

The Influence of Digital Leadership Style and Career Development on Employee Performance through Organizational Commitment (Study at the General Election Commission of Bali Province)

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Abstract

The purpose of this research is to determine the influence of digital leadership style and career development on organizational commitment at the General Election Commission of Bali Province, to determine the influence of digital leadership style, career development and organizational commitment on the performance of employees of the General Election Commission of Bali Province, and to classify the role of organizational commitment in mediating the influence of digital leadership style and career development on the performance of Bali Province General Election Commission employees. The total population in the study was 44 employees at the Bali Province KPU. The sampling technique used was saturated sampling, so the number of samples used was 44 people. Data analysis in this study used the Partial Least Square (PLS) test. The results of the analysis show that digital leadership style and career development have a positive and significant effect on organizational commitment at the General Election Commission of Bali Province, then digital leadership style, career development and organizational commitment have a positive and significant effect on the performance of employees of the General Election Commission of Bali Province, as well as organizational commitment able to partially mediate the influence of digital leadership style and career development on employee performance.

Keywords: digital leadership style, career development, organizational commitment, employee performance, Bali Provincial Election Commission.

1. Introduction

General elections for a democratic country serve as a means of channeling the people's political human rights (Kurniawan, 2015). In the Decree of the General Election Commission of the Republic of Indonesia Number 197/PR.01.3-Kpt/01/KPU/IV/2020 concerning the Strategic Plan of the General Election Commission for 2020-2024 on page 44, it is explained that the successful implementation of the KPU's duties and functions is measured by the holding of the general election. quality and can guarantee the implementation of people's political rights, influenced by 7 (seven) organizational aspects/dimensions, one of which is the human resources aspect. One of the institutions established to organize democratic parties is the KPU. The General Election Commission, hereinafter abbreviated as KPU, is an election organizing institution that is national, permanent and independent in carrying out elections. The KPU as an organization will certainly try to obtain good and quality human resources that support the company in achieving its goals. Human resource management requires mechanisms that can shape the values and norms of a person or group of people and provide them with activities that can support performance, so management must be comprehensive (Krisnayanti & Utama, 2018).

Success in holding elections is determined by various factors, one of which is the performance of KPU employees. Every organization, including the Bali Province KPU itself, always tries to improve the quality of employee performance in achieving organizational goals. The results of research conducted by Widhiasthini et al. (2021) stated that there are various ways that organizations can take to improve employee performance, including through digital leadership styles and career development that is in line with employee expectations.

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Digital leadership is an important ability that individuals must have to create solutions to various problems in the digital era (Sunaryo, 2021). A digital leader has the ability to inspire his employees to fight for and defend ideas (Maryati & Siregar, 2022). Quoted from the official website of the Ministry of State Apparatus Empowerment and Bureaucratic Reform, it is explained that digital leadership is needed in the digital transformation process currently underway to oversee rapid change and use of technology in various sectors, including the government sector. Digital leadership is strategic leadership that utilizes the company's digital assets to achieve organizational goals (Rantauwati *et al.*, 2022). The presence of digital leaders can encourage accelerated transformation within the organization

Minister Tjahjo in the Digital Leadership Academy (DLA) Training held virtually by the Ministry of Communication and Information as quoted on the official website of the Ministry of State Apparatus Empowerment and Bureaucratic Reform, explained that digital leaders also have the responsibility to guide and initiate their colleagues so they can take advantage of information technology in order to realize digital transformation. Research conducted by Sunaryo (2021), Maryati & Siregar (2022), and Purnomo *et al.* (2021), shows the results that digital leadership style has a positive and significant effect on employee performance. Different from research conducted by Sultan *et al.* (2021) which shows the results that partially, leadership style has no effect on employee performance.

The second factor that influences employee performance is career development (Purnawati *et al.*, 2021). According to Djohan & Surya (2023), career development programs influence employee performance. Similar research conducted by Kaengke *et al.* (2018), Purnawati *et al.* (2021), Balbed & Sintaasih (2019), show the results that career development partially influences employee performance. This is different from research conducted by Pramukti (2019) which shows the results that career development directly has a negative and insignificant effect on employee performance.

Inconsistencies or differences in research results are caused by the existence of contingency factors in the relationship between digital leadership style and career development on performance. These contingency factors can be in the form of moderating variables or mediating variables. This research will use a mediating variable, namely organizational commitment. Organizations that have highly committed employees will have a positive influence on employees, giving rise to job satisfaction, work enthusiasm, good work performance, and the desire to continue working at the company concerned. (Djohan & Surya, 2023). Research conducted by Purnawati *et al.* (2021) The results show that organizational commitment has a positive effect on employee performance and organizational commitment can influence the effect of career development on employee performance.

The Bali Province KPU is one of the institutions that has carried out digital transformation. The Bali Provincial KPU has implemented a digital leadership pattern through a series of digital innovation efforts in carrying out routine official duties and in terms of services to the community. Several online-based applications have been launched and implemented by the Bali Provincial KPU, including the Bali KPU Archives Information System (Sinar), the General Election Commission's Logistics Information System (SILOG), the Online-based Public Complaints System (DUMAS), and online and integrated Information Services and Management. (e-PPID).

These innovations are one form of digital leadership implemented in the KPU of Bali province, where the KPU leadership always encourages and increases digital innovation to improve performance. The rapid development of Information and Communication Technology (ICT), so that people's lives are increasingly digital, has become both an opportunity and a challenge for the KPU in carrying out its Main Duties and Functions. This innovation is also a form of organizational commitment or the KPU's commitment to improving performance.

The KPU's commitment as an organization that carries out its main duties and functions related to the democratic party has been transformed by implementing digitalization.

Apart from digitalization in the form of organizational commitment, the KPU also continues to make efforts to increase HR competency through participation in HR capability development activities and HR certification, including the Level-1 competency test for Procurement of Goods/Services in collaboration with the Deputy for Human Resource Development and Development of the Indonesian KPU with the Goods Procurement Policy Institute Government Services (LKPP), certification for treasurers (BNT), KPU leadership also always urges KPU employees to increase their capacity by taking advantage of opportunities such as the Election Management scholarship program provided by the Indonesian KPU.

Based on the background description explained above, the aim of this research is to determine the influence of digital leadership style and career development on organizational commitment at the General Election Commission of Bali Province, to determine the influence of digital leadership style, career development and organizational commitment

on the performance of Election Commission employees. Bali Province General, as well as to classify the role of organizational commitment in mediating the influence of digital leadership style and career development on the performance of Bali Province General Election Commission employees.

2. Literature Review

This research's literature review refers to various types of previous research such as research conducted by Djohan & Surya (2023) on the influence of competency, organizational commitment and career development on employee performance. The results of the research show that competence, organizational commitment, and career development have a positive and significant effect on employee performance at PT. Bank Pembangunan Daerah Bali Badung Branch, meaning that the higher the level of competency, the higher the organizational commitment, the better the career development, the employee performance at PT. Bank Pembangunan Daerah Bali Badung Branch will experience an increase. Research conducted by Maryati & Siregar (2022) on digital leadership in improving organizational performance on the role of information and communication technology. The research results show that digital leadership can influence company performance, then Information and Communication Technology (ICT) innovation is able to strengthen the relationship between leader digitalization and company performance.

Research conducted by Purwanto et al. (2021) shows that service quality and organizational commitment have a positive and significant effect on school performance. E-leadership style influences school performance significantly, organizational commitment influences performance and service quality influences performance. Based on statistical calculations using PLS, it can be concluded that green leadership has a positive and significant effect on industrial performance. Digital leadership has a positive and significant effect on the Industrial Performance variable. Servant leadership positively and significantly influences Industrial Performance. Research conducted by Purnawati et al. (2021) which shows the results that career development has a positive effect on employee performance, organizational commitment has a positive effect on employee performance, career development has a positive effect on employee performance, organizational commitment can influence the effect of career development on employee performance. Research conducted by Sunaryo (2021) shows that digital leadership style has a positive and significant effect on employee work motivation, meaning that leadership that is appropriate to current conditions is able to provide positive motivation for employees in maximizing their performance to realize company goals. Organizational culture influences employee performance at PT. Hexa Dental Indonesia. Digital leadership style has a positive and significant effect on employee performance, meaning that leadership is an effort to influence many people to achieve institutional goals. It is hoped that it can cause positive change in the form of a dynamic force that can coordinate institutions in order to achieve goals if implemented in accordance with the corridors that have been determined by both parties. parties according to their position. Work motivation influences employee performance at PT. Hexa Dental Indonesia.

Research conducted by Purnomo et al. (2021), about the influence of digital leadership on the performance of startup companies in East Java. The results of the research show that digital leadership has a positive effect on the financial performance of startup companies in East Java. Digital leadership has a positive effect on the non-financial performance of startup companies in East Java. Research conducted by Balbed & Sintaasih, (2019), which shows the results that career development and work motivation have a positive and significant effect on employee performance, career development has a positive effect on work motivation, and work motivation is able to mediate the influence of career development on employee performance. Employee performance can be improved by maintaining or increasing employee career development and work motivation.

This research uses a grand theory, namely Resource Based Theory (RBT), which states that each company has different resource characteristics and different levels of capabilities, so that these capabilities can make the company dependent on its ability to create and build new resources. characteristics. With digital management, companies can develop resources that can bring change to the company with individual technological capabilities, so that companies have a competitive advantage in adapting technology to be competitive (Sulaiman, 2021).

3. Research Method

The total population in the study was 44 employees at the Bali Province KPU. In this research, the sampling technique used was nonprobability sampling using saturated sampling. The sample used in this research was 44 employees at the Bali Province KPU. The data source in this research is primary data. Primary data in this research are respondents'

responses to questionnaires that have been distributed on a 4 Likert scale (strongly agree, agree, disagree and strongly disagree). Primary research data was collected through distributing questionnaires. The questionnaire instrument was tested for data validity and reliability using the Statistical Program for Social Science (SPSS)-24 software. Validity and reliability tests are carried out to ensure that research instruments are valid and reliable. The data that has been collected is then processed using the Partial Least Square (PLS) approach using SmartPLS software, namely SmartPLS. Next, to find out the results of the mediation test, it is done by calculating the Variance Accounted For (VAF). The Variance Accounted For (VAF) method and bootstrapping in the distribution of indirect effects are considered more appropriate because they do not require any assumptions about the distribution of variables so they can be applied to small sample sizes. This approach is most appropriate for PLS which uses the resampling method and has higher statistical power than the Sobel method.

4. Results and Discussions

Based on the results of distributing questionnaires, the data shows that the respondents in this study, namely employees at the Bali Province KPU, were predominantly male with a total of 28 people or 63.6 percent, while female employees were 16 people or 36.4 percent. This means that there are more male employees than female employees working at the Bali Province KPU. In terms of age, there were 15 respondents aged 21-30 years or 34.1 percent, respondents aged 31-40 years were 12 people or 27.3 percent, respondents aged 40-50 years were 12 people or equal to 27.3 percent and 3 respondents aged more than 50 years or 6.8 percent. This shows that the majority of employees working at the Bali Province KPU are aged 21-30 years. This age range is the productive age category, so it is hoped that more and more employees in the productive age range will have good performance.

The data also shows that the majority of employees at the Bali Province KPU are respondents with a Bachelor's level of education with a total of 24 people or 54.5 percent, then respondents with a SMA/SMK equivalent level of education are 12 people or 27.3 percent, respondents with a Diploma level of education as many as 1 person or 2.3 percent and Postgraduate as many as 7 people or 15.9 percent. This information provides an illustration that the most dominant employees at the Bali Province KPU are Bachelor graduates who are considered capable and sufficient to become employees at the Bali Province KPU who have the competence to achieve organizational goals and maximum performance.

Grouping respondents based on length of work showed that there were 5 respondents who worked at the Bali Province KPU with a period of less than 1 year or 11.4 percent, then those who worked for 1 to 5 years were 13 people or 29.5 percent. then respondents who worked for 6 to 10 years were 2 people or 4.6 percent, then respondents who worked for 11 to 15 years were 15 people or 33.9 percent, respondents who worked for 16 to 20 years were 7 people or 15.9 percent, while those who worked for more than 20 years were 2 people or 4.6 percent. This indicates that the majority of employees at the Bali Province KPU have a working period of 11 to 15 years, which shows that employees at the Bali Province KPU tend to have high organizational commitment, because they are able to work for more than 10 years.

Furthermore, the results of the respondents' answers to each indicator question in the questionnaire were analyzed using validity and reliability tests which obtained results that the data had passed validity because it had a correlation of more than 0.3, with a reliability test that had a Cronbach alpha value of more than 0.7 so it was declared reliable.

After the data is declared valid and reliable, the answer to the research hypothesis can be seen from the PLS test output with the path coefficient results in Figure 1 and Table 1 below.:

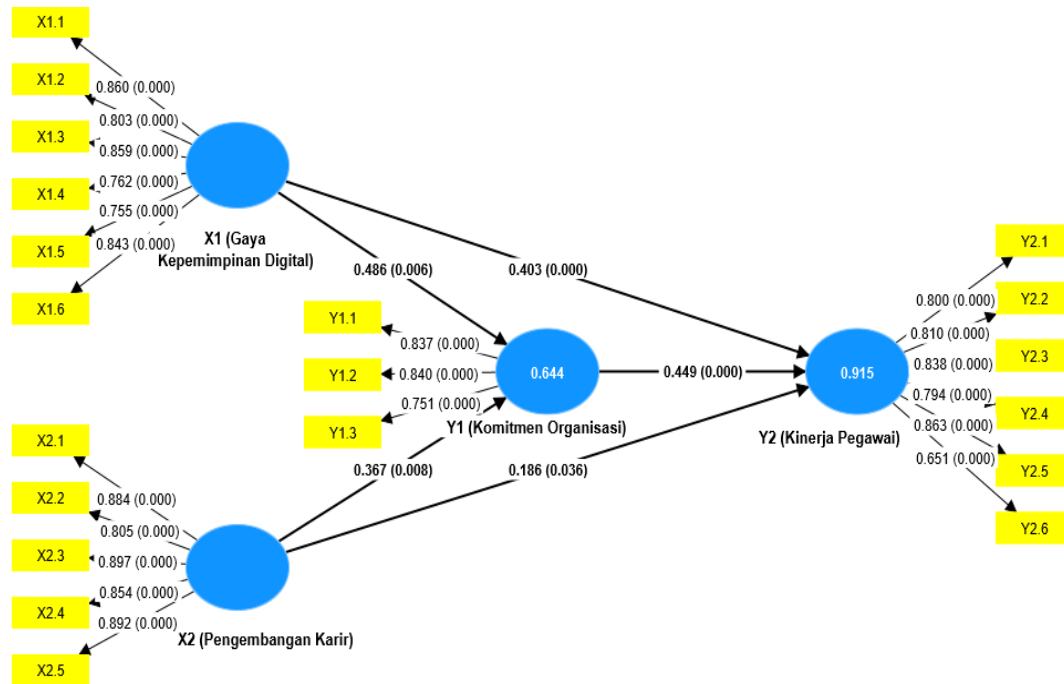


Figure 1. Empirical Model of PLS Algorithm (in Indonesia)

Table 1. Direct Effect Results (*Path Coefficient*).

Relationship Between Variables	Original Sample	T Statistic	P Value	Keterangan
Digital leadership style (X1) → Employee performance (Y2)	0,403	4,315	0,000	Positif Signifikan
Career development (X2) → Employee performance (Y2)	0,186	2,100	0,036	Positif Signifikan
Organizational commitment (Y1) → Employee performance (Y2)	0,449	3,670	0,000	Positif Signifikan
Digital leadership style (X1) → Organizational commitment (Y1)	0,486	2,727	0,006	Positif Signifikan
Career development (X2) → Organizational commitment (Y1)	0,367	2,656	0,008	Positif Signifikan

Based on the results of data analysis, the p-value of the digital leadership style variable on employee performance was 0.000, which compared with the significance of 0.05. Because the p-value is < significant ($0.000 < 0.050$) with a positive path coefficient value of 0.403 and a statistical t value of 4.315 which is greater than the t-table of 1.96 ($4.315 > 1.96$) it can be concluded that digital leadership style has a positive and significant effect on employee performance, so the hypothesis is accepted. These results show that the better the implementation of the digital leadership style at the Bali Provincial General Election Commission, the more the employee's performance will improve. Vice versa, the less well the digital leadership style is implemented at the Bali Provincial General Election Commission, the more employee performance will decline. Based on the results of distributing questionnaires on the digital leadership style variable, it shows that the highest average value is for the indicators "Technological skills (X1.1) and Social skills (X1.3)", with an average value of 2.84. This means that respondents in this study felt that the Bali Province KPU leader already understood the use of new technology that was suitable for implementation at the Bali Province General Election Commission and the leader invited subordinates to learn new technology together, so that this resulted in a good assessment from employees regarding style. digital leadership at the Bali Provincial General Election Commission. This research supports the results of previous research by Maryati & Siregar (2022) shows that digital leadership can influence company performance. These results are also in accordance with research conducted by Purwanto *et al.* (2021), Sunaryo (2021) and Purnomo *et al.* (2021) which shows that digital leadership has a positive effect on the company's financial performance.

Based on the results of the second hypothesis data analysis, the p-value of the career development variable on employee performance was 0.036, compared to a significant 0.05. Because the p-value is < significant

($0.036 < 0.050$) with a positive path coefficient value of 0.186 and a statistical t value of 2.100 which is greater than the t -table of 1.96 ($2.100 > 1.96$) it can be concluded that development career has a positive and significant effect on employee performance, so the hypothesis is accepted. These results show that the higher the career development opportunities given to KPU employees, the greater the performance of employees at the Bali Provincial Election Commission will be. Vice versa, the lower the career development opportunities provided for employees, the lower the performance of employees at the Bali Provincial Election Commission will be. Based on the results of distributing questionnaires on the career development variable, it shows that the highest average value is the indicator "Fair treatment in career (X2.1)", with an average value of 3.02, which means that employees think that the Provincial General Election Commission Bali has provided career development opportunities based on employee performance achievements, so that it is able to form good career development for its employees. This research supports the results of the study conducted by Djohan & Surya (2023) which shows the results that career development has a positive and significant effect on employee performance. This research is also in line with research conducted by Rantauwati *et al.* (2022), Sukmaningsih *et al.* (2022), Purnawati *et al.* (2021), Darmawan *et al.* (2021) and Balbed & Sintaasih (2019) which shows the results that career development has a positive and significant effect on employee performance.

Based on the results of the analysis of the third hypothesis, the p -value of the organizational commitment variable on employee performance was 0.000, which compared with the significance of 0.05. Because the p -value is $<$ significant ($0.000 < 0.050$) with a positive path coefficient value of 0.449 and a statistical t value of 3.670 which is greater than the t -table of 1.96 ($3.670 > 1.96$), it can be concluded that commitment organization has a positive and significant effect on employee performance, so the hypothesis is accepted. These results show that the higher the organizational commitment to the Bali Provincial General Election Commission, the higher the performance of employees at the Bali Provincial General Election Commission. Vice versa, the lower the organizational commitment of employees at the Bali Provincial General Election Commission, the lower the employee's performance will be. Based on the results of distributing questionnaires on the organizational commitment variable, it shows that the highest average value is for the indicator "Continuance commitment (Y1.2)", with an average value of 2.86. This means that most employees find it very difficult to get a job if they leave the Bali Provincial General Election Commission, so this is able to form good organizational commitment for their employees. This research supports the results of research conducted by Putri & Candana (2020) which shows that organizational commitment has a positive and significant effect on employee performance. This research is also in line with Darmawan *et al.* (2021), Aprilia *et al.* (2021), and Rantauwati *et al.*, (2022) which show the results that there is a significant and positive influence of organizational commitment on employee performance. Employee commitment will exist if their performance is viewed well by the organization in terms of employee loyalty and integrity in responding to assigned tasks and workload.

Based on the results of data analysis for the fourth hypothesis, the p -value of the digital leadership style variable on organizational commitment was 0.006, compared to a significant value of 0.05. Because the p -value is $<$ significant ($0.006 < 0.050$) with a positive path coefficient value of 0.486 and a statistical t value of 2.727 which is greater than the t -table of 1.96 ($2.727 > 1.96$) it can be concluded that digital leadership style has a positive and significant effect on organizational commitment, so the hypothesis is accepted. These results show that the better the implementation of the digital leadership style at the Bali Provincial General Election Commission, the higher the organizational commitment to the Bali Provincial General Election Commission. Likewise, vice versa, the less well the implementation of the digital leadership style at the Bali Provincial General Election Commission, the less organizational commitment to the Bali Provincial General Election Commission will also be. This research indicates that leadership style is often considered a vital factor that can increase employee commitment and is seen as an important basis for achieving organizational goals (Abasilim *et al.*, 2019). This research supports the results of research conducted by Julyadi *et al.* (2023) which shows that digital leadership has a positive and insignificant effect on employee organizational commitment. This research is in line with the findings of Aprilia *et al.* (2021) and Arfinasari & Prabowo (2022), which show the results that leadership style influences organizational commitment. If the leadership style is effective, employee commitment to an organization will also increase. The results of this analysis mean that a good leadership style, especially in terms of delivery from the leadership and responsibility from the leadership, will have an effect on increasing employee commitment in an organization.

Based on the results of the fifth hypothesis data analysis, the p -value of the career development variable on organizational commitment was 0.008, compared to a significant value of 0.05. Because the p -value is $<$ significant ($0.008 < 0.050$) with a positive path coefficient value of 0.367 and a statistical t value of 2.656

which is greater than the t-table of 1.96 ($2.656 > 1.96$) it can be concluded that development career has a positive and significant effect on organizational commitment, so the hypothesis is accepted. These results indicate that the higher the career development opportunities obtained by the Bali Provincial General Election Commission employees, the higher the organizational commitment of the employees at the Bali Provincial General Election Commission. Vice versa, the lower the career development opportunities provided, the organizational commitment of employees to the Bali Provincial General Election Commission will decrease. The results of this research support research conducted by Prihantoro & Sunarno (2022) which shows that career development has an effect on organizational commitment. So the better the career development pattern that is implemented, the higher the organizational commitment that employees have. This research is in accordance with the findings of Darmawan *et al.* (2021), Purnawati *et al.* (2021), Handoko & Rambe (2018) and Choiriyah & Indriyaningrum (2022) which show that career development has a positive and significant effect on organizational commitment. This means that the better career development, the greater organizational commitment will increase.

Table 2. Indirect Effect Test Results.

Relationship Between Variables	Original Sample	T Statistic	P Value	Keterangan
X1 (Digital Leadership Style) -> Y1 (Organizational Commitment) -> Y2 (Employee Performance)	0,218	2,507	0,012	Positif Signifikan
X2 (Career Development) -> Y1 (Organizational Commitment) -> Y2 (Employee Performance)	0,165	2,004	0,045	Positif Signifikan

The results of the analysis show that Digital Leadership Style (X1) on Employee Performance (Y2) through Organizational Commitment (Y1) obtained a correlation value of 0.218 with a t statistic of $2.507 > 1.96$, and a p value of $0.012 < 0.050$, so there is an indirect influence. There is a significant positive relationship between digital leadership style and employee performance through organizational commitment. Therefore, the sixth hypothesis in this research is proven because organizational commitment is able to partially mediate the influence of digital leadership style on employee performance. Based on these results, it can be interpreted that the digital leadership style which has a significant impact after the mediating variable of organizational commitment has a significant influence on employee performance. This means that employee performance can increase if the digital leadership style gets better and employees have a high sense of organizational commitment, so that ultimately employee performance will increase. This research supports the results of research conducted by Maryati & Siregar (2022) showing that digital leadership can influence company performance. This result is also in accordance with research conducted by Purwanto *et al.* (2021), Sunaryo (2021) and Purnomo *et al.* (2021) which shows the results that digital leadership style has a positive and significant effect on employee performance. Furthermore, these results support research conducted by Aprilia *et al.* (2021) and Rantauwati *et al.* (2022) which shows that commitment in this research mediates leadership on performance. A good leader is able to increase the sense of ownership which will ultimately improve work results.

The results of the analysis show that Career Development (X2) on Employee Performance (Y2) through Organizational Commitment (Y1) obtained a correlation value of 0.165 with a t statistic of $2.004 > 1.96$, and a p value of $0.045 < 0.050$, so there is a positive indirect effect. There is a significant relationship between career development and employee performance through organizational commitment. Then the results of mediation testing using the VAF method in this research show that organizational commitment is able to partially mediate the influence of career development on employee performance. Based on these results, it can be interpreted that career development has a significant impact after the mediating variable of organizational commitment has a significant influence on employee performance. This means that employee performance can increase if the career development conditions received by employees are better and employees have a high sense of organizational commitment, so that ultimately employee performance will increase. These results support research conducted by Darmawan *et al.* (2021) career development has a significant effect on the performance of Muslim employees through organizational commitment. Research by Fachrurrozi *et al.* (2022) shows the results that organizational commitment mediates the influence of career path on employee performance. This research is also in accordance with Prihantoro & Sunarno (2022) which shows the results that organizational commitment is able to mediate the relationship between career development and employee

performance. This means that the higher the career development followed by good organizational commitment, the greater the performance of employees in an organization.

5. Conclusion

The conclusion of this research is that digital leadership style and career development have a positive and significant effect on employee performance. This means that the better the implementation of the digital leadership style and the higher the opportunity for career development at the Bali provincial general election commission, the more the employee's performance will improve. Organizational commitment has a positive and significant effect on employee performance. This means that the higher the organizational commitment to the Bali provincial general election commission, the higher the performance of employees at the Bali provincial general election commission. Digital leadership style has a positive and significant effect on organizational commitment. This means that the better the implementation of the digital leadership style in the Bali provincial general election commission, the higher the organizational commitment to the Bali provincial general election commission. Career development has a positive and significant effect on organizational commitment. This means that the higher the career development opportunities obtained by Bali provincial general election commission employees, the higher the employee's organizational commitment to the Bali provincial general election commission. Organizational commitment is able to partially mediate the influence of digital leadership style on employee performance. This means that if the digital leadership style gets better and employees have a high sense of organizational commitment, it will cause employee performance to increase. Organizational commitment is able to partially mediate the influence of career development on employee performance. This means that if the career development opportunities received by employees are getting better and employees have a high sense of organizational commitment, this will cause employee performance to increase.

Suggestions that can be given to improve the digital leadership style in the Bali Provincial KPU are that leaders should use methods that can keep employees from continuing to work at the Bali Provincial General Election Commission, for example by providing rewards or bonuses for outstanding employees so that employees feel appreciated and cared for by the company. and willing to continue working at the Bali Provincial General Election Commission. Suggestions that can be given as an effort that the Bali Province General Election Commission can make to improve the quality of their career development are by providing equal opportunities for employees to increase their skills and knowledge through providing educational scholarships or transferring knowledge between employees. Suggestions that can be given to increase organizational commitment are that the Bali Provincial General Election Commission should be able to improve the quality of communication among Bali Provincial General Election Commission employees, then appreciate every achievement of team members, foster a sense of love for the company and create a pleasant work environment. Suggestions that can be given to improve employee performance are that the Bali Provincial General Election Commission should provide job training programs for employees who experience problems in their work and regularly hold teamwork programs so that employees can exchange knowledge and skills with each other.

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