

The Effect of Transformational Leadership and Digital Leadership on Organizational Performance mediated by Employee Engagement and moderated by Emotional Intelligence

Steven Aristya Pratama¹, Lia Amalia²

^{1,2}Universitas Esa Unggul, Jakarta, Indonesia
Email: stevenaristya@gmail.com¹, lia.amalia@esaunggul.ac.id²

Received: 09.04.2024

Revised : 16.05.2024

Accepted: 28.05.2024

ABSTRACT

This research investigates the effects of Transformational and Digital Leadership on Organizational Performance, mediated by Employee Engagement and moderated by Emotional Intelligence. A sample of 275 employees from PT Angkasa Pura II's maintenance division in Tangerang was surveyed using purposive sampling and online questionnaires, analyzed with PLS-SEM. Results indicate that both leadership styles enhance Employee Engagement. Unlike transformative leadership, digital leadership has an immediate effect on how well a company performs. Organizational performance is significantly influenced by employee engagement, which acts as a mediator. While leadership styles are unaffected by emotional intelligence, employee engagement does have an effect on organizational performance. In order to increase organizational performance and create employee engagement, this research highlights the significance of both forms of leadership.

Keywords: Leadership, Engagement, Emotional, Performance, Effect.

INTRODUCTION

The degree to which an organization's aims and objectives are met determines the level of performance of that organization. (Supramaniam & Singaravelloo, 2021). Achieving optimal organizational performance is highly dependent on various factors, one of which is employee engagement which has become the center of attention for human resource personnel because it can be the main driver of the success of organizational goals. (Milhem et al., 2019). Employees who are engaged with their work are able to pay more attention to work and initiatives that benefit the organization. (Lakshmi Narayanamma et al., 2022).. To achieve this level of engagement, a leadership style that inspires and motivates employees is required. (Singh, 2019). One way in which transformational leaders inspire their teams to work together is providing a clear vision and helps internalize organizational goals and understand the value of their contribution in achieving that vision. (Jiatong et al., 2022).. Also, as more and more companies rely on digital tools to accomplish their objectives, leadership styles have changed to accommodate these new realities. According to Odeh et al. (2021) The term "digital leadership" has recently entered the lexicon to describe the practice of leading an organization's digital efforts to accomplish its long-term objectives. Motivated, engaged, and high-performing workers are more likely to be the result of effective digital leadership practices including employing technology, boosting digital collaboration, and cultivating a digital culture (Hernitasari & Andrias, 2022).

Different schools of thought have proposed different ways in which transformational leadership could influence organizational performance. According to one school of thought, transformational leadership is a method of leading that inspires followers to put the group's needs before their own by boosting their self-esteem and motivating them to go above and beyond (Jiatong et al., 2022).. Furthermore, transformational leadership may increase employee engagement in reaching business objectives and goals while producing outstanding outcomes. According to Syah & Isa (2021) The dynamic between supervisors and their subordinates might cause this to happen. In another study, Khan et al. (2020) examined the four tenets of transformative leadership: idealized influence, compelling inspiration, stimulating thought, and personalized care. The evidence shows that transformative leadership affects performance via intrinsic motivation. Furthermore, Abolnasser et al. (2023) shown that transformational leaders greatly aid in achieving ambitious work objectives, keeping people engaged in their work, and sustaining high performance levels within the business.

Li et al.(2024) maintain that digital leadership has the potential to greatly improve employee engagement. In order to stay up with the ever-changing business landscape, businesses have been slowly but surely adopting modern technology in many parts of their work since the fourth industrial revolution and the innovation that came with it. This is particularly true when it comes to management. New ideas in management science are emerging at the same time as this transition to meet the needs of digital businesses. To accomplish the organization's long-term objectives in a fast-paced, ever-changing world, digital leaders use a strategy that combines transformational leadership with technical advancements(Odeh Al-Husban et al., 2021)..

The relationship between transformative leadership and employee engagement is strengthened by leaders' emotional intelligence. according to the research of Milhem et al. (2019). It also plays a mediating function when models are compared, and the impact size is minimal. Likewise in the analysis Khan et al. (2021)The connection between transformative leadership and employee engagement is said to be substantially strengthened by emotional intelligence. According to Supramaniam & Singaravelloo, (2021)Incorporating indicators and measurements of emotional intelligence into the domains of organizational development, workforce planning, learning and development, and recruitment can greatly enhance the emotional intelligence of public servants, who have a positive impact on organizational performance.

Technology, employee engagement, and transformational leadership were the primary foci of earlier studies conducted by Khan et al. (2021) and Milhem et al. (2019).Milhem et al. (2019)looked at how these factors related to a group of IT and tech industry workers, whereas Milhem et al. (2019) investigated how transformational leadership, EQ, and engagement in the workplace relate to one another.Khan et al. (2021) tested it with the population of the private bank sector. Then Odeh Al-Husban et al. (2021) tested the effect of Digital leadership on Organizational performance with a population in industrial companies. Several studies have looked at how digital leadership impacts organizational performance on its own, very few have done so in conjunction with transformational leadership (e.g., Milhem et al., 2019; Khan et al., 2021; Odeh Al-Husban et al., 2021).., with employee engagement and emotional intelligence serving as mediators and moderators, respectively. So, our research intends to bridge that knowledge gap by investigating this intricate connection in a single, all-encompassing study.

The purpose of this research is to analyze the maintenance division of PT Angkasa Pura II through the lens of organizational performance, employee engagement, and emotional intelligence. The study will also look at how digital and transformational leadership styles affect this connection. Leadership that can adapt and innovate is essential in today's complicated corporate climate, where new technologies emerge on a regular basis(Ratajczak, 2022). Two leadership styles that have the potential to overcome these difficulties are digital leadership and transformational leadership(Al-Husseini et al., 2021; Odeh Al-Husban et al., 2021). Leadership and organizational success are closely related, and emotional intelligence plays a significant role in reinforcing this link(Khan et al., 2021). Leaders in the modern day need to know how to get their teams to perform to their maximum capacity, and this research should provide some light on the matter (Milhem et al., 2019). We hope our research will contribute to management science and help contemporary managers understand how to effectively lead teams in the digital era.

LITERATURE REVIEW

Transformational Leadership

Transformational leadership is a leadership philosophy in which the leader of the company works with different teams to classify the necessary changes, create a vision to lead the changes with the help of inspiration and implementation of changes together with members who are dedicated to the team (Rr 2020). Transformative leaders motivate their followers to focus on the organization's goals; Engaged workers boost organizational performance, which in turn helps the company achieve its objectives(Yusnita & Kamaludin, 2022).. According to the theory of transformational leadership, outstanding leaders may change the lives of their followers in remarkable ways. By shifting their followers' priorities from self-interest to group welfare, these leaders transform their followers' needs, attitudes, and preferences. (Lai et al., 2020). (Lai et al., 2020). Transformational leadership can play an important role in organizational performance. Transformational leadership keeps people motivated (Moradi Korejan & Shahbazi, 2016).. Meanwhile, according to Kılıç & Uludağ (2021)Transformational leadership is a sustainable and exemplary form of leadership, this leadership frees members to provide ideas and allows members to see problems from different perspectives, so that it can help adapt to environmental changes, and improve the effectiveness of human resource management in public institutions and service institutions. Singh (2019)claims that leaders who use transformational leadership styles may inspire their people to drastically change their way of living. A transformative leader is someone who is full of life, energy, and passion. Not only are these leaders involved and care

about the process, but they also want everyone in the group to succeed. When a leader demonstrates transformational leadership qualities, they inspire and encourage their followers to work together toward a shared objective.

Digital Leadership

The goal of digital leadership is to help organizations undergo digital transformation. It lets businesses digitalize their workplace and culture of learning. To keep an organization competitive and viable in the modern day, this is an essential part of the literature (Ratajczak, 2022). Wang et al. (2022) Define digital leadership as the ability to inspire and motivate people to achieve their full potential via the effective communication of digital capabilities. Imran et al. (2020) established a framework for digital leadership that includes five core competencies: digital vision, digital knowledge, empowerment, rapid failure learning, and varied team management. Additionally, they broadened the scope of study on digital leadership qualities by considering them in connection to both leadership and the leader-follower dynamic. Two key concepts in digital leadership are enthusiasm and enthusiasm. First, De Waal et al. (2016) Combining transformational leadership with digital technology, digital leadership is the capacity to recognize and capitalize on possibilities to generate value via the responsible, efficient, and effective use of digital technologies. Second, Mihardjo et al. (2019) Leaders who are proficient in digital technology and who successfully integrate digital culture into their leadership style are referred to as digital leaders.

Emotional Intelligence

The capacity to understand and manage one's own emotions, as well as those of others, is known as emotional intelligence. Durgas and Papoutsis (2018). One of the hallmarks of emotionally intelligent individuals is their capacity to recognize and effectively address their own and others' emotional states (Cobb & Mayer, 2000). Those high in emotional intelligence are aware of their own and other people's emotional states and may utilize this information to their advantage when making decisions. The capacity to understand and control one's own and other people's emotional states in everyday situations and social interactions is another perspective on emotional intelligence. (Nurzaman & Amalia, 2022).. Specifically, (Mayer et al., 2003) proposes that EQ is comprised of four competency dimensions: (1) perceiving emotions in visuals, sounds, and faces; (2) incorporating emotional data into one's reasoning; (3) comprehending emotional data; and (4) regulating emotions for one's own and others' growth.

Employee Engagement

Saks (2006) defines employee engagement as an individual's level of investment in their work as a whole, including their thoughts, feelings, and actions in relation to their job duties. Sun & Bunchapattanasakda (2019) refers to Employee Engagement as the three-pronged attitude of workers toward staying with the organization and putting in long hours: First, "say" means that workers are enthusiastic about their jobs, coworkers, and the company as a whole. Second, "stay" means that workers are committed to becoming long-term members of the company rather than viewing their current position as a stepping stone to something better. Third, "strive" means that workers are prepared to put in additional time and effort to ensure the company's success. An organization's ability to adapt to and thrive in today's dynamic and competitive business climate depends on its level of employee engagement. (Widyaningrum & Amalia, 2023).

Another definition of employee engagement is a highly developed emotional state characterized by positive energy and participation. (Bakker, 2011). (Wilmar B Schaufeli et al., 2002) Characterized by passion, devotion, absorption, and affective-cognitive circumstances that are more widespread and not limited to particular persons, events, or behavioral patterns, employee engagement is a good and gratifying mental state linked to work.

Organizational Performance

One way to look at organizational performance is as the sum of its parts: how well it uses its resources and turns those resources into outputs that both meet its goals and are useful to its customers. (Hamann & Schiemann, 2021).. A leader's capacity to foster an environment where employees are willing to help one another and work together as a team determines the organization's success (Conțu, 2020). For team efforts to provide optimal results in solving pressing challenges, team members must be emotionally invested and empathic with one another. When a program or project comes to a close, organizational performance is determined as the degree to which the objectives set forth by the organization were met (Tulungen et al., 2022).. The end result of all of an organization's hard work and the resources, both physical and mental, that go into making that organization successful is its performance (Obeidat, 2016).

RELATIONSHIP BETWEEN VARIABLES

Relationship between Transformational Leadership and Employee Engagement

Song et al. (2022) argue that Transformational leadership has an influence on employee engagement. Leaders who can maintain relationships, be friendly, provide support and admiration for employees by increasing and influencing employee engagement levels and well-being. Their leadership characteristics are very important. Leaders who are supportive, build good friendships, Workers are more inclined to stay and be invested in their job if they are valued and respected. According to Singh (2019), a positive relationship exists between transformative leadership and workforce engagement. Leaders with charisma and transformative skills may inspire their teams to greater heights and help them reach their full potential. Abolnasser et al. (2023) further contend that the level of involvement among workers is greatly affected by transformative leadership. Leaders who exhibit transformational traits greatly aid in inspiring their teams to give their best to their work, meet ambitious objectives, and sustain peak performance.

Following from the above statement, the following is the research hypothesis:

H1 : Transformational leadership has a positive impact on employee engagement

The Relationship Between Digital Leadership and Employee Engagement

It is believed that businesses fare better when they embrace digital leadership. As more and more businesses incorporate digital tools into their operations, traditional methods of leadership have had to change to keep up. Particularly, leaders are more likely to have engaged, motivated, and high-performing staff if they display successful digital leadership behaviors including harnessing technology, supporting digital collaboration, and establishing a digital culture. (Hernitasari & Andrias, 2022).. Digital leadership has a positive, direct, and simultaneously significant impact on engagement. (Li et al., 2024). A positive leadership attitude towards digital technology combined with leadership skills becomes a work resource for employees. This strengthens the resources that employees have in facing the growing demands of work as a consequence of the digital transformation carried out by the Company. (Saputra et al., 2022).

Based on the above statement, the research hypothesis is as follows:

H2 : Digital leadership has a positive impact on employee engagement

Relationship between Transformational Leadership and Organizational Performance

Kılıç & Uludağ, (2021) argue that Transformational leadership improves employee performance and Organizational Performance, this is done by initiating discussions and improving the behavior of organizational members. As the leaders of their companies, managers have the power to boost their companies' success by honing their managing abilities. Managers can increase productivity and guarantee corporate success by displaying traits of transformational leadership. Achieving organizational objectives is facilitated by leaders who exhibit transformational leadership, which allows them to make a positive impression on their followers. The ability for organizational change and the success of the firm are positively and significantly affected by transformational leadership, according to study by Le & Le (2021). By positively impacting how employees view their direct supervisors and leaders, transformational leadership can be put into practice. This style of leadership emphasizes treating employees as valuable resources, developing emotional connections with them, motivating them to achieve higher values, being the driving force behind the organization, and seeking out new ways to grow. In order to foster organizational performance for sustainable growth and the development of corporate change skills, transformational leaders may greatly improve the environment. Khan et al. (2020) found that taking into account the four aspects of transformational leadership—idealized influence, inspiring motivation, intellectual stimulation, and personalized concern—may impact performance.

Following from the above statement, the following is the research hypothesis:

H3 : Transformational leadership has a positive impact on Organizational Performance

The Relationship Between Digital Leadership and Organizational Performance

Research results Odeh Al-Husban et al. (2021) indicates that digital leadership improves the efficiency of organizations. Success after success is possible when leaders with technology talents work together in the area of organizational leadership with a focus on global vision, constructive teamwork, and in-depth understanding. Furthermore, digital leadership has the potential to enhance organizational efficacy and efficiency via the use of digital innovations to inspire team members and maximize available resources. According to Tulungen et al. (2022), Leadership in the digital realm has a huge effect on both organizational success and digital competence. Leaders need to be nimble enough to respond to emerging technology uses in order to overcome the difficulties posed by technological advancement. Digital

leadership is crucial in the quest to strengthen organizational resilience and enhance performance. Leadership with digital proficiency is in high demand in today's age of globalization.

Based on the above statement, the research hypothesis is as follows:

H4 : Digital leadership has a positive impact on Organizational Performance

Relationship between Employee Engagement and Organizational Performance

Shrestha (2019) favored a diverse workforce and found that employee engagement improved organizational performance. Among other things, invested workers are able to read social signs and decide how to best hone their social skills to help the company reach its objectives. The results of this research indicate that a robust relationship exists between engaged employees and successful organizations. In order to achieve organizational success, managers and HR professionals must understand the importance of employee engagement and strive to cultivate a more committed staff. Akanpaadgi & Binpimbu (2021) validated the correlation between engaged employees and improved business results. Also, we want to learn how employee engagement relates to organizational success and what variables impact employee engagement in the workplace. Employee involvement positively affects organizational performance, as demonstrated by demographic data and factor analysis.

Based on the above statement, the research hypothesis is as follows:

H5 : Employee engagement has a positive impact on Organizational Performance

The Relationship Between Transformational Leadership and Organizational Performance Mediated by Employee Engagement

Jiatong et al. (2022) determined that the connection between transformative leadership, emotional investment in the organization, and organizational performance is mediated by employee engagement. The favorable impact of transformative leadership on employee performance, which in turn improves organizational performance, is fully mediated by employee engagement (Hee et al., 2018). In research Park et al. (2022) demonstrates that, via the intermediary of employee engagement, transformational leadership is the primary force that motivates organizational commitment and job performance. In order to foster employee engagement, organizations must provide a secure and supportive work environment.

Based on the above statement, the research hypothesis is as follows:

H6 : Employee engagement can mediate the relationship between transformational leadership and organizational performance.

The Relationship Between Digital Leadership and Organizational Performance Mediated by Employee Engagement

Test results Jennifer & Asri (2022) performed as expected, demonstrating a favorable relationship between leadership and performance via the medium of employee engagement. Alafeshat & Aboud (2019) The findings show that employee engagement moderates the relationship between servant leadership and organizational performance. Employee engagement is a critical component of the servant leadership-organizational success link. While Yusnita & Kamaludin (2022) found that transformative leadership had a favorable and large influence on organizational performance, with employee engagement mediating this effect to a lesser extent. A quick, positive, and large impact on employee engagement is the result of leadership in the digital age. (Hernitasari & Andrias, 2022). Akanpaadgi & Binpimbu (2021) memvalidasi korelasi yang menguntungkan antara karyawan yang terlibat dan bisnis yang produktif.

Berdasarkan pernyataan di atas, berikut adalah hipotesis penelitian:

H7: Employee engagement can mediate the relationship between Digital leadership and Organizational Performance.

The relationship between Transformational Leadership and Digital Leadership on Organizational Performance moderated by Emotional Intelligence

Reaching one's emotional maturity level is just as important as having well-defined goals and objectives when it comes to performing at one's best. (Thapa & Parimoo, 2022).. A manager may improve the company's output by making use of emotional intelligence. Executives and supervisors should be emotionally intelligent and aware of their employees' needs. Desai & Srivastava (2017) leadership and emotional intelligence are two factors that may be used to predict how well a company will do. Analysis Srivastava (2015) results in an inverse correlation between EQ and business success. People high in emotional intelligence are able to control their own emotions and, without a doubt, read and appropriately respond to the emotions of others around them. Mona et al. (2020) said that high-quality leadership, with the backing of a positive company culture, leads to high-quality organizational

performance, which in turn benefits from the incorporation of Emotional Intelligence. Gørgens-Ekermans & Roux (2021) taken note of the correlation between emotional intelligence and transformational leadership, the beneficial effect this style of leadership has on team morale and production, and so on. According to studies, different levels of emotional intelligence impact three out of the four pillars of transformational leadership. There is a robust positive correlation between EQ and trust level, according to Ugoani et al. (2015). One of the most important factors in a leader's success, according to this research, is their emotional intelligence. Ugoani et al. (2015) also showed that leaders' emotional intelligence is crucial for leaders to accomplish their goals and has a substantial influence on their team members. One of the cornerstones of Emotional Intelligence-based transformational leadership is openness. Successful leaders have mastered emotional intelligence, which allows them to manage not just their own emotions but also those of their team members. This, in turn, leads to organizational brilliance. According to Desai & Srivastava (2017) EQ acts as a moderator between leadership style and organizational performance, mediating it in a favorable way.

Based on the above statement, the research hypothesis is as follows:

H8 : Emotional intelligence can moderate the relationship between transformational leadership and organizational performance.

H9 : Emotional intelligence can moderate the relationship between Digital leadership and Organizational performance.

The Relationship Between Employee Engagement and Organizational Performance Moderated by Emotional Intelligence

Employees with high levels of emotional intelligence are more marketable to potential employers, and they are better able to work together in a trustworthy environment to achieve the organization's goals. Employee success in the workplace is directly correlated to their emotional intelligence; a high EQ indicates superior performance, while a low EQ leads to mediocrity at best (Thapa & Parimoo, 2022). Organizational success in the modern workplace is highly dependent on factors such as employee happiness and emotional connection. Based on their research, Zehir et al. (2017) found that EQ mediates the relationship between engaged employees and their quality of work. According to the research, emotional intelligence (EI) mediates the relationship between engaged employees and a company's financial performance.

Following from the above statement, the following is the research hypothesis:

H10 : Emotional intelligence can moderate the relationship between employee engagement and organizational performance.

RESEARCH METHOD

Measurement

Using a Google Forms survey, this project collects data quantitatively. On a Likert scale, where 1 is a strong disagreement and 5 is a strong agreement, we quantify all of the factors. Strongly disagree (STS), disagree (TS), neutral (N), agree (S), and strongly agree (SS) are the five possible answers on this Likert scale. Following the four tenets of transformational leadership outlined by Lee et al. (2022), we selected eight questions to assess idealistic impact, inspirational drive, intellectual stimulation, and individualized attention. The 14-question digital leadership measuring tool is based on the work of Wang et al. (2022) and measures traits including creativity, curiosity, deep knowledge, global vision, and teamwork. The Emotional Intelligence Scale, adapted from Lee et al. (2022), has six items covering the following topics: recognizing emotions, making effective use of emotions, and self-management of emotions. Measurement of Employee Engagement variables adopted from Schaufeli & Bakker (2004) consisting of Vigor, Dedication and Absorption includes 17 questions. Measurement of Organizational Performance variables adopted from (Tseng & Lee, 2014) and (Chakraborty & Biswas, 2020) consists of Effective performance of the firm and Non-financial performance includes 7 questions. Total variable measurements amounted to 52 questions.

Data Analysis Method

The data for this study was gathered using a quantitative approach, namely a Google Form survey. Independent, dependent, moderating, and mediating factors are all part of this study's data set. Since the quantity of indicators used for measuring all of these variables is not balanced or proportionate, When testing hypotheses, the Partial Least Squares-Structural Equations Modeling (PLS-SEM) method is used. Prior to hypothesis testing, Cronbach's Alpha should be used to check the validity and reliability. With the use of Smart-PLS, we will evaluate hypotheses, validity, and reliability.

Population and Sample

Employing purposive sampling methods, this study's population consisted of individuals employed by businesses in Tangerang's PT Angkasa Pura II maintenance division. By using the Partial Least Squares-Structural Equations Modeling (PLS-SEM) technique, you may get a sample size that is 100–200 people, or five times the number of questions in your questionnaire.(Fan et al., 2016). This study has 52 questionnaire questions and the number of respondents required is at least 260 employees.

RESULTS AND DISCUSSIONS

This study uses Smart-PLS software to examine the relationship of five variables, namely Transformational Leadership, Digital Leadership, Emotional Intelligence, Employee Engagement and Organizational Performance. Research respondents are employees who work for the maintenance division of PT Angkasa Pura II in Tangerang, totaling 275 people with the majority of respondents being male (77.1%), age range 24-34 years (60%) S1 education (62.9%), tenure more than 10 years (40%).

Validity and reliability tests conducted using Smart-PLS 3.0 software and the Cronbach's Alpha technique. Before moving on to reliability and validity testing, it is necessary to measure convergent validity, which is the validity of each indicator variable according to the outer loading value, provided that the loading factor value is more than 0.70(Hair, 2017). The results of processing questionnaire data show that 8 out of 8 Transformational Leadership statements, 14 out of 14 Digital Leadership statements, 6 out of 6 Emotional Intelligence statements, 17 out of 17 Employee Engagement statements and 7 out of 7 Organizational Performance statements are valid.

The discriminant validity test is distinct from other variables, and this has been done for every latent model notion. To determine discriminant validity, After calculating the AVE for each construct, we check how well it correlates with the other constructs in the same model. The minimum value for this comparison is 0.5, and the maximum value is 0.85, according to Monotrait-Heteromethod correlations (HTMT). According to Fornell-Larcker, we can also use a construct AVE root value greater than the correlation between constructs to reach this measurement (Hair, 2017). It was stated by Hair in 2017. You may see the results of the discriminant validity test on all variables in appendix 5.

The reliability test is carried out to evaluate whether the indicators used in the study form consistent variables and are good constructs in forming a variable.

The R Square test strives to provide a summary of the extent to which the exogenous factors impact the endogenous variables, and the computed results reveal that the R Squared value is an external variable.

Hypothesis testing determines, roughly speaking, whether the relationship between the variables is moving in a positive or negative direction based on the value of the path coefficient. The research hypothesis may be accepted if the t-test is more than 1.96 and the p-values are less than 0.05, as stated by Hair (2017). One may derive a great deal about the relationship between the dependent and independent variables from the T-statistic result. If the perceptual strength (T test) is more than 1.967 (=tinv (0.05.50) t-table of significance 5%), then there is a substantial influence. Additionally, the results of the p-value analysis show that if the p-value for each variable is less than 0.05, the null hypothesis is accepted.

DISCUSSION

This study's results support the premise that transformational leadership has a favorable and substantial effect on employee engagement in the maintenance division of PT Angkasa Pura II. Laziness was the defining characteristic of the 24–34 year old demographic that filled out this poll. After more than a decade in the workforce, the majority of them have bachelor's degrees. Previous research by Milhem et al. (2019) also showed that this kind of leadership significantly affects employee engagement, therefore our results corroborate theirs. Transformational leadership is proven to increase employee engagement through providing a clear vision and assistance in internalizing organizational goals and understanding the value of their contribution in achieving that vision. In PT Angkasa Pura II maintenance division, the effective implementation of Transformational leadership is able to provide the inspiration and motivation needed to increase Employee engagement in a dynamic and high-tech work environment. In addition, with the majority of employees having more than 10 years of service, it shows that the experience and maturity of employees allow them to respond positively to a leadership style that empowers and values their contributions.

The second hypothesis's findings demonstrate that digital leadership significantly and positively affects employee engagement. Prior studies conducted by Li et al. (2024) and Hernitasari & Andrias (2022) support this finding by showing that leaders who implement Digital leadership are able to utilize technology to improve communication, collaboration, and innovation in the workplace, which ultimately increases employee engagement. The majority of respondents, who were male (77.1%) aged between 24-34 years old (60%), with an undergraduate education level (62.9%), and more than 10 years of service

(40%), showed a high level of comfort and ability in using technology. Leaders who exhibit high curiosity towards new technologies and have in-depth knowledge of technology are shown to increase employees' energy and full engagement in their work. These findings corroborate that Digital leadership is effective in increasing Employee engagement at PT Angkasa Pura II maintenance division.

The final hypothesis test found no statistically significant relationship between transformational leadership and organizational performance. The results of this research run counter to the consensus that transformative leadership improves business results. The benefits of transformational leadership on organizational performance were studied by Khan et al. (2020) and Kılıç & Uludağ (2021). The researchers found that it increases morale and clarifies purpose. However, this study does not find that transformational leadership significantly affects organizational performance. Men with bachelor's degrees and over ten years of experience made up the bulk of the study's respondents. Their ages range from twenty-four to thirty-four. These demographic factors suggest that although employees responded positively to the transformational leadership style in terms of engagement, its direct influence on Organizational Performance was not observed. One possible explanation is that, rather than immediately enhancing organizational performance, transformational leadership works better at boosting employee engagement and motivation. For transformational leadership to make a big difference in organizational performance, it may need some help from other powerful elements. Also, this research only looked at transformational leadership for a short period of time, so its impacts could be more noticeable in the long run. In line with these results, Masa'deh et al. (2016) found that transformational leadership has a greater influence on organizational performance via mediating mechanisms like employee engagement than it does directly.

This study's findings support the fourth hypothesis, which states that digital leadership significantly and positively affects organizational performance. Previous findings by Odeh Al-Husban et al. (2021) and Tulungen et al. (2022) support these findings by showing that leaders who implement Digital leadership are able to increase organizational effectiveness and efficiency by utilizing technology to motivate members and optimize resources. Employees who are comfortable and capable of using technology show that leaders who encourage technology adoption and innovation can improve organizational performance. Leaders who have a global vision, encourage digital collaboration, and leverage in-depth knowledge of technology have proven to be effective in improving organizational productivity and competitiveness. Effective digital leadership encourages the use of technology to support business processes and improve overall organizational performance, such as increased productivity, operational efficiency, and competitiveness in the market.

The fifth hypothesis test found that there is a positive and statistically significant relationship between employee engagement and organizational performance. Previous research by Shrestha (2019) and Akanpaadgi & Binpimbu (2021) back up these results by demonstrating the strong correlation between engaged employees and improved organizational performance. An organization's performance is positively affected when its workers are engaged. This is because engaged individuals are more driven, productive, and dedicated to the organization's objectives. Men with bachelor's degrees and over ten years of work experience make up the bulk of the study's respondents. The participants' ages range from twenty-four to thirty-four. Higher levels of employee engagement and productivity are a direct result of employees' extensive job experience and strong educational backgrounds. Engaged workers are more likely to go above and beyond, show more initiative, and concentrate intently on accomplishing company objectives. They also have a better grasp on the significance of efficient resource management, which helps cut down on waste and boosts productivity. In addition, employee engagement improves customer satisfaction through better and more responsive service, which enhances the company's reputation and attracts more customers. These findings are consistent with research showing that employee engagement contributes to the achievement of company targets, efficient use of resources, and increased customer satisfaction, thereby driving overall organizational performance.

We observed that employee engagement significantly moderates the relationship between transformative leadership and organizational performance (H6 test results). Results from studies by Jiatong et al. (2022) and Hee et al. (2018) corroborate these observations, demonstrating that organizations' performance is enhanced when leaders practice transformational leadership and therefore boost employee engagement. The majority of respondents in this study were males aged between 24-34 years old with an undergraduate education level and more than 10 years of service. These demographic factors suggest that younger and highly educated employees are more responsive to transformational leadership styles that increase their engagement. Transformational leadership inspires and motivates employees, encourages creativity, and individualized attention, which directly increases employee engagement in their work. Engaged employees are more focused on achieving organizational goals and strive to exceed expectations, thus improving overall organizational performance. Employee engagement plays a key role in bridging

the influence of Transformational leadership on Organizational performance. Employee engagement ensures that the vision and inspiration provided by transformational leaders are translated into actions and behaviors that improve productivity and operational efficiency. By increasing employee engagement, Transformational leadership can improve the achievement of company targets, efficient use of resources, and customer satisfaction, which ultimately contributes to better organizational performance.

Employee engagement is a key mediator between digital leadership and organizational success, according to the findings of the seventh hypothesis. Research by Hernitasari & Andrias (2022) backs up this discovery by demonstrating how digital leadership may boost corporate performance by boosting employee engagement. Digital leadership that promotes employee engagement is more effective with younger and more educated workers, according to the study's demographics. An increase in employee engagement in their job is a direct result of digital leadership's use of technology to boost workplace communication, collaboration, and creativity. Previous research has shown that digital leadership is more successful when it is mediated via employee engagement rather than having a direct impact on organizational performance. This conclusion is consistent with that logic. The connection between digital leadership's impact on organizational success and employee engagement is crucial. When digital leaders bring new technology and ideas to the table, highly engaged employees make sure they're put to good use in day-to-day operations, which in turn boosts efficiency and productivity. Digital leadership may boost organizational performance by enhancing staff engagement, which in turn helps meet business aims, makes better use of resources, and increases customer happiness.

Organizational performance is positively impacted by transformational leadership, and emotional intelligence plays no moderating role in this connection. This study's findings contradict the hypothesis that transformational leadership bolstered by emotional intelligence will boost organizational performance. Research by Görgens-Ekermans & Roux (2021) and Ugoani et al. (2015) suggests that emotional intelligence—the ability to identify and manage one's own emotions—could enhance the constructive effect of transformational leadership on organizational performance. However, in both individual and organizational settings, emotional intelligence's moderating effects may be different. Singaravelloo and Supramaniam (2021). Males with bachelor's degrees and over a decade of experience made up the bulk of the responders; yet, their level of emotional intelligence may be adequate to mitigate the impact of transformational leadership, despite their education and experience. Emotional intelligence cannot be developed overnight; it calls for dedication, rigorous instruction, and the encouragement of a supportive company culture (Gilar-Corbi et al., 2019). Sy et al. (2006) found that EQ does not reliably regulate the leadership-performance connection across contexts. Consequently, although emotional intelligence is acknowledged as a key factor, it does not have a substantial impact on this connection within the framework of this research.

The ninth hypothesis test found that there is no correlation between digital leadership and organizational performance that is regulated by emotional intelligence. This study's results run counter to the idea that digital leadership with added emotional intelligence will boost business results. However, the degree to which emotional intelligence mediates the relationship between digital leadership and organizational success may vary across different contexts, both within and outside of organizations, according to research conducted by Supramaniam and Singaravelloo (2021). The demographics of the workforce imply that, despite adequate training and experience, workers may lack the emotional intelligence to further mitigate the impact of digital leadership on company output. Time, intense training, the correct work environment, and a supportive culture are all necessary for developing emotional intelligence. According to these results, emotional intelligence (EQ) is a moderator of leadership effectiveness, but it needs a nurturing atmosphere and a formal program to be truly effective. Even though emotional intelligence is a known aspect in leadership, this research found that it had no meaningful impact on the link between digital leadership and organizational success.

Employee engagement and organizational performance are both influenced by emotional intelligence, but to a lesser extent. Emotional intelligence is thought to boost organizational performance via employee engagement, but this research found the opposite to be true. Emotional intelligence actually reduces the impact of employee engagement on organizational performance. Studies that have been conducted Supramaniam & Singaravelloo (2021) found that emotional intelligence contributes positively to organizational performance, but its effect as a moderator may vary depending on the organizational and individual context. Employee demographic factors in this study suggest that although employees have sufficient educational background and experience, The beneficial impacts of employee engagement on organizational performance may be hindered if their emotional intelligence skills are not fully developed. Having a high level of emotional intelligence may make people more empathetic and understanding, which in turn weakens the link between employee engagement and organizational performance. (Miao et al., 2018) which can sometimes reduce focus on performance and productivity goals (Pérez-Fuentes et al.,

2018). Pérez-Fuentes et al. (2019) and focus more on interpersonal relationships and emotion management than on achieving performance targets. They may tend to avoid confrontation and adjust to their colleagues' emotions, which can reduce the pressure to achieve high results. In addition, employees become overly tolerant of low performance or unproductive behavior, as they are more understanding and forgiving of their colleagues' emotional situations. These results suggest that when it comes to leadership and employee engagement, emotional intelligence is crucial. Although it may moderate the link between employee engagement and organizational success, it may not be sufficient in the absence of a nurturing atmosphere and a systematic program to cultivate emotional intelligence. This study's results suggest that emotional intelligence may reduce the association between engagement and organizational performance, despite its well-established importance in leadership and employee engagement.

MANAGERIAL IMPLICATIONS

Organizational leaders and managers should give serious thought to a number of significant management implications raised by this research. Employee engagement has been positively impacted by transformational leadership, but leaders still need to hone this approach to better communicate a compelling vision and cater to each employee's unique needs. It is critical for managers to provide ongoing training on digital innovation and technology adoption to enhance digital leadership, as this has a substantial impact on employee engagement and organizational success. The establishment of a work environment that appreciates and supports workers via welfare programs, work flexibility, and skill development should also remain a major goal in order to improve employee engagement. Emotional intelligence was strong, but it had no discernible effect on the correlation between digital leadership and organizations' bottom lines. Therefore, managers need to manage Emotional intelligence carefully to ensure excessive empathy and understanding does not detract from focusing on performance and productivity goals. Furthermore, periodic evaluation and feedback from employees is essential to refine development programs and strategies implemented, ensuring organizations can adjust their strategies to remain relevant and effective in supporting organizational performance. By applying these managerial implications, organizations can improve employee engagement and overall organizational performance, providing practical guidance for leaders and managers in designing effective strategies and policies to achieve organizational goals.

LIMITATION

It is important to take into account the study's limitations. To start, the findings may not apply to other sectors or organizations since this research only looked at PT Angkasa Pura II's maintenance division. To add to that, the data is only gathered at one moment in time since the study is cross-sectional. This makes it harder to draw conclusions about the nature of the interactions between the variables over the long run. Thirdly, there is a possibility of societal prejudice or respondent bias in the data obtained since it is based on self-report from respondents. Furthermore, corporate policy, economic circumstances, and organizational culture are additional potential confounding factors that were not taken into account in this study when analyzing the correlation between leadership, employee engagement, and organizational performance.

To overcome these limitations, future studies may consider the following points. First, conduct similar research across different types of industries and organizations to increase the generalizability of the results. Second, using a longitudinal design to examine the long-term causal relationship between the variables studied. Third, In order to minimize respondent bias, it is recommended to supplement self-report data with other measuring techniques such as observation or in-depth interviews. Further research may look at how factors including company culture traits, management practices, and employee mediate or moderate the connection between leadership, employee engagement, and organizational performance. To further understand the interplay of these factors, it may be helpful to combine qualitative and quantitative research. Therefore, the elements that impact organizational performance within the framework of leadership and employee engagement may be further understood via future research.

CONCLUSION

Tests of hypotheses in this research found a number of important connections between digital leadership, engagement among employees, emotional intelligence, organizational success, and transformational leadership. To start, transformational leadership has a favorable and substantial effect on employee engagement. According to these numbers, when encourage leaders and inspire their staff, the latter become more involved in their work. While this may be true, the data shows that transformative leadership boosts productivity in the workplace is few. Employee engagement is one of the mediators

between transformational leadership and organizational success, suggesting that other elements play a mediating role. Digital leadership has a favorable and substantial effect on organizational performance and employee engagement. Better organizational performance and higher levels of employee engagement are outcomes for leaders who are adequate at embracing and making good use of technology. There is strong evidence that shows how employee engagement impacts organizational performance for the better. Organizational performance is enhanced when people are engaged and motivated, since they exhibit increased productivity.

Researchers found that employee engagement moderated the connection between digital leadership and organizational success as well as transformational leadership and organizational performance. This demonstrates how important it is for employees to be involved in order to link leadership's influence to the success of the firm. Emotional intelligence is important, but it doesn't always mediate. The relationship between digital leadership and organizational success, as well as transformational leadership and organizational performance, is unaffected by emotional intelligence. The relationship between engaged employees and productive businesses is moderated (although marginally) by emotional intelligence. It seems that having a high level of emotional intelligence might cause one to be too sympathetic and understanding, which in turn can make it harder to concentrate on getting things done. Overall, this study shows that Transformational leadership and Digital leadership can increase Employee engagement and Organizational performance, but their influence is often mediated by Employee engagement. Emotional intelligence requires appropriate development and support to effectively act as a moderator in these relationships. These findings provide important insights for the development of leadership strategies and employee development programs in organizations to achieve better performance.

REFERENCES

- [1] Abolnasser, M. S. A., Abdou, A. H., Hassan, T. H., & Salem, A. E. (2023). Transformational Leadership, Employee Engagement, Job Satisfaction, and Psychological Well-Being among Hotel Employees after the Height of the COVID-19 Pandemic: A Serial Mediation Model. *International Journal of Environmental Research and Public Health*, 20(4). <https://doi.org/10.3390/ijerph20043609>
- [2] Aldawood, H., Alhejaili, A., Alabadi, M., Alharbi, O., & Skinner, G. (2019). Integrating Digital Leadership in an Educational Supervision Context: A Critical Appraisal. 2019 International Conference on Engineering Applications, ICEA 2019 - Proceedings, 1–7. <https://doi.org/10.1109/CEAP.2019.8883484>
- [3] Al-Husseini, S., El Beltagi, I., & Moizer, J. (2021). Transformational leadership and innovation: the mediating role of knowledge sharing amongst higher education faculty. *International Journal of Leadership in Education*, 24(5), 670–693. <https://doi.org/10.1080/13603124.2019.1588381>
- [4] Arif, S., & Akram, A. (2018). Transformational leadership and organizational performance: The mediating role of organizational innovation. *SEISENSE Journal of Management*, 1(3), 59–75. <https://doi.org/10.5281/zenodo.1306335>
- [5] Audrin, C., & Audrin, B. (2023). More than just emotional intelligence online: introducing “digital emotional intelligence.” *Frontiers in Psychology*, 14(1). <https://doi.org/10.3389/fpsyg.2023.1154355>
- [6] Bakker, A. B. (2011). An evidence-based model of work engagement. *Current Directions in Psychological Science*, 20(4), 265–269. <https://doi.org/10.1177/096372141141414534>
- [7] Balwant, P. T., Mohammed, R., & Singh, R. (2020). Transformational leadership and employee engagement in Trinidad's service sector: The role of job resources. *International Journal of Emerging Markets*, 15(4), 691–715. <https://doi.org/10.1108/IJOEM-01-2019-0026>
- [8] Chakraborty, D., & Biswas, W. (2020). Articulating the value of human resource planning (HRP) activities in augmenting organizational performance toward a sustained competitive firm. *Journal of Asia Business Studies*, 14(1), 62–90. <https://doi.org/10.1108/JABS-01-2019-0025>
- [9] Cobb, C. D., & Mayer, J. D. (2000). Emotional intelligence. *Educational Leadership*, 58(3), 14–18. <https://doi.org/10.2190/dugg-p24e-52wk-6cdg>
- [10] Conțu, E. G. (2020). Organizational performance – theoretical and practical approaches; study on students' perceptions. *Proceedings of the International Conference on Business Excellence*, 14(1), 398–406. <https://doi.org/10.2478/picbe-2020-0038>
- [11] De Waal, B., Outvorst, F. van, & Ravesteyn, P. (2016). Digital Leadership: The Objective-Subjective Dichotomy of Technology Revisited. 12th European Conference on Management Leadership and Governance. November, 52–61.
- [12] Desai, D., & Srivastava, M. (2017). Emotional intelligence - the moderator of leadership styles and performance. *Nmims Management Review*, 33(January 2017), 35–56.

- [13] Drigas, A. S., & Papoutsi, C. (2018). A new layered model on emotional intelligence. *Behavioral Sciences*, 8(5), 1–17. <https://doi.org/10.3390/bs8050045>
- [14] Fan, Y., Chen, J., Shirkey, G., John, R., Wu, S. R., Park, H., & Shao, C. (2016). Applications of structural equation modeling (SEM) in ecological studies: an updated review. *Ecological Processes*, 5(1). <https://doi.org/10.1186/s13717-016-0063-3>
- [15] Gilar-Corbi, R., Pozo-Rico, T., Sanchez, B., & Castejon, J. L. (2019). Can emotional intelligence be improved? A randomized experimental study of a business-oriented EI training program for senior managers. *PLoS ONE*, 14(10), 1–21. <https://doi.org/10.1371/journal.pone.0224254>
- [16] Görgens-Ekermans, G., & Roux, C. (2021). Revisiting the emotional intelligence and transformational leadership debate: (how) does emotional intelligence matter to effective leadership? *SA Journal of Human Resource Management*, 19, 1–13. <https://doi.org/10.4102/sajhrm.v19i0.1279>
- [17] Goswami, B. K., & Upadhyay, Y. (2019). An Empirical Study on Digital Transformation and Its impact on Employee Engagement. *SSRN Electronic Journal*. <https://doi.org/10.2139/ssrn.3320668>
- [18] Hadi, S., Setiawati, L., Kirana, K. C., Lada, S. Bin, & Rahmawati, C. H. T. (2024). The Effect of Digital Leadership and Organizational Support on Innovative Work Behavior: The Mediating Role of Emotional Intelligence. *Quality - Access to Success*, 25(199), 74–83. <https://doi.org/10.47750/QAS/25.199.09>
- [19] Hair, J. F. (2017). A Primer on Partial Least Squares Structural Equation Modeling. In *Long Range Planning* (Vol. 46, Issues 1–2). <https://doi.org/10.1016/j.lrp.2013.01.002>
- [20] Hamann, P. M., & Schiemann, F. (2021). Organizational performance as a set of four dimensions: An empirical analysis. *Journal of Business Research*, 127(January), 45–65. <https://doi.org/10.1016/j.jbusres.2021.01.012>
- [21] Hee, O. C., Ibrahim, R., Kowang, T. O., & Fei, G. C. (2018). Employee engagement as a mediator between transformational leadership and employee performance. *Asian Journal of Scientific Research*, 11(3), 441–448. <https://doi.org/10.3923/ajsr.2018.441.448>
- [22] Hernitasari, R., & Andrias, M. S. (2022). The Effect Of Digital Leadership On Motivation, Engagement, And Employee Performance Using Social Network Analysis Method: Evidence From The Largest Highway Tollroad In Indonesia (Infrastructure Company). *Syntax Literate: Jurnal Ilmiah Indonesia*, 7(11). <https://doi.org/https://doi.org/10.36418/syntax-literate.v7i11.12655>
- [23] Imran, F., Shahzad, K., Butt, A., & Kantola, J. (2020). Leadership Competencies for Digital Transformation: Evidence from Multiple Cases. *Advances in Intelligent Systems and Computing*, 1209 AISC, 81–87. https://doi.org/10.1007/978-3-030-50791-6_11
- [24] Jennifer, J., & Asri, D. H. (2022). Analisa Peran Employee Engagement Dalam Memediasi Work Environment, Leadership, Work Motivation, Job Satisfaction, Dan Training and Development Terhadap Employee Performance Bank Umum. *Jurnal Manajemen Dan Bisnis Performa*, 19(2), 58–72. <https://doi.org/10.29313/performa.v19i2.10221>
- [25] Jiatong, W., Wang, Z., Alam, M., Murad, M., Gul, F., & Gill, S. A. (2022). The Impact of Transformational Leadership on Affective Organizational Commitment and Job Performance: The Mediating Role of Employee Engagement. *Frontiers in Psychology*, 13(April), 1–12. <https://doi.org/10.3389/fpsyg.2022.831060>
- [26] Kahn, W. A. (1990). Psychological Condition Of Personal Engagement and. *Academy of Management Journal*, 33(14), 692–724.
- [27] Khan, H., Rehmat, M., Butt, T. H., Farooqi, S., & Asim, J. (2020). Impact of transformational leadership on work performance, burnout and social loafing: a mediation model. *Future Business Journal*, 6(1), 1–13. <https://doi.org/10.1186/s43093-020-00043-8>
- [28] Khan, Durrani, S. K., Hamid, B., & Ishtiaq, M. (2021). Relationship between Transformational Leadership Dimensions and Employee Engagement: A Mediating Mechanism of Emotional Intelligence. *Review of Applied Management and Social Sciences*, 4(3), 693–701. <https://doi.org/10.47067/ramss.v4i3.176>
- [29] Kılıç, M., & Uludağ, O. (2021). The effects of transformational leadership on organizational performance: testing the mediating effects of knowledge management. *Sustainability (Switzerland)*, 13(14). <https://doi.org/10.3390/su13147981>
- [30] Lai, F. Y., Tang, H. C., Lu, S. C., Lee, Y. C., & Lin, C. C. (2020). Transformational Leadership and Job Performance: The Mediating Role of Work Engagement. *SAGE Open*, 10(1). <https://doi.org/10.1177/2158244019899085>
- [31] Lakshmi Narayanamma, P., Neelima, S., & Mounika, K. (2022). Employee Engagement and Organizational Performance: A Literature Review. *Journal of Positive School Psychology*, 2022(3), 3558–3563. <http://journalppw.com>

- [32] Law, K. S., Wong, C. S., & Song, L. J. (2004). The construct and criterion validity of emotional intelligence and its potential utility for management studies. *Journal of Applied Psychology*, 89(3), 483–496. <https://doi.org/10.1037/0021-9010.89.3.483>
- [33] Le, T. T., & Le, B. P. (2021). Mediating role of change capability in the relationship between transformational leadership and organizational performance: an empirical research. *Psychology Research and Behavior Management*, 14, 1747–1759. <https://doi.org/10.2147/PRBM.S333515>
- [34] Lee, C. C., Li, Y. S., Yeh, W. C., & Yu, Z. (2022). The Effects of Leader Emotional Intelligence, Leadership Styles, Organizational Commitment, and Trust on Job Performance in the Real Estate Brokerage Industry. *Frontiers in Psychology*, 13(May). <https://doi.org/10.3389/fpsyg.2022.881725>
- [35] Leitão, J., Pereira, D., & Gonçalves, Â. (2019). Quality of work life and organizational performance: workers' feelings of contributing, or not, to the organization's productivity. *International Journal of Environmental Research and Public Health*, 16(20), 1–18. <https://doi.org/10.3390/ijerph16203803>
- [36] Li, Z., Yang, C., Yang, Z., & Zhao, Y. (2024). The impact of middle managers' digital leadership on employee work engagement. *Frontiers in Psychology*, 15(March), 1–13. <https://doi.org/10.3389/fpsyg.2024.1368442>
- [37] Ly, B. (2023). The Interplay of Digital Transformational Leadership, Organizational Agility, and Digital Transformation. *Journal of the Knowledge Economy*, 0123456789. <https://doi.org/10.1007/s13132-023-01377-8>
- [38] Majeed, N., Ramayah, T., Mustamil, N., Nazri, M., & Jamshed, S. (2017). Transformational leadership and organizational citizenship behavior: Modeling emotional intelligence as mediator. *Management and Marketing*, 12(4), 571–590. <https://doi.org/10.1515/mmcks-2017-0034>
- [39] Masa'deh, R., Obeidat, B. Y., & Tarhini, A. (2016). A Jordanian empirical study of the associations among transformational leadership, transactional leadership, knowledge sharing, job performance, and firm performance: A structural equation modelling approach. *Journal of Management Development*, 35(5), 681–705. <https://doi.org/10.1108/JMD-09-2015-0134>
- [40] Mayer, J. D., Salovey, P., Caruso, D. R., & Sitarenios, G. (2003). Measuring Emotional Intelligence with the MSCEIT V2.0. *Emotion*, 3(1), 97–105. <https://doi.org/10.1037/1528-3542.3.1.97>
- [41] Miao, C., Humphrey, R. H., & Qian, S. (2018). Emotional intelligence and authentic leadership: a meta-analysis. *Leadership and Organization Development Journal*, 39(5), 679–690. <https://doi.org/10.1108/LODJ-02-2018-0066>
- [42] Mihardjo, L. W. W., Sasmoko, S., Alamsjah, F., & Elidjen, E. (2019). Digital leadership role in developing business model innovation and customer experience orientation in industry 4.0. *Management Science Letters*, 9(11), 1749–1762. <https://doi.org/10.5267/j.msl.2019.6.015>
- [43] Mihardjo, L. W. W., Sasmoko, Alamsyah, F., & Elidjen. (2019). The influence of digital leadership on innovation management based on dynamic capability: Market orientation as a moderator. *Management Science Letters*, 9(7), 1059–1070. <https://doi.org/10.5267/j.msl.2019.3.018>
- [44] Milhem, M., Muda, H., & Ahmed, K. (2019). The Effect of Perceived Transformational Leadership Style on Employee Engagement: The Mediating Effect of Leader's Emotional Intelligence. *Foundations of Management*, 11(1), 33–42. <https://doi.org/10.2478/fman-2019-0003>
- [45] Mona, V., Suharto, S., & Subagja, I. K. (2020). The Influence of Transformational Leadership Style and Organizational Culture on Organizational Performance With Emotional Intelligence As a Mediation Variables: a Case Study At the Jatimelati Bekasi Village Office. *International Journal of Business and Social Science Research*, 2002, 17–27. <https://doi.org/10.47742/ijbssr.v1n1p3>
- [46] Moradi Korejan, M., & Shahbazi, H. (2016). An analysis of the transformational leadership theory. *Journal of Fundamental and Applied Sciences*, 8(3), 452. <https://doi.org/10.4314/jfas.v8i3s.192>
- [47] Mysirlaki, S., & Paraskeva, F. (2020). Emotional intelligence and transformational leadership in virtual teams: lessons from MMOGs. *Leadership and Organization Development Journal*, 41(4), 551–566. <https://doi.org/10.1108/LODJ-01-2019-0035>
- [48] Nikolova, I., Schaufeli, W., & Notelaers, G. (2019). Engaging leader – Engaged employees? A cross-lagged study on employee engagement. *European Management Journal*, 37(6), 772–783. <https://doi.org/10.1016/j.emj.2019.02.004>
- [49] Nilwala, N., Gunawardana, K., & Fernando, R. L. S. (2017). Scale for Measuring Transformational Leadership in Public Sector Organizations in Sri Lanka: With Special Reference to Ministries of Western Provincial Council. *International Journal of Management and Sustainability*, 6(4), 63–74. <https://doi.org/10.18488/journal.11/2017.64.63.74>
- [50] Nurzaman, L., & Amalia, L. (2022). The Effect of Emotional Intelligence and Spiritual Intelligence on Lecturer Work Performance. *Eligible : Journal of Social Sciences*, 1(1), 50–71. <https://doi.org/10.53276/eligible.v1i1.11>

- [51] Obeidat, B. Y. (2016). The Effect of Strategic Orientation on Organizational Performance: The Mediating Role of Innovation. *International Journal of Communications, Network and System Sciences*, 09(11), 478–505. <https://doi.org/10.4236/ijcns.2016.911039>
- [52] Odeh Al-Husban, A., Nassar Dieb Almarshad, M., & Ali Altahrawi, M. (2021). Digital Leadership and Organization'S Performance: the Mediating Role of Innovation Capability. *International Journal of Entrepreneurship*, 25(5).
- [53] Öngel, V., Günsel, A., Gençer Çelik, G., Altındağ, E., & Tatlı, H. S. (2024). Digital Leadership's Influence on Individual Creativity and Employee Performance: A View through the Generational Lens. *Behavioral Sciences*, 14(1). <https://doi.org/10.3390/bs14010003>
- [54] Park, J., Han, S. J., Kim, J., & Kim, W. (2022). Structural relationships among transformational leadership, affective organizational commitment, and job performance: the mediating role of employee engagement. *European Journal of Training and Development*, 46(9), 920–936. <https://doi.org/10.1108/EJTD-10-2020-0149>
- [55] Pérez-Fuentes, M. del C., Molero Jurado, M. del M., del Pino, R. M., & Gázquez Linares, J. J. (2019). Emotional Intelligence, Self-Efficacy and Empathy as Predictors of Overall Self-Esteem in Nursing by Years of Experience. *Frontiers in Psychology*, 10(September). <https://doi.org/10.3389/fpsyg.2019.02035>.
- [56] Pincus, J. D. (2022). Employee Engagement as Human Motivation: Implications for Theory, Methods, and Practice. *Integrative Psychological and Behavioral Science*. <https://doi.org/10.1007/s12124-022-09737-w>
- [57] Ratajczak, S. (2022). Digital leadership at universities – a systematic literature review. *Forum Scientiae Oeconomia*, 10(4), 133–150. https://doi.org/10.23762/FSO_VOL10_NO4_7
- [58] Rr, E. (2020). The effects of leadership and employee performance on innovation performance among indonesian smes. *Polish Journal of Management Studies*, 21(2), 370–383. <https://doi.org/10.17512/pjms.2020.21.2.26>
- [59] Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600–619. <https://doi.org/10.1108/02683940610690169>
- [60] Saputra, N., Putri, A., Danaswati, S., & Putri, S. (2022). Menguji Pengaruh Digital Leadership dan Perceived Organizational Support terhadap Job Satisfaction dan Work Engagement. *Journal of Business & Applied Management*, 15(2), 113. <https://doi.org/10.30813/jbam.v15i2.3658>
- [61] Schaufeli, W. B., & Bakker, A. B. (2004). Utrecht work engagement scale Preliminary Manual Version 1.1. Occupational Health Psychology Unit Utrecht University, December, 1–60. <https://doi.org/10.1037/t01350-000>
- [62] Schaufeli, W. B., Bakker, A. B., & Rhenen, W. Van. (2009). Predicting Marital Happiness and Stability from Newlywed Interactions Published by : National Council on Family Relations Predicting Marital Happiness and Stability from Newlywed Interactions. *Journal of Organizational Behavior*, 60(1), 5–22. <https://doi.org/10.1002/job>
- [63] Schaufeli, W. B., Salanova, M., González-romá, V., & Bakker, A. B. (2002). The Measurement of Engagement and Burnout: A Two Sample Confirmatory Factor Analytic Approach. *Journal of Happiness Studies*, 3(1), 71–92. <https://doi.org/10.1023/A:1015630930326>
- [64] Shrestha, R. (2019). Employee Engagement and Organizational Performance of Public Enterprises in Nepal. *International Research Journal of Management Science*, 4(1), 118–138. <https://doi.org/10.3126/irjms.v4i0.27889>
- [65] Singh, A. (2019). Role of Transformational Leadership in Enhancing Employee Engagement: Evolving Issues and Direction for Future Research through Literature Review. *SSRN Electronic Journal*, 878–893. <https://doi.org/10.2139/ssrn.3316331>
- [66] Song, X., Khosa, M., Ahmed, Z., Faqera, A. F. O., Nguyen, N. T., Rehman, S. U., & He, Y. (2022). Linking Transformational and Despotism Leadership to Employee Engagement: Unfolding the Role of Psychological Distress as a Mediator. *Sustainability (Switzerland)*, 14(14). <https://doi.org/10.3390/su14148851>
- [67] Srivastava, K. (2015). Emotional intelligence and organizational Performance. *Industrial Psychiatry Journal*, 22(2), 97. <https://doi.org/10.4103/0972-6748.132912>
- [68] Sun, L., & Bunchapattanasakda, C. (2019). Employee Engagement: A Literature Review. *International Journal of Human Resource Studies*, 9(1), 63. <https://doi.org/10.5296/ijhrs.v9i1.14167>
- [69] Supramaniam, S., & Singaravelloo, K. (2021). Impact of emotional intelligence on organisational performance: an analysis in the Malaysian public administration. *Administrative Sciences*, 11(3). <https://doi.org/10.3390/ADMSCI11030076>

- [70] Sy, T., Tram, S., & O'Hara, L. A. (2006). Relation of employee and manager emotional intelligence to job satisfaction and performance. *Journal of Vocational Behavior*, 68(3), 461–473. <https://doi.org/10.1016/j.jvb.2005.10.003>
- [71] Syah, T. Y. R., & Isa, F. M. B. (2021). The Effect of Transformational Leadership Style on Employee Performance with Motivation Moderation. *Journal of Multidisciplinary Academic*, 05(02), 8-117. <https://doi.org/10.51971/joma.v5n3.13082021>
- [72] Thapa, A., & Parimoo, D. (2022). Transactional Leadership Style and Organizational Performance: The moderating role of emotional intelligence. *Parikalpana: KIIT Journal of Management*, 18(1), 53. <https://doi.org/10.23862/kiit-parikalpana/2022/v18/i1/212345>
- [73] Tseng, S. M., & Lee, P. S. (2014). The effect of knowledge management capability and dynamic capability on organizational performance. *Journal of Enterprise Information Management*, 27(2), 158–179. <https://doi.org/10.1108/JEIM-05-2012-0025>
- [74] Tulungen, E. E. W., Tewal, B., & Pandowo, M. (2022). The Role of Digital Leadership Mediated by Digital Skill in Improving Organizational Performance. *Journal of Accounting Research, Organization and Economics*, 5(2), 156–171. <https://doi.org/10.24815/jaroe.v5i2.26182>
- [75] Ugoani, J. N. N., Amu, C. U., & Kalu, E. O. (2015). Dimensions of Emotional Intelligence and Transformational Leadership: A Correlation Analysis. *Independent Journal of Management & Production*, 6(2), 563–585. <https://doi.org/10.14807/ijmp.v6i2.278>
- [76] Wang, T., Lin, X., & Sheng, F. (2022). Digital leadership and exploratory innovation: From the dual perspectives of strategic orientation and organizational culture. *Frontiers in Psychology*, 13(September), 1–20. <https://doi.org/10.3389/fpsyg.2022.902693>
- [77] Wang, Z., Xu, S., Sun, Y., & Liu, Y. (2019). Transformational leadership and employee voice: an affective perspective. *Frontiers of Business Research in China*, 13(1). <https://doi.org/10.1186/s11782-019-0049-y>
- [78] Wang, Z., Sharma, P. N., & Cao, J. (2016). From knowledge sharing to firm performance: A predictive model comparison. *Journal of Business Research*, 69(10), 4650–4658. <https://doi.org/10.1016/j.jbusres.2016.03.055>
- [79] Widyaningrum, L. R., & Amalia, L. (2023). The Impact of Transformational Leadership, Organizational Culture, and Employee Engagement on Employee Performance at Indonesia's Flight School. *Jurnal Multidisiplin Madani*, 3(4), 802–810. <https://doi.org/10.55927/mudima.v3i4.2587>
- [80] Yusnita, S., & Kamaludin, M. (2022). Transformational Leadership And Organizational Performance : Mediated By Employee Engagement In Public Organizations In Indonesia. *Journal of Positive School Psychology Improvement*, 6(9), 882–895.
- [81] Zehir, C., Üzmez, A., Köle, M., & Öztürk, H. Y. (2017). Relationship Between Job Engagement And Organizational Performance; Moderator Effect Of Emotional Intelligence. July 2018, 295–307. <https://doi.org/10.15405/epsbs.2017.12.02.25>

Table 1. Results of Reliability Processing of Research Variables

	Cronbach's Alpha	Composite reliability
Transformational Leadership	0,949	0,957
Digital Leadership	0,976	0,978
Emotional Intelligence	0,938	0,951
Employee Engagement	0,975	0,976
Organizational Performance	0,939	0,950

Table 2. R Square Results

	Cronbach's Alpha	Composite reliability
Employee Engagement	0,615	0,613
Organizational Performance	0,650	0,641

Table 3. Hypothesis Test

	Hypothesis	Path Coefficient	T statistics	P Values	Description
H1	Transformational leadership has a positive impact on employee engagement	0,527	6,020	0,000	Data supports the hypothesis
H2	Digital leadership has a positive impact on employee engagement	0,286	3,215	0,001	Data supports the hypothesis
H3	Transformational leadership has a positive impact on Organizational Performance	0,125	1,512	0,063	Data does not support the hypothesis
H4	Digital leadership has a positive impact on	0,196	2,679	0,004	Data supports the hypothesis
	Hypothesis	Path Coefficient	T statistics	P Values	Description
	Organizational Performance				
H5	Employee engagement has a positive impact on Organizational Performance	0,361	6,086	0,000	Data supports the hypothesis
H6	Employee engagement can mediate the relationship between transformational leadership and organizational performance.	0,190	4,148	0,000	Data supports the hypothesis
H7	Employee engagement can mediate the relationship between Digital leadership and Organizational Performance.	0,103	2,741	0,003	Data supports the hypothesis
H8	Emotional intelligence can moderate the relationship between transformational leadership and organizational performance.	0,075	0,773	0,220	Data does not support the hypothesis
H9	Emotional intelligence can moderate the relationship between Digital leadership and Organizational performance.	0,116	1,163	0,123	Data does not support the hypothesis
H10	Emotional intelligence can moderate the relationship between employee engagement and	-0,256	3,645	0,000	Data supports the hypothesis

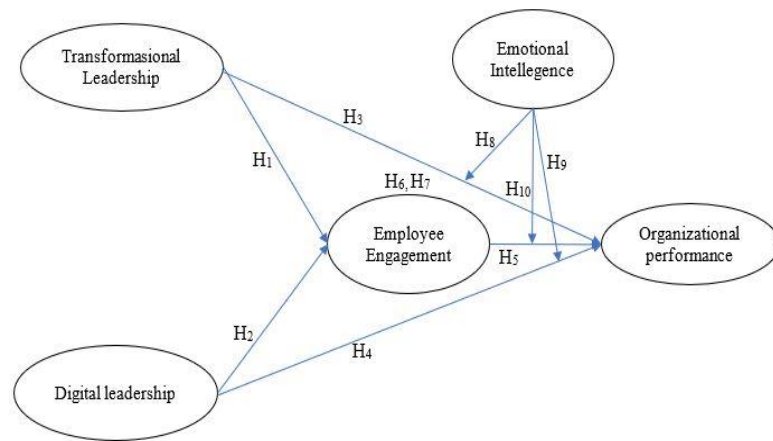


Figure 1. Initial Research Model

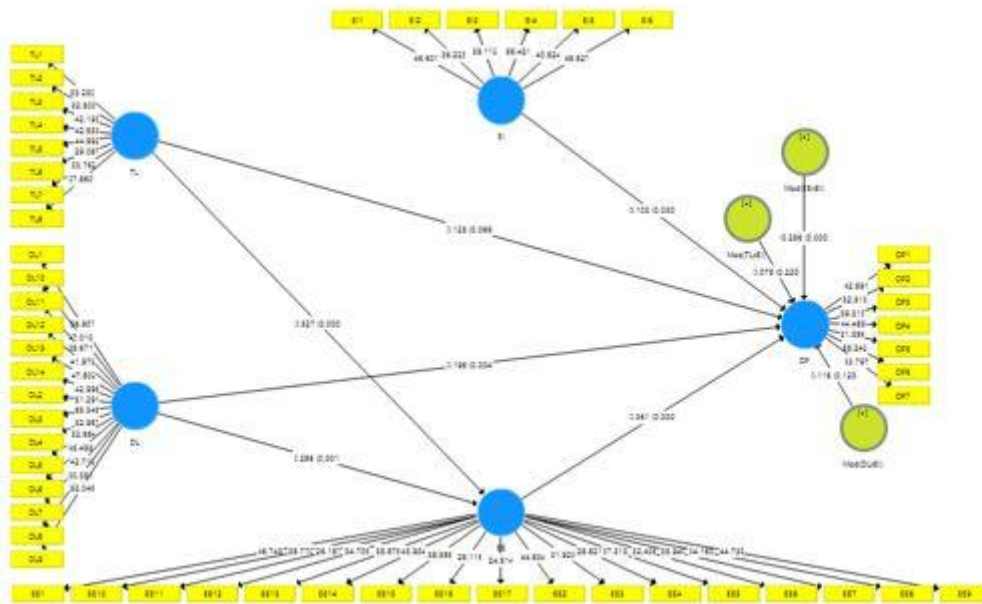


Figure 2. PLS-SEM Output Display Hypothesis Test