information society such as communications, the press or some media. This definition means that digital leadership is leadership in information sectors such as communications, practices and various media. In this case, digital leadership exercises leadership in the context of different technological levels. This leadership directs, facilitates, and coordinates digital work and knowledge processes within the organization. Digital leadership requires not only an appreciation of the potential of information and communications technologies to assist business leadership, but also recognition of the limitations of these technologies and how they can be used. Used to project leadership throughout the organization. Digital leadership as explained by Tanniru is an important process for developing and maintaining a culture of innovation by bringing ideas to life quickly using agile IT and business architecture. Digital transformation requires top-down organizational change, requiring leaders who are willing and able to utilize digital to innovate, quickly fail, and create value. The digital era is a term used to refer to the emergence of the digital internet, especially computer information technology. According to Fayzhall et al. (2020) New media in the digital era is often used to describe digital technology. Leadership as a key mechanism for increasing corporate excellence. The role of leaders means that organizations must win in a world that is increasingly dominated by digital technology. The high level of technological development certainly requires special abilities for leaders to master technology. Digitally transforming employees is an effective strategy to stay ahead. According to Nugroho et al. (2020);Purwanto et al. (2023) In digitally transforming employees, a leadership style is needed that is able to prepare employees for transformation or is called digital leadership. Digital leadership capabilities combine visionary leadership and transformational leadership with digital attitude capabilities consisting of digital knowledge and digital experience.

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leadership. Digital leadership capabilities combine visionary leadership and transformational leadership with digital attitude capabilities consisting of digital knowledge and digital experience.

According to Maesaroh et al. (2020) Problems in digital culture are the emergence of systems starting from selection, ordering and payment to make changes in society so that they spend more. And even with psychological problems, it is easier for people to spend money when using digital money. The easier it is, the faster the transaction, the more wasteful it is. Digital culture is the concept of how technology and the internet can shape the interactions of every society. Digital technology has simplified the process of socializing remotely, namely social media. Social media is a product of digital technological innovation which has a new pattern in society's digital life and culture. According to Nugroho et al. (2020) Social media has become a trend in conveying information and can influence a person's interests or mood. And what people do has become a necessity to always use social media and make it a lifestyle, such as communicating, recreation, culinary and clothing. By accessing the internet like this, online shopping is becoming increasingly popular because it is considered to save time and give you more freedom in choosing the items you want to buy. According to Nugroho et al. (2020);Purwanto et al. (2023) The development of the digital world has targeted all aspects of life. Currently, it seems that there is almost no side of human life that is not affected by the digitalization process. However, this rapid development is not entirely accompanied by a good digital culture. There are still many internet users who are only able to receive information without the ability to understand and process that information properly, so they are affected by incorrect information. Digital technology has basically changed the way Indonesian people interact with each other, with media or other things related to Indonesian culture. Previously, Indonesian people communicated using letters or sending messages via SMS services, now people are used to communicating via e-mail or social media (WhatsApp, Facebook, Instagram) which are not limited by space and time. According to Nadeak et al. (2021) digital also has an influence on the clothing style of Indonesian people. The younger generation prefers western or contemporary styles rather than wearing traditional Indonesian clothing. In fact, the richness of our fashion system is more oriented because the organization of the dress code is clear. This influence does not only target cosmopolitan society, it is not only urban society that is changing, rural society is also starting to experience cultural changes. The simplicity of rural culture is starting to shift towards modernity.

## **II. METHOD**

This research method is quantitative through an online survey, research data was obtained by distributing online questionnaires to 639 SMEs owners in Indonesia who were selected using a simple random sampling method. Data analysis used structural equation modeling (SEM) partial least squares (PLS) with the SmartPLS 3.0 software tool. The questionnaire contains statement items and is designed using a 9 scale Likert scale. The data analysis stages are validity testing, reliability testing and direct and indirect hypothesis testing or mediation effect testing. The independent variable in this research is digital work place, the dependent variable is SMEs performance and the mediating variable is the digital leadership capability variable.

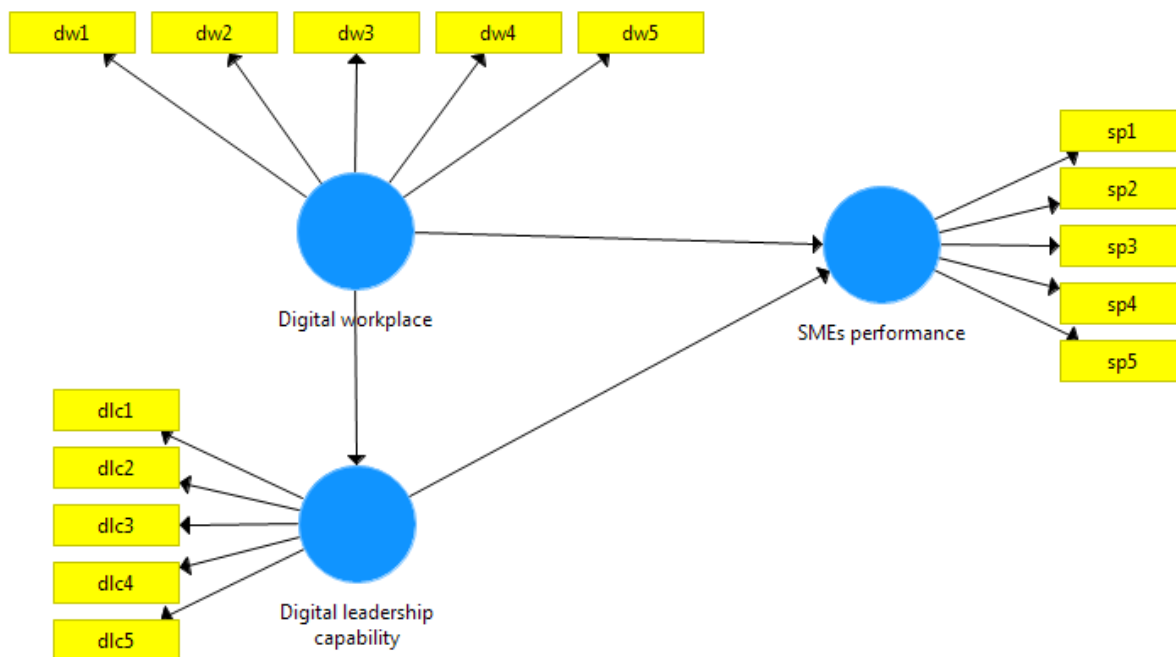


Fig 1 . Research Model

The hypothesis of this research is

*H1: Digital leadership capability has a positive and significant relationship to SMEs performance*

*H2: Digital workplace has a positive and significant relationship with SMEs performance*

*H3: Digital workplace has a positive and significant relationship to Digital leadership capability*

**III. RESULT AND DISCUSSION**

**Model Validity Test**

Ghozali & Latan (2015) explains an indicator is declared valid if it has a loading factor above 0.70.

Here are the results of the validity test

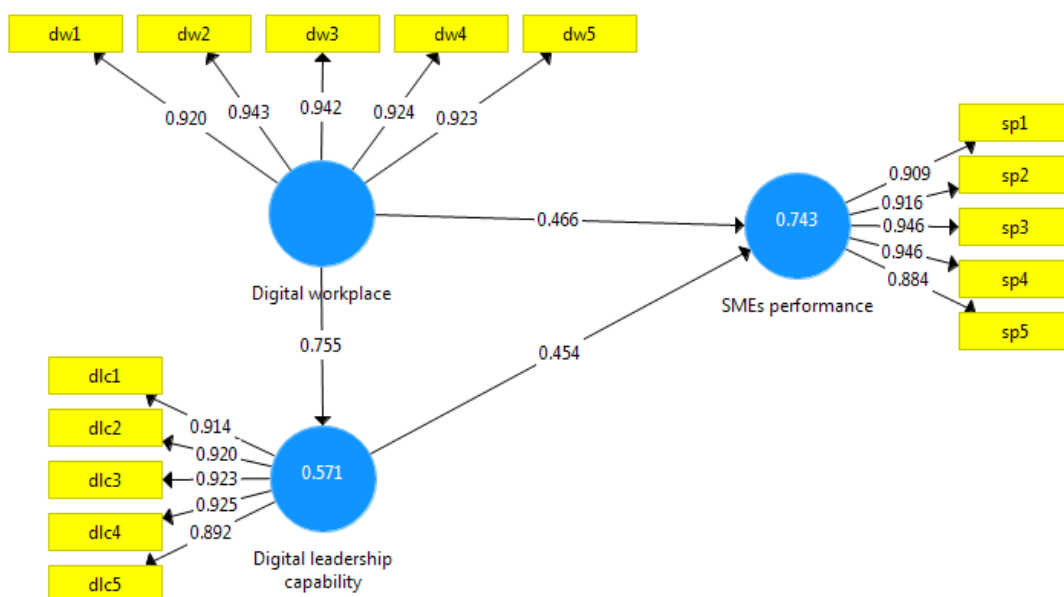


Fig 2. Validity Testing

In Figure 2, all statements are declared valid because they already have a loading factor above 0.70.

**Hypothesis testing**

The following are the results of data processing for hypothesis testing using the PLS Bootstrapping method.

Table 1. Hypothesis Test

	T Value	P Values	Result
Digital Leadership capability -> SMEs performance	5.267	0,000	Supported
digital workplaces ->SMEs performance	5.291	0,000	Supported
digital workplace-> digital leadership capability	17.053	0,000	Supported

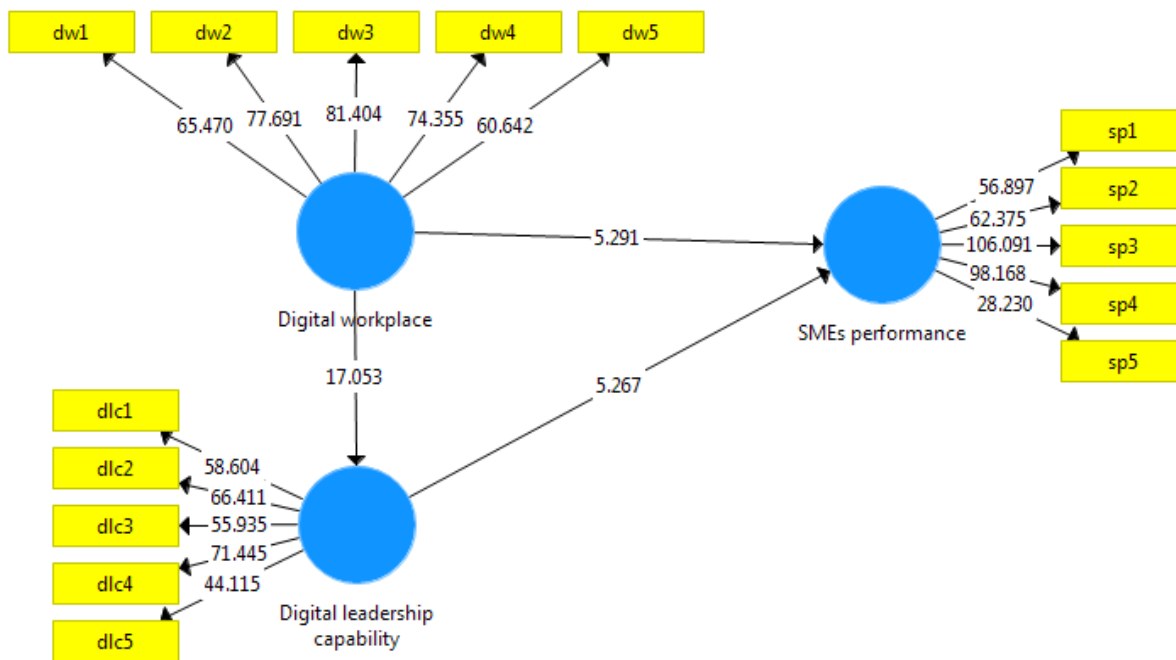


Fig 3. Hypothesis Testing

**The relationship between Digital Leadership capability and SMEs performance**

Based on the results of data analysis, it was obtained that the P value was  $0.000 < 0.050$  and the path coefficient value was positive, so it was concluded that digital leadership capability had a positive and significant relationship to SMEs performance. According to Priadana et al. (2021); Quddus et al. (2020) The role of leadership is one of the key factors for the success of digital transformation in an organization as the definition of the leadership role is a person's capacity to transform shared ideals into joint action. Facing today's disruptive dynamics of change requires digital leadership or technology-based digital leadership. Digital leadership is needed in the digital transformation process that the government is currently promoting to oversee change, policy making, use of technology, control and supervision. The presence of this digital leader can encourage accelerated transformation within the organization. According to Priadana et al. (Slamet et al. (2020); Utomo et al. (2023) As a digital leader there are at least seven abilities or skills needed, namely (1) the ability to communicate

via digital media to improve networks, (2) the ability to use digital assets to create fast and precise decisions, (3) skills to manage connectivity and collaboration with various stakeholders for problem solving, (4) skills to handle disruptive changes for organizational service innovation (5) ability to think analytically and work without space and time constraints in managing work effectively virtually, (6) the ability to adapt to changes in the technological environment, (7) maintaining relationships between members/teams in managing human resources across generations between Baby Boomers, Generation Z and Millennials. According to Utomo et al. (2023) digital leadership has a beneficial and significant influence on competitive advantage. If the company's digital leadership runs well, the company's competitiveness will increase. If viewed from the outer loading value, the creative indicator in the digital leadership variable has a dominant value. This means that leaders who have a creative mindset are able to change employee work patterns towards digitalization. The transformation of employee work patterns towards digitalization has become a competitive advantage for a company in a dynamic era. According to Sunarsi et al. (2020); Supriadi et al. (2020), one of the competitive advantages can be obtained from the superior expertise of existing human resources. Thus, digital leadership is an important mechanism for increasing competitive advantage. This indicates that digital leadership has a positive and significant impact on quality management. In applying quality management, creative human resources are needed. According to Priadana et al. (2021) one of the factors in making a sustainable business is strengthened by creative human resources and the quality management system it has. In this way, digital leadership contributes to building the quality management of a company.

#### **The relationship between digital workplaces and SMEs performance**

Based on the results of data analysis, it was obtained that the P value was  $0.000 < 0.050$  and the path coefficient value was positive, so it was concluded that digital workplaces had a positive and significant relationship with the performance of SMEs. According to Waruwu et al. (2020) who found that the increasing use of online shopping applications and online money loan (credit) applications will certainly give rise to social pathology. Directly or indirectly, it can trap millennials in a circle of consumerism. Without communication and information technology literacy (digital literacy) it can give rise to social pathology and can turn into a trap for users who are determined by a digital lifestyle. Popular culture is always changing and appearing uniquely in various places and times. The conclusion obtained in this research is that digital culture improves performance, representing a complex perspective and values that influence society and its institutions in various ways. According to Yunarsih et al. (2020); Zaman et al. (2020) Digital culture must be utilized effectively in various fields such as education, politics, social and economics. Digital culture can make work easier and faster, expand reach, create innovation and creativity, expand networks and expand business. However, digital culture also has a negative side if it is not followed by the implementation of good character education. Digital culture is a demand of the times that must be accompanied by resource readiness, user intelligence and literacy so that digital culture does not have a negative impact on existing cultural values.

#### **The relationship between digital workplace and digital leadership capability**

Based on the results of data analysis, it was obtained that the P value was  $0.000 < 0.050$  and the path coefficient value was positive, so it was concluded that digital workplaces had a positive and significant relationship with digital leadership capability. According to Waruwu et al. (2020); Zaman et al. (2020) These positive changes that shape digital culture will help accelerate digital transformation, especially in Indonesia. Digital transformation is a process of change in the application of digital technology to all aspects of people's lives. People who have a growth mindset, namely an open mind and are willing to try new things, will make it easier for them to adapt to digital technology, which will help digital development in the future. Because, to create digital transformation, participation is needed from people who agree to adapt to digital technology which will give birth to new things that are useful and efficient in carrying out activities in all aspects of life. In other words, digital culture is one aspect of accelerating digital transformation which will create

new spaces in life that can unite every element without any partitions. According to et al. (2020), digital transformation in an organization or company or agency will create a new space to work collaboratively, adaptively and efficiently. Therefore, apart from being technically competent with technology, being psychologically savvy is also very important. Because psychology will influence thought patterns and behavior when playing in the digital world.

According to Priadana et al. (2021); Quddus et al. (2020) Digital Leadership is the ability of an individual or organization to direct, manage and optimize the use of digital technology in achieving business goals and creating added value. This involves a deep understanding of digital trends, digital transformation, and the use of digital technology to change and improve business operations as well as interactions with customers and other stakeholders. Digital Leadership involves leaders who are able to direct digital transformation and implement innovative strategies to leverage digital technology. This involves the ability to understand and utilize technologies such as artificial intelligence, data analytics, cloud computing, Internet of Things (IoT), and others. In addition, digital leadership also involves sensitivity to change and the ability to encourage innovation, collaboration and technology adoption throughout the organization. According to Supriadi et al. (2020); Slamet et al. (2020) Digital Leadership also involves developing a digitally oriented organizational culture, where digital skills are enhanced, creativity is encouraged, and adjustments to technological changes are made quickly. Digital leaders must also be examples and inspire others to adopt and utilize digital technology in their work. With strong digital leadership, organizations can face the challenges and opportunities that arise with digital transformation. This allows them to adapt to market changes, build stronger relationships with customers, increase operational efficiency, and create continuous innovation.

According to Priadana et al. (2021); Quddus et al. (2020) SMEs performance is the level of achievement of SMEs achievements within a certain period of time. SME performance can be seen from the marketing performance that has been carried out. So marketing performance is an important element of SMEs performance in general and is the implementation of strategy. This community service activity is intended to (1) provide alternative solutions or recommendations for improving the performance of partner SMEs in the midst of the Covid-19 pandemic situation, (2) encourage all employees to increase their commitment in advancing the business. This activity took the form of training and mentoring involving 53 managers and employees. SMEs performance is the level of achievement of SMEs achievements within a certain period of time. According to Slamet et al. (2020); Utomo et al. (2023), the performance of SMEs can be seen from the marketing performance that has been carried out. So marketing performance is an important element of SME performance in general and is the implementation of strategy. This community service activity is intended to (1) provide alternative solutions or recommendations for improving the performance of partner SMEs in the midst of the Covid-19 pandemic situation, (2) encourage all employees to increase their commitment in advancing the business.. The results of the activity provide several recommended alternative strategies to improve the performance of partner SMEs, namely the need to (1) implement market orientation, (2) create competitive advantage, (3) improve pricing capabilities, (4) motivate employees to continue working by paying attention to health protocols.

#### IV. CONCLUSION

The research results show that the digital leadership variable has a positive and significant relationship to SMEs performance, the digital workplace variable has a positive and significant relationship to digital capability, the digital leadership capability variable has a role as a full mediator in the relationship between digital workplace leadership and SMEs performance. The novelty of this research is the creation of a model of the relationship between digital workplace variables, SMEs performance and the mediating role of digital leadership capability variables. With strong digital

leadership, organizations can face the challenges and opportunities that arise with digital transformation. This allows them to adapt to market changes, build stronger relationships with customers, increase operational efficiency, and create continuous innovation. Digital culture must be used effectively in various fields such as education, politics, social and economics. Digital culture can make work easier and faster, expand reach, create innovation and creativity, expand networks and expand business. However, digital culture also has a negative side if it is not followed by the implementation of good character education. Digital culture is a demand of the times that must be accompanied by resource readiness, user intelligence and literacy so that digital culture does not have a negative impact on existing cultural values. Facing today's disruptive dynamics of change requires digital leadership or technology-based digital leadership. Digital leadership is needed in the digital transformation process that the government is currently promoting to oversee change, policy making, use of technology, control and supervision. The presence of this digital leader can encourage accelerated transformation within the organization

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