The Effect of Transformational Leadership and Digital Workplace for Employee Performance

Yusvi Adi Mustofa
Economic Faculty of Sultan Agung Islamic University
Semarang, Indonesia

Budhi Cahyono
Economic Faculty of Sultan Agung Islamic University
Semarang, Indonesia

Abstract: Digital terminology is increasingly widespread in the 4.0 era. In the past, what was called digital was related to computer work. But now Digital is expanding with other activities. There is something called Digital Mindset, Digital Literacy, Digital Transformation to the subject discussed in this research, namely Digital Workplace. In short, Digital Workplace is a work environment that has both physical and technological tools that adopt digital technology capabilities from basic to advanced. This situation is seen from the ability of a transformational leader to lead his organization which is manifested by the excellent performance of employee.

By creating empirical models in the form of Digital Workplace variables, Transformational Leadership and employee performance. Each of these variables is represented scientifically by the indicators that have been discussed in previous journals. The main variables of employee performance will be seen in the perspective of transformational leadership and digital workplace.

Briefly, the results of research conducted in one area of the state-owned electricity company in Indonesia with a total of 204 respondents and an error rate of 5% using the slovin method. From the research, it can be concluded that Transformational Leadership has a positive and significant impact on the digital workplace at PT PLN (Persero) area HTD 8. So the higher the value of Transformational Leadership for organizational leaders, the higher the formation and adoption of a digital workplace in the organization. Later in this journal it also shows that Transformational Leadership and Digital Workplace have no effect on HR Performance.

Keywords: Transformational Leadership, Digital Workplace, Employee, Performance

I. Introduction

There is no single source that knows exactly when the term digital was introduced to the public. But what is clear since the discovery of the transistor in 1947 by William Shockley, John Bardeen and Walter Brattain the development of the digital world is growing very rapidly. In fact, as a result of these discoveries, the three of them were awarded the Nobel Prize in physics in 1956.

The discovery of the transistor was then developed in materials technology in 1971 which was marked in Silicon Valley, United States with the invention of the microprocessor which had 2300 transistors on a chip and was used by a Japanese calculator company by Federico Faggin, Stanley Mazor and Masatoshi Shima. This microprocessor has also become a marker of modern civilization in the digital world, because so many electronic equipment that emerged afterwards from super computers to small equipment such as smart watches which are currently widely used by humans to control their life activities, as well as other equipment that previously could only be a story. human imagination such as robots and autonomous cars.

From the physical digital terminology, then the digital term developed in a more proactivedirection, Digital Workplace. The roles of information technology infrastructure are directed to be able to change and transform work patterns to be more natural, supported by a more established organizational level collaboration system. From that need, a Digital Workplace design system for organizations emerged (Williams & Schubert, 2018).

In addition, Digital Workplace can also be considered as an approach and not only about technology, related to the latest work concepts in an uncertain era to deal with them more efficiently and appropriately (Leichtfried, 2016). The term Digital Workplace is used to connect all work activities of a company and the interactions in it that are needed to produce more efficient output products (Overbeek et al., 2005). Digital transformation is currently a major topic in research on the latest information systems. In general, digital transformation will focus on digitalized business models and their effects on markets and society. These things

directly or indirectly induce a more digital work environment (Meske&Junglas, 2021). For this reason, it is important to interpret the Digital Workplace according to the company's needs.

In the scope of the company, the success of a company is determined by many factors, not only about technology but also competence and leadership type. This is because the attitude of the behavior of the leader will bring the employee's feeling of his organization (Wakabi, 2016). For example, the type of transformational leadership is able to build a team and make individuals understand its potential (Xie et al., 2018), then Xie also added that building personal beliefs and identification is able to develop the atmospheric innovation in the organization environment. Because the better the atmosphere of innovation in the organization will bring a positive work environment for employee to improve performance.

In the era of the 1950s, company performance was always associated with the value of efficiency in the organization, including in terms of managing limited resources including human resources and the methods used. In today's modern era, employee performance is the dominant function of management support, the work environment and the company's organizational climate (Diamantidis&Chatzoglou, 2019). These three things have avery large influence on employee performance compared to other variables such as training and motivation. Employee performance is a key factor in the rotation of the organization's wheels in achieving its performance, because organizational performance is an element of the summation of employee performance in its preparation. Changes in the structure of employee performance calculations will always change in line with changes in the company's strategy. The driver of employee performance can also be started with employee engagement (Bedarkar&Pandita, 2014).

This research is important to do and in accordance with the condition of the respondent's company. Because it will describe and analyze the transformational leadership taken by the leaders whether it will help employees achieve their targets. And also at the same time this research will describe and analyze the influence of the digital workplace on employee performance.

Practically, this research is useful as a guide for leaders in companies to develop digital workplace models and transformational leadership styles to achieve the HR performance they lead.

II. Literature Reference

A. Digital Workplace

Williams & Schubert (2018) said that Digital Workplace (DWP) is all forms of technology used by HR to complete their work. In another words, Zimmer et al. (2020) added that Digital Workplace exists because of the evolution of digital technology that offers new ways of collaborating between HR teams that are separated by function and geography. The challenges of the new digital environment also have an influence on the way HR works.

Still according to Zimmer et al., (2020), it is important for companies to select digital technology to match the Digital Workplace they need. In other words, Digital Workplace is a complex but dynamic form of physical interaction, culture and digital settings in the work experience of an organization or company to achieve its performance. In addition, the success or failure of the Digital Workplace transformation is very dependent on the leader (Zimmer et al., 2020).

Zimmer also stated that Digital Workplace is not merely adopting digital technology in their work, but more importantly, that digital technology canincrease the organization's value in their work. Overbeek et al. (2005) even added that Digital Workplace is a solution for an organization that has multiple fields of activity, such as operations, marketing, logistics and others. Overbeek also stated that with the implementation of a good Digital Workplace, there is no longer a lack of information for HR, because all information from across fields can be known more quickly and with precision.

The indicators used to see the depth of an organization's Digital Workplace have been submitted by Lisova (2020), namely (1) Collaboration, (2) Information Access, (3) Digital Technologies, (4) Digital Identity & Security.

Meske&Junglas (2021) said that the implementation of Digital Workplace will bring a positive work culture for HR to be able to participate more in their organization. HR's attention has increased dramatically in line with this transformation, and from that attention emerged HR's commitment to push the organization to be more advanced in the future. It was also stated that leadership has a big influence in the transformation of an organization's Digital Workplace. Leadership awareness will be adopted by the human resources under it.

Digital workplace is a design and strategy, working and interaction, and technology platform used holistically by an organization.

B. Transformational Leadership

B. Bass (1997) divide leadership styles into transformative and transactional leadership. The transformational leadership style concentrates on developing members so that they fit the needs of the company. Managers who use this leadership style will concentrate on the growth and development of the value system of their members, they are able to provide inspiration and good moral values to their members (Ismail et al., 2012).

Still from Bass (1997) the purpose of transformational leadership is to transform people and organizations in the real sense such as changing minds and hearts, enlarging vision, insight and understanding, clarifying the reasons for making behavior in line with values, concepts and bringing about permanent change, self-perpetuating and building momentum. Based on the definitions and descriptions of transformationalleadership styles that have been presented previously, it can be concluded that transformational leadership is a significant behavior of leaders in directing their members so that they are able to create high inspiration and motivation.

Top (2020) said that transformational leadership has a very significant effect on employee performance. The inspiration and motivation conveyed by the leader can bring awareness of employee to perform even better. Added by Ahmed Waham et al. (2020) that transformational leadership has a significant contribution in improving organizational performance. In the context that organizational performance is a combination of employee performance, it can be emphasized that this leadership has a positive impact on HR performance.

Transformational leadership is a significant behavior of the leader in directing its members so as to create high inspiration and motivation.

C. HR Performance

Starting in the 60s and 70s companies began to look for ways to measure the performance of their HR. This arises as a result of the end of the second world war and companies have begun to steadily increase profits. Diamantidis&Chatzoglou (2019) conveyed that when companies realize that in business competition it is necessary to develop the unique side of their company in a changing market situation, then these companies will exploit employee performance more to achieve this.

Anitha (2014) defines HR performance as the output and achievements achieved in the workplace. He added that the performance of individual HR is influenced by policies, methods and practices carried out within the company. It is necessary to integrate the perspective of calculating performance that is connected between employee activities and company strategies and goals (Delery& Doty, 1996).

In the state-owned electricity company, The calculation of HR performance of PT PLN (Persero) is determined by cascading the target value from the highest hierarchy to the lowest structure and function. Because the main stakeholder of PT PLN (Persero) is the Government of the Republic of Indonesia, the first target is obtained from the target value which is submitted to the Board of Directors of the company. Thetarget is then locked into a company Performance Contract. The employee performance system is determined through a diagrammatic mechanism as follows:

Figure 1. Performance Management Framework
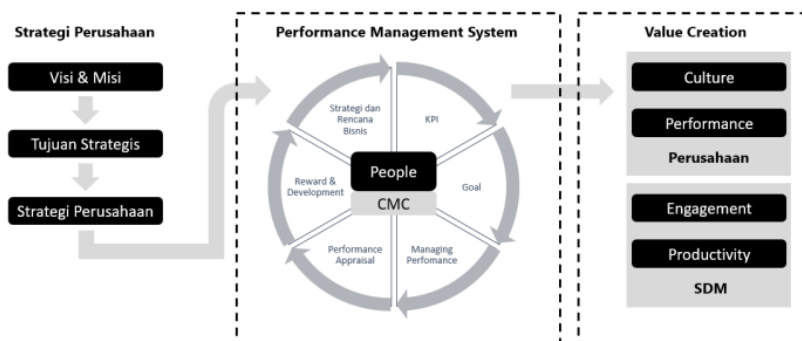
Furthermore, the corporate target value is described in the balance score card of each parent unit (Generation, Transmission, Distribution, and other affiliated business units) in accordance with their respective job descriptions.

Within the respondent's company, HR performance assessment consists of 2 important components, namely individual targets consisting of (1) marginal, (2) need improvement, (3) meet requirement, (4) exceeds requirement, (5) outstanding, and component the second is individual competence which consists of (1) achievement orientation, (2) building trust, (3) continuous learning, and (4) customer focus.

All the factors driving the performance of HR need to be systematically arranged for a company, especially a strategic company in running the electricity industry, which is the object of research in this thesis, PT PLN (Persero). Moreover, in recent years the company has developed Digital Transformation, one of which needs to be measured is the level of its Digital Workplace. Because almost all human resources today always work with computers and the internet, it is different from a few dozen years ago.

There is a research gap in previous studies, where Transformational Leadership is considered to have a very significant effect on HR performance (Top, 2020) but it is different from what was conveyed in other research, namely that transformational leadership is not considered to have an effect on HR performance (Hasib et al., 2020). From the Research Gap, the researcher included Digital Workplace as an intervening variable in this research.

In addition, there is also a gap phenomenon that was conveyed by the Ministry of SOE's website on June 7, 2021 with the title "PLN Transformation, the Key to Success in Accelerating Power Digitization". PLN's Transformation Programs are Green, Lean, Innovative and Customer Focused. Stipulated by PLN since April 21, 2020, the transformation program is a business process change program at PLN. Digitization is included in the Lean Transformation section. So that by increasing the digital function within the company, it is hoped that PLN will be able to continue to be an advanced and leading company.

HR performance is a comprehensive measure of all individual employee outputs against the targets that have been set and adjusted to the company's goals.

III. Method

This study uses the type of research type Explanatory Research with mixed methods of qualitative and quantitative data. Yousaf (2021) said that Explanatory Research was carried out on research that had not been well researched before, research was carried out by defining operational variables and making an approach model of the object under study. This is done by explaining the influence between the variables that have been defined previously, testing the proposed hypothesis from the indicators that have been determined as well. The variables are digital workplace, transformational leadership and HR performance.

This study collects data by distributing questionnaires and recapitulating the respondents' performance scores based on the electricity company's performance system. For the distribution of questionnaires which are primary data, it is done using a google form link to all prospective respondents.

Based on a complete and in-depth literature review, the empirical model of this research can be seen in the image below. The explanation is that HR Performance Achievement is influenced by the Digital Workplace culture and the type of Transformational Leadership that is run within the company.

Figure 2. Empirical Model Research
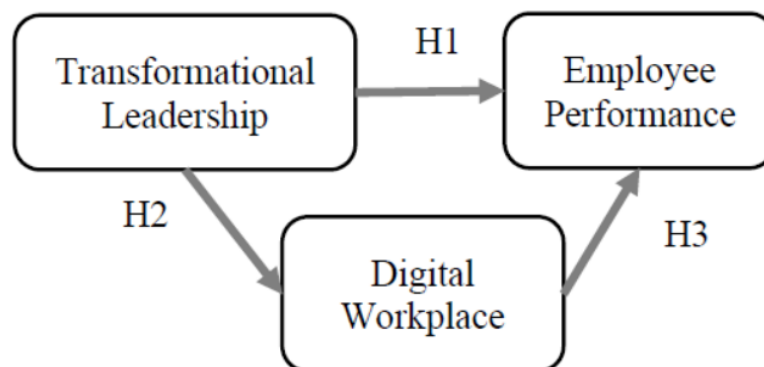
H1: The transformational leadership style is getting better, it will further improve employee performance

H2: The more positive the transformational leadership style, the higher the value of the Digital Workplace in the organization.

H3: The more positive the Digital Workplace in the organization, the higher the HR performance value

The model is formed from 3 variables as illustrated above, namely transformational leadership, digital workplace and HR performance. The indicators used are (1) Idealized Influence, (2) Inspirational Motivation, (3) Intellectual Stimulation, (4) Individualized Consideration for transformational leadership. The next indicators are (1) Collaboration, (2) Information Access, (3) Digital Technologies, (4) Digital Identity & Security for the Digital Workplace variable. Meanwhile, HR performance uses values according to company rules.

The model is then tested on a total of 204 state-owned electricity company respondents in variations in age, years of service and gender which can be ruled out in the analysis, according to the slovin method for a margin of error of 5%. The questionnaire was distributed in the period January to March 2022 through the online questionnaire link. Furthermore, the data is recapitulated and processed through the smartPLS application.

IV. Discussion

This study uses the type of research type Explanatory Research with mixed methods of qualitative and quantitative data. Yousaf (2021) said that Explanatory Research was carried out on research that had not been well researched before, research was carried out by defining operational variables and making an approach model of the object under study. This is done by explaining theinfluence between the variables that have been defined previously, testing the proposed hypothesis from the indicators that have been determined as well. The variables are digital workplace, transformational leadership and HR performance. In this research using quantitative data analysis techniques. By definition, quantitative research is a research process that focuses on testing theories through variables that have been determined to be used in research in the form of numbers and then data analysis is carried out using statistical methods both conventional manuals and computers. In this study, the SmartPLS application was used to analyze statistical data obtained from employee questionnaires.

The population in this study are employees of PT PLN (Persero) Regional area of Human Talent Development (HTD) 8 area, which consists of Pusat Penelitian dan Pengembangan (PUSLITBANG), Pusat Sertifikasi (PUSERTIF), Pusat Pendidikan dan Pelatihan (PUSDIKLAT), Pusat PemeliharaanKetenagalistrikan (PUSHALIS), Pusat Manajemen Proyek (PUSMANPRO), Unit Induk Pembangunan Jawa Bagian Barat (UIP JBB), Unit Induk Pembangunan Jawa BagianTengah (UIP JBT), Unit Induk Pembangunan Jawa Bagian Timur dan Bali (UIP JBTB) and Unit Induk Pembangkitan Tanjung Jati B (UIK TJB). The division of the HTD area is in accordance with the Decree of the Board of Directors No. 0001.P/DIR/2022 dated January 12, 2022.

Sources of data in this study consisted of primary data. The primary research data includes the digital workplace, and transformational leadership. With the data obtained from each respondent are as follows origin of main/regional office, gender, working period, HR perfomance, digital workplace variable value, and transformational leadership variable.

Respondents in this study were a collection of individuals with predetermined models and characters. The population in this master's study are employees of PT PLN (Persero) for the HTD 8 management area with a total population of 9 main/regional offices.

From this questionnaire, it was found that the number of respondents was still dominant from men as many as 148 people (72.55%) or about 3 times more than female respondents, which were 56 people (27.45%). This illustration shows that thisquestionnaire is valid enough to represent all genders in the survey area. So that the trend factor and the relationship between sexes with the content of the respondents can be ignored.

Table 1. Respondent Profile

No	Gender	Amount	Percentage
1	Men	148	72,55%
2	Women	56	27,45%
Total		**204**	**100%**

The majority of respondents have a working period of 11-15 years with a total of 62 people (30.39%). This period of work is relatively in the middle of a career, if it is assumed that the total working period is 30 years. This middle group is also able to describe the actual conditions in a straightforward manner because they have been in the early stages of working and getting to know the system within the organization. Then the

number of respondents is also dominated by young people with a range of 1-5 years of service as many as 51 people (25%) and a range of 6-10 years of service as many as 59 people (28.92%). If it is assumed that they are fresh graduates who then immediately join the organization at the age of 23 years, then the range of their birth years is in the range of 1994 - 1999. In that period, digital technology has influenced the pattern of society with computers, laptops, pagers and even cell phones. So it can be said that the respondent group is at the level of digital natives as stated by Helsper & Eynon (2010).

Table 2. Working Period Profile

No	Working Period	Amount	Percentage
1	1 – 5 Years	51	25,00%
2	6 – 10 Years	59	28,92%
3	11 – 15 Years	62	30,39%
4	16 – 20 Years	10	4,90%
5	> 20 Years	22	10,78%
	Total	**204**	**100%**

Variable Descriptive Analysis

Figure 3. Emphirical Model
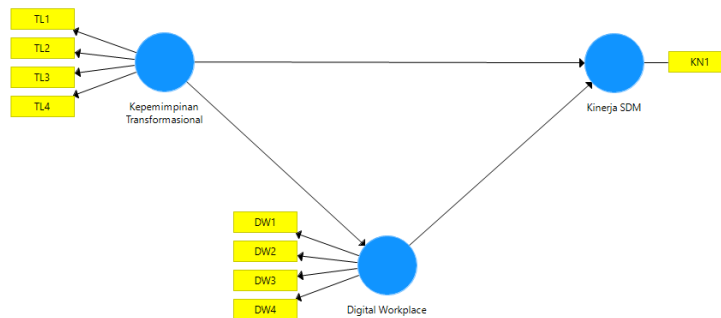
Furthermore, a descriptive analysis of the variables will be carried out on the three variables above which have been described through smartPLS. Using 2 values, namely Mean and TCR (Total Achievement of Respondents) for each indicator in each variable as follows:

• Digital Workplace (DW1, DW2, DW3, DW4)
• Transformational Leadership (TL1, TL2, TL3, TL4)
• HR Performance (KN1)

Table 3. Validity Test

Indicator	Loading Factor	Remarks
DW1	0.806	Valid
DW2	0.834	Valid
DW3	0.806	Valid
DW4	0.785	Valid
TL1	0.907	Valid
TL2	0.935	Valid
TL3	0.948	Valid
TL4	0.885	Valid
KN1	1.000	Valid

Hair et al. (2018) explains that a model can be accepted if its validity value is $l \geq 0.5$. This value indicates the dominant tendency for each questionnaire when compared to its variance. Thus, if the value is greater than 0.5, then the model has a construct of a certain pattern, both negative and positive. For this reason, the indicator values used in this study are considered valid.

Table 4. Reliability Test

Variable	NilaiCronbach's Alpha	Remarks
Digital Workplace	0.823	Reliable
Transformational Leadership	0.938	Reliable
HR Performance	1	Reliable

Cronbach's alpha is a measure of internal consistency, that is, how closely related a set of items are as a group. It is considered to be a measure of scale reliability. A "high" value for alpha does not imply that the measure is unidimensional. In this study, this reliability test is a test of the value of the questionnaire items in one indicator against the average inter-correlation of the questionnaire items. Having a Cronbach's Alpha value above 0.6, it is considered that the indicators used in the variable are reliable.

Table 5. Bootstrap Path

Path	T-Statistic	P Values
Digital Workplace ➜ HR Performance	0,358	0,720
Transformational Leadership ➜Digital Workplace	5,298	0,000
Transformational Leadership ➜HR Performance	1,359	0,175

From the results of the bootstrap performed, the T-statistic value is obtained as above. T-statistic is one component in assessing the level of suitability of a hypothesis. This value is also the ratio of the departure of the estimated value of a parameter from its hypothesized value to its standard error. For the T-statistic value greater than 1,96 it is considered that the hypothesis value is significantly related. Thus, this study shows that the indicator model corresponds to a positive relationship only for relation between transformational leadership and digital workplace.

Table 6. Correlation Variabel Index TL with DW

	DW1	DW2	DW3	DW4
TL1	0.369	0.416	0.358	0.468
TL2	0.347	0.366	0.294	0.358
TL3	0.367	0.388	0.32	0.415
TL4	0.337	0.441	0.302	0.467

Haddud& McAllen (2018) stated that it takes strong leadership skills in the formation of a Digital Workplace. Although the journal did not specifically mention what type of leadership drives the Digital Workplace, Haddud emphasized that the Digital Leadership character positively encourages the Digital Workplace in an organization. So this hypothesis is in line with previous research.

Attaran et al., (2019) also states that the tendency of a leader will encourage a digital workplace as a solution to several problems in his organization starting from creating relationships, eliminating information boundaries, reducing costs and increasing organizational efficiency.

Table 7. Correlation Variable Index TL with KN

	KN1
TL1	0.068
TL2	0.102
TL3	0.112
TL4	0.064

The correlation of Transformational Leadership (TL) is weakest against the HR Performance indicator (KN), only in the range of 6-11% engagement compared to other indicators which can reach almost 50% engagement. The researcher assumes that the HR performance appraisal factor in the organization has an additional mechanism or a correction mechanism.

The correction mechanism activities are also referred to as Peer Assessment activities which are included in the employee regulations. The assessment activities can cause the value of employee performance to increase or decrease depending on the subjectivity of the top leader. This peer assessment activity is carried out until each parent unit office complies with the normal distribution ceiling reference set by the head office.

In the units of respondents who all use the same performance appraisal method in the form of peer assessment, it shows that the transformational leadership practiced by their unit leaders is not directly correlated with the achievement of their performance scores. This is different from whatwas conveyed by Top et al. (2020) and Ahmed Waham et al. (2020) that transformational leadership has a very significant contribution to the value of performance.

So the next description is an alternative performance calculation that is more appropriate and reflects the actual conditions in the field. One of the other performance appraisal methods is 360 Degree Assessment (360 Feedback). Vakilalroaia & Najafi (2012) said that 360-degree performance appraisal is able to eliminate the subjectivity of the assessment so that it is more useful for both employees and organizations.

In conclusion, the article states that the use of this method is more adaptive to the human character in the organization, so the results are more valid. However, multi-source assessments like this still have weaknesses, namely there is a possibility of outside sources who do not understand the details of the employee's jobdesk being measured, are unable to provide constructions that are appropriate to the organization.

Table 8. Correlation Variable Index DW with KN

	KN1
DW1	0.144
DW2	-0.041
DW3	0.106
DW4	0.027

The correlation of the Digital Workplace (DW) indicator with HR Performance (KN) is weak. The achievement value is only in the range of -4 – 14%. Interesting because there are negative results for DW2 which is a representation of access to information. In the organization at PT PLN (Persero), access to information related to the value of HR performance is indeed limited information for Top Management and performance managers from HR departement. This can be a negative driver in the employee environment for not getting the information they need. The purpose of the organization is to make the mechanism so that there is no subjective comparison between one employee and another, and so that there is comfort in working because they are in the same system. However, with this correlation value, organizations can consider other ways to keep information accesstransparent for HR performance but still safe for other employees.

Also in this research, the correlation between Digital Workplace and HR Performance in the form of T-statistics is 0,358 and p-Values is 0,720. This value indicates that this hypothesis is invalid (negative).

In this study, the hypothesis about Digital Workplace encouraging HR performance was rejected because it did not meet the error probability value that should be P-Value < 0.05. This is different from the research of Benson et al. (2002).

Benson et al. (2002) stated that Digital Workplace is positively correlated to the achievement of HR performance. This happens because Digital Workplace will bridge an effective learning process, agile organizational systems and more integrated performance control.

V.   Conclusion

From the research, it can be concluded that Transformational Leadership has a positive and significant impact on the digital workplace at PT PLN (Persero) area HTD 8. So the higher the value of Transformational Leadership for organizational leaders, the higher the formation and adoption of a digital workplace in the organization.

Later in this journal it also shows that Transformational Leadership and Digital Workplace have no effect on HR Performance.

And in this study also shows that In this study, there was no significant relationship between the Digital Workplace and HR Performance, so the Digital Workplace could not be an intervention between transformational leadership and HR performance achievement.

VI. Limitations

In this study, there are still limitations, one of the limitations is that this research focuses on a work area that is considered more adequate in terms of facilities than other areas, so that cultural factors are not taken into account. Then another limitation is that this research assesses employee perceptions, not the actual value of performance that has been achieved.

The research in the thesis only uses data analysis with PLS, therefore in further research it can use other analytical methods.

The response rate in this study also needs to be increased because it is still at 57%, several influencing factors are the company's internal bureaucracy which requires a special approach.

The research was only conducted on employees of PT PLN (Persero) in the area HTD 8. Therefore, further research can be carried out on all HTD areas in PT PLN (Persero).

VII. Future Research

For further research, several things can be done that can improve this research. Such as expanding the variables in digital technology derivatives, especially if you focus on leaders, you can use the Digital Mindset among leaders terminology, or if it is related to leadership style, you can use Digital Leadership terminology.

A low (negative) R-square indicator value for HR performance indicates that there are other influential factors, which have been described previously, and further research is needed in the future. For example, by adding an intervening or moderate variable in the form of Leader Preference Graeber et al. (2019) as a factor of subjectivity in the organization.

Furthermore, in other performance measurement methods, as an alternative one can also use the Management by objectives (MBO) method. This method is not a new method, started by Peter Drucker in the 1950s, this method is effective for team work that has many tasks to be completed immediately (Antoni, 2005). Still according to Antoni, MBO can be seen as a goal setting technique for management, a guide for setting organizational goals and in research it can be used as an explanatory research model. Many studies on goal setting show that organizational-specific goals and their feedback will improve performance, and satisfaction, if employee performance is adequately rewarded.

Overall, the weakest indicator of transformational leadership in this study is Inspirational Motivation, so it can be examined in more detail the causes and obstacles why these characters do not stand out in the respondent units, considering that transformational leadership is verysynonymous with the attitude of inspiration and motivation of its leaders.

This research does not show at all in the respondent units the establishment of a Digital Workplace that helps their performance in the company, even though the transformation model launched by the PLN Directors in 2020 is an important key to creating a digital climate in PLN units. Therefore, further details can be explored regarding the creation of a digital climate in PLN units to suit the corporate transformation.

References

[1]. Ahmed Waham, M., Abdul Rahman, R., & Wan Mustaffa, W. S. (2020). The Effect of Transformational Leadership on the Organizational Performance in Higher Education Institutions in Iraq. International Business Education Journal, 13(May), 74–84. https://doi.org/10.37134/ibej.vol13.sp.7.2020

[2]. Antoni, C. (2005). Management by objectives - An effective tool fro teamwork? International Journal of Human Resource Management, 16(2), 174–184. https://doi.org/10.1080/0958519042000311381

[3]. Attaran, M., Attaran, S., & Kirkland, D. (2019). The need for digital workplace: Increasing workforce productivity in the information age. International Journal of Enterprise Information Systems, 15(1), 1–23. https://doi.org/10.4018/IJEIS.2019010101

[4]. Bass, B. (1997). Does the transactional–transformational leadership paradigm transcend organizational and national boundaries? American Psychologist, 52(2), 130.

[5]. Bedarkar, M., &Pandita, D. (2014). A Study on the Drivers of Employee Engagement Impacting Employee Performance. Procedia - Social and Behavioral Sciences, 133, 106–115. https://doi.org/10.1016/J.SBSPRO.2014.04.174

[6]. Benson, A. D., Johnson, S. D., &Kuchinke, K. P. (2002). The Use of Technology in the Digital Workplace: A Framework for Human Resource Development. Advances in Developing Human Resources, 4(4), 392–404. https://doi.org/10.1177/152342202237518

[7]. Delery, J. E., & Doty, D. H. (1996). Modes of theorizing in strategic human resource management: Tests of universalistic, contingency, and configurational performance predictions. Academy of Management Journal, 39(4), 802–835. https://doi.org/10.2307/256713

[8]. Diamantidis, A. D., &Chatzoglou, P. (2019). Factors affecting employee performance: an empirical approach. International Journal of Productivity and Performance Management, 68(1), 171–193. https://doi.org/10.1108/IJPPM-01-2018-0012

[9]. Haddud, A., & McAllen, D. (2018). Digital workplace management: Exploring aspects related to culture, innovation, and leadership. PICMET 2018 - Portland International Conference on Management of Engineering and Technology: Managing Technological Entrepreneurship: The Engine for Economic Growth, Proceedings, 1–6. https://doi.org/10.23919/PICMET.2018.8481807

[10]. Hasib, F. F., Eliyana, A., Arief, Z., &Pratiwi, A. A. (2020). The effect of transformational leadership on employee performance mediated by leader-member exchange (LMX). Systematic Reviews in Pharmacy, 11(11), 119–1209. https://doi.org/10.31838/srp.2020.11.173

[11]. Helsper, E. J., &Eynon, R. (2010). Digital natives: Where is the evidence? British Educational Research Journal, 36(3), 503–520. https://doi.org/10.1080/01411920902989227

[12]. Ismail, A. M., Reza, R., & Mahdi, S. (2012). Analysis the Relationship between Cultural Intelligence and Transformational Leadership. International Journal of Business and Social Science, 3(14), 252–261.

[13]. J., A. (2014). Determinants of employee engagement and their impact on employee performance. International Journal of Productivity and Performance Management, 63(3), 308–323. https://doi.org/10.1108/IJPPM-01-2013-0008

[14]. Jr, J. F. H., Black, W. C., Babin, B. J., Anderson, R. E., Black, W. C., & Anderson, R. E. (2018). Multivariate Data Analysis. https://doi.org/10.1002/9781119409137.ch4

[15]. Leichtfried, C. (2016). Digital Workplace Platforms and Knowledge Sharing. 62.

[16]. Lisova, O. (2020). Business Plan: Digital Workplace Solution for Business Management and Employee Engagement. 21(1), 1–9.

[17]. Meske, C., &Junglas, I. (2021). Investigating the elicitation of employees' support towards digital workplace transformation. Behaviour and Information Technology, 40(11), 1120–1136. https://doi.org/10.1080/0144929X.2020.1742382

[18]. Overbeek, S., Van Middendorp, S., &Rijsenbrij, D. (2005). The digital workspace in the financial sector. IT Management Select, 11(4), 38–51.

[19]. Top, C. (2020). Transformational Leadership Impact on Employees Performance. Eurasian Journal of Management & Social Sciences, 1(1). https://doi.org/10.23918/ejmss.v1i1p49

[20]. Vakilalroaia, Y., &Najafi, Z. (2012). Performance measurement of employee using an integrated 360° feedback system and AHP method: A case study of municipality. Management Science Letters, 2(5), 1655–1660. https://doi.org/10.5267/j.msl.2012.04.024

[21]. Wakabi, B. M. (2016). Leadership Style and Staff Retention in Organisations. International Journal of Science and Research (IJSR), 5(1), 412–416. https://doi.org/10.21275/v5i1.nov152642

[22]. Williams, S. P., & Schubert, P. (2018). Designs for the digital workplace. Procedia Computer Science, 138, 478–485. https://doi.org/10.1016/j.procs.2018.10.066

[23]. Xie, Y., Xue, W., Li, L., Wang, A., Chen, Y., Zheng, Q., Wang, Y., & Li, X. (2018). Leadership style and innovation atmosphere in enterprises: An empirical study. Technological Forecasting and Social Change, 135(May), 257–265. https://doi.org/10.1016/j.techfore.2018.05.017

[24]. Zimmer, M. P., Baiyere, A., &Salmela, H. (2020). Digital Workplace Transformation: The Importance of Deinstitutionalising the Taken for Granted. ECIS 2020 Proceedings, June, 1–15.