The Influence of Digital Leadership on Employee Affective Well Being with the mediation of Organizational Citizenship Behavior and Job Satisfaction

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Abstract

The Digital Era, marked by rapid and significant technological developments, is essential for a leader to achieve good quality performance results by the responsibilities that have been given. The performance results of a company can increase due to the influence of leadership style supported by developments in digital technology. Digital leadership is believed to have a positive impact on employee affective well-being, if employees are satisfied with what their leaders provide, it will influence the progress of the company and feel motivated to work better. This research also expands the literature by examining the mediating influence of Organizational Citizenship Behavior and Job Satisfaction and provides new directions for researchers to study Digital leadership and Employee affective well-being—purposive sampling method. The data collection technique began with distributing an initial questionnaire (pre-test) to 50 respondents with the criteria for respondents being employees who had worked for at least 1 (one) year and worked as staff in the company, then continued with a sample of 160 respondents. The research was carried out quantitatively using the Lisrel SEM (Structural Equation Model) method. The research results show that the Digital leadership variable has a significantly positive relationship with Job satisfaction, Organizational citizenship behavior (OCB), and Employee affective well-being. The variables Job satisfaction and OCB have a significantly positive relationship and are good mediators of digital leadership on employee affective well-being.

Keywords: *Digital Leadership, Employee Affective Well Being; Job Satisfaction; Organizational Citizen Behavior.*

Introduction

The Industrial Revolution 4.0 era is marked by rapid and significant technological developments, such as the Internet of Things (IoT), artificial intelligence, and automation (Fauzan & Aslami, 2023). This changes the way organizations work and influences workplace dynamics, making it important to understand how leadership style can influence employee affective well-being in this new context (Priyatmo, 2018).

A leadership style that emphasizes inspiration and motivation, as well as encouraging innovation and change, is very relevant in an era characterized by rapid change and adaptation (Kotamena et al., 2020). The digital leadership style is concerned with encouraging others to develop and produce performance that exceeds expected standards. Digital leadership is a leadership model where a leader motivates his subordinates to work better and focuses on behavior to help transformation between individuals and organizations through modern digital media. Any of these predictors of employee performance can provide valuable insights for organizations to develop effective leadership strategies.

Job Satisfaction and Organizational Citizenship Behavior (OCB) are important factors that influence employee affective well-being (Nurjanah et al., 2020). Understanding the relationship between Digital leadership, Job satisfaction, and OCB can help organizations design a work environment that supports and improves employee affective well-being (Ningsih et al., 2023). OCB behavior includes personality and attitude, this behavior increases work productivity and efficiency so that performance is more optimal in contributing to the effectiveness of an organization (Suzanna, 2017). Preparing the future workforce by understanding these dynamics, organizations can better prepare their workforce to face the challenges and take advantage of the opportunities offered by the industry 4.0 era.

This research can add new insights to the academic literature regarding digital leadership and performance management, as well as provide practical recommendations for practitioners in the fields of human resource

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management and organizational leadership (Vicky et al., 2023). Overall, this research is important to help organizations navigate the changes presented by the Industrial Revolution 4.0, optimize employee potential, and maintain competitive advantage in an ever-changing environment (Raisa & Rojuaniah, 2023).

This type of digital leadership has an important role and characteristics in motivating employee creativity to think more advanced (Buil et al., 2019). This affects the performance of its members, to obtain a reciprocal relationship between Digital leadership style and effectiveness (Nur, 2022). Digital Leadership is an important factor that influences technological innovation and knowledge management systems (Mantik et al., 2023). Responsible leadership is an action to inspire through motivation, communication, empowering, and convincing employees to be involved with positive development and change (Li et al., 2021).

Job satisfaction plays an important role in a company, the higher the job satisfaction, the more it will improve the quality of work of individual employees with different levels of job satisfaction (Hussain Hakro et al., 2022). Employees who feel satisfied always work more optimally and can increase employee affective well-being compared to employees who do not get it (Pancasila et al., 2020). According to Roberts & David, (2020), job satisfaction is quite interesting and important, because it has great benefits for individual and industry interests. For individuals, a source of job satisfaction enables efforts to increase their happiness in life.

Companies will develop more if they have good employee affective well-being (Ángeles López-Cabarcos et al., 2022). Employee affective well-being can help companies lead to the company's goals of success (Dewi et al., 2022). Companies need good performance because they can achieve the goals that have been set and quality work results are achieved by the responsibilities that have been given (Mangkunegara, 2019). An employee's performance will have good work results if they are motivated by their leader (Adıgüzel & Sönmez Çakır, 2020). High performance is one of the expectations desired by companies and how to encourage employee engagement (Top et al., 2020).

In previous research, it was explained that Smart Leadership can increase employee affective well-being which directly increases job satisfaction (Qalati et al., 2022). Then in research by Lasiny et al., (2021). Smart Leadership can increase employee affective well-being which is mediated by Organizational citizenship behavior. So, to improve employee affective well-being, the role of Smart Leadership is needed, which in this case is analogous to the intelligence of leaders related to the development of digital technology, which then transforms this leadership model into Digital Leadership. This research is different because it develops a model that has a relationship between digital leadership and employee affective well-being which is mediated by job satisfaction and organizational citizenship behavior as measured at provider companies in Surabaya, Indonesia.

This research aims to explore the influence of digital leadership on employee affective well-being which is mediated by job satisfaction and organizational citizenship behavior with a case study of an internet provider company in Surabaya. It is hoped that this research can contribute to the scientific field of human resource management and provide positive managerial implications for internet provider companies in Surabaya, Indonesia.

Materials Dan Methods

Digital Leadership

Robbins & Judge (2018) state that a digital leader is a leader who can influence followers to change their interests and can have a profound effect on achieving organizational goals through sophisticated digital technology media. Leaders who apply the qualities of digital leadership demonstrate several basic behaviors that can influence groups directly and are structured using digital technology media (Adıgüzel & Sönmez Çakır, 2020). This digital leadership model is to communicate its goals to its employees in a structured way and get good, precise, fast, and reliable results (Raisa & Rojuaniah, 2023).

The digital leadership style can provide confidence and opportunities to develop and can pay attention to employees by providing encouragement and motivation to improve performance (Marisya et al., 2023). The theory of digital leadership studies how leaders change organizational culture and organize organizational structures to implement strategies to achieve organizational goals using developments in digital technology (Listiani et al., 2020). Digital leaders can transform organizations through their vision for the future, and by clarifying their vision, they can empower employees to take responsibility for achieving that vision quickly, precisely, and accurately (Buil et al., 2019b).

Job Satisfaction

Job satisfaction is a person's feeling of comfort with happy or positive emotions resulting from assessing work and experience (Inegbedion et al., 2020). Job Satisfaction is subjective and results from the employee's perception of someone providing everything that is seen as important in their work through the conclusions received and what is expected by the employee (Ningsih et al., 2023). Job satisfaction often becomes unstable because it is influenced by emotions and mood, this situation usually lasts longer but is temporary (Rafia et al., 2020).

Job satisfaction consists of intrinsic and extrinsic (Manoppo et al., 2021). If the level of satisfaction is higher, the better the employee's behavior will be, satisfied employees tend to provide good value to the company and are more sensitive to helping their colleagues (Vizano et al., 2021). Meanwhile, dissatisfied workers tend to be reluctant to accept the company's goals and values (Mira et al., 2019). In general, job satisfaction is a reflection of a person's attitude towards their job, in this context, their overall attitude towards their career as a whole (Jufrizen & Hutasuhut, 2022).

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) is behavior from employees that is not part of their main duties or is not an employee's work obligation, however, OCB is an important factor in the success of a company (Vicky et al., 2023). OCB is said to be an employee's contribution to the company by having a role that exceeds its main role (Adıgüzel & Sönmez Çakır, 2020). OCB is an employee's voluntary behavior that may or may not be rewarded but still contributes to the Company and is proven to be useful in improving the quality of work that occurs (Lee et al., 2023). OCB is defined as an employee's voluntary activities that may or may not be appreciated, but contribute to the organization by improving the overall quality of the environment in which work takes place (Widowati et al., 2023).

In OCB behavior, employees have an attitude of obeying rules and policies at work, volunteering to do additional tasks, helping co-workers, and carrying out additional tasks given by the company well (Manoppo et al., 2021). Kim & Park, (2019) argue that an organization can encourage more behavior by developing formal HR practices that can emphasize behavior with additional roles, besides that OCB can help them achieve organizational goals. Employees who accept tasks according to their abilities can produce good quality and every employee who has OCB will make more contributions to their company (Silitonga et al., 2020).

Employee Affective Well Being

Employee affective well-being is a state or mood based on pleasure which is considered a valuable resource even though it is sometimes rarely experienced (Jiménez-Estévez et al., 2023). Satisfaction of needs as someone who contributes effectively to increasing motivation at work is something that reflects positively (Srivastava et al., 2022). Having self-confidence and optimism makes a big difference along with fulfilling employee welfare and reducing the workload on employees (Darvishmotevali & Ali, 2020). Engaged employees are enthusiastic about their work and willing to contribute to organizational goals to improve their well-being (Lee & Chon, 2021). Employees who contribute can also achieve satisfaction with their careers and make improvements in well-being (Mehta et al., 2020).

Employee affective well-being is the satisfaction of employees who experience a variety of work activities and the results obtained from participation in the workplace (Hendriks et al., 2020). The definition of Employee affective well-being is part of the well-being that an individual obtains from a job which is influenced by the work environment (Tuzovic & Kabadayi, 2021). Based on the description above, the researcher concludes that the definition of Employee affective well-being is a subjective state that describes an employee's self in the workplace and is influenced by the work environment (Huang & Lin, 2021).

Research Methods

In this research, data collection was carried out using a survey method by distributing online questionnaires via the Google Form application with a quantitative approach. This study uses a 1-5 Likert scale (1) strongly disagree (STS), (2) disagree (TS), (3) Neutral (N), (4) agree (S), (5) strongly agree (SS). This measurement was adopted from (Virgiawan et al., 2021) for measuring the Digital Leadership (TL) variable consisting of 8 questions, for measuring the job satisfaction (JS) variable it was adopted from Phuong & Vinh, (2020) consisting of 6 questions and for the organizational citizenship behavior (OCB) variable adopted from (Hermawan et al., 2020) consists of 5 questions. The Employee affective well-being (EP) variable consists of 9 questions, so the total measurement is 28 questions.

Research Methods

Population, Sample, Location, and Time of Research

The population in this research is employees at Internet Provider companies in Surabaya, Indonesia. A purposive sampling method was used in this research, the criteria for respondents were employees who had worked for at least 1 (one) year and worked as staff in the company. The data collection technique began with distributing an initial questionnaire (pre-test) to 50 respondents. The research was carried out quantitatively using the SEM (Structural Equation Model) method, while data processing and analysis used IBM SPSS 27 and Lisrel 8.8. During the pretest, validity, and reliability tests were carried out by carrying out factor analysis using IBM SPSS 27 software. So the number of samples in this study was 160 people, taking into account reserves if there were discrepancies in filling out the questionnaire.

Data Analysis and Models

Data analysis uses the Structural Equation Model (SEM) method, where data processing and analysis uses SPSS 27 and Lisrel 8.8 software. During the pretest, validity, and reliability tests were carried out by carrying out factor analysis using SPSS 27 software. The SPSS 27 output shows the Kaiser-Meyer-Olkin values (0.669 to 0.894) and MSA (0.629 to 0.934) where these results indicate that the validity requirements have been fulfilled because the factor analysis value is more than 0.5. Then, regarding the reliability test using Cronbach's Alpha measurement, SPSS 27 output shows values in the range (0.686 to 0.935), where the closer to 1, the better (Hair J et al., 2014). From the pretest results, 30 respondents used 28 questions which were declared valid. The Digital leadership variable consists of 8 questions, measuring the Job satisfaction variable consists of 6 questions, and the organizational citizenship behavior variable consists of 5 questions. For the Employee affective well-being variable from 9 questions.

The constellation model of variable relationships in this research is as follows:
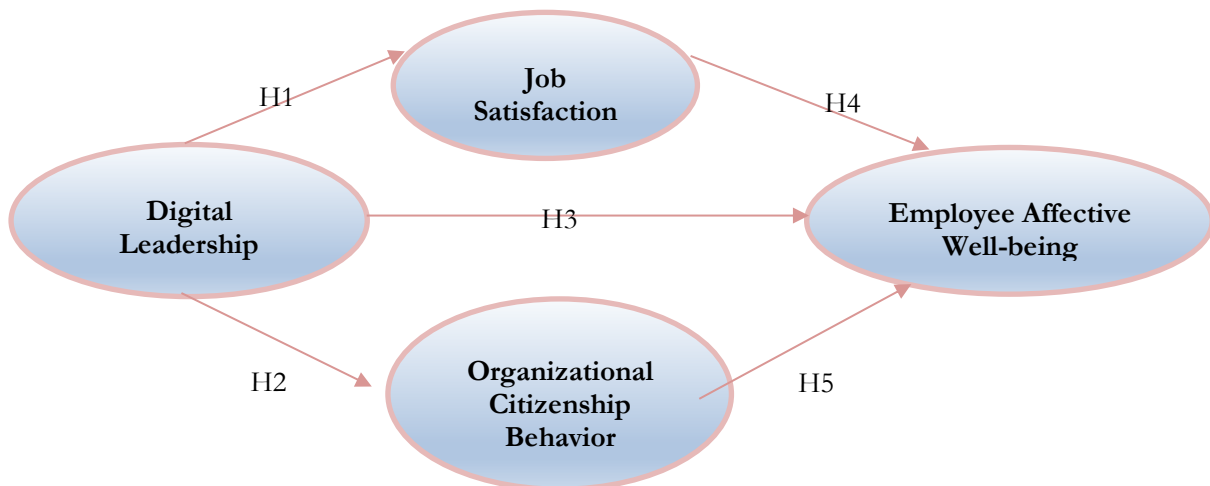
Figure.1 Research Model Variable Constellation

Hypothesis of Relationships Between Variables

The Relationship between Digital Leadership and Job Satisfaction

In his role as a leader, digital leadership is related to the level of job satisfaction where if a company's employees feel satisfied in their work, they will have a positive feeling so that they can create good productivity for their work and leaders pay greater attention to the development and mentality of employees in transmitting psychological experiences. (Priyatmo, 2018). Job satisfaction is a form of employee reporting to their leaders regarding the work they have done (Widiana et al., 2020).

Research conducted by Lasiny et al., (2021) Digital leadership will influence employee job satisfaction with an explanation of good interactions between leaders and employees. Research by Eliyana et al., (2019) also states that digital leadership has a significant effect on job satisfaction. According to Rafia et al., (2020) revealed that digital leadership has a direct and positive effect on job satisfaction. This research is also supported by the statement by Manoppo et al., (2021) that digital leadership has a positive effect on job satisfaction, where the more satisfied employees are, the better they are at achieving company goals. Rawashdeh et al., (2020) support that digital leadership has a significant effect on job satisfaction. Based on previous research, the hypothesis in this study is structured as follows:

→ H1: Digital Leadership has a positive effect on Job Satisfaction

The Relationship between Digital Leadership and Organizational Citizenship Behavior (OCB)

The style of a digital leader is one of the factors that influence the success or failure of leadership in a company, therefore without a leader in a company, it will not run effectively (Khairuddin, 2021). Digital leadership can increase OCB. This increase is a behavior that can improve work in the organization (Haryadi et al., 2021). An employee who has OCB behavior feels that he has an active contribution to the company and makes voluntary behavior to be willing to carry out work outside of his main duties (El Karim Srour et al., 2020).

Digital leadership shows a significant influence on OCB (Ifta Firdausa Nuzula et al., 2022). The important role of OCB is being able to improve and increase the effectiveness and efficiency of the organization through employee behavior. According to previous research, digital leadership has a significant effect on OCB (Qalati et al., 2022). This is reinforced by research by Subhaktiyasa et al., (2023) which states that digital leadership has a significant effect on organizational citizenship behavior. Research from Purwanto, (2018) states that digital leadership has a significant effect on OCB. Research from Majeed & Jamshed,

(2021) strengthens that digital leadership influences OCB in a company. Based on previous research, the hypothesis in this study is structured as follows:

→ H2: Digital Leadership has a positive effect on Organizational Citizenship Behavior

The Relationship between Digital Leadership and Employee Affective Well Being

Good digital leadership will produce optimal employee affective well-being (Riyanto et al., 2021). Leaders who participate in supporting and encouraging their employees to develop can give their employees trust, and employee involvement with leaders in collaboration between team members. Therefore, digital leadership will increase employee affective well-being. If a leader can communicate the vision and mission to his members (Buil et al., 2019). An employee who is guided using digital methods will be encouraged from a positive psychological aspect and have good abilities (Lei et al., 2020).

Previous research conducted by Lasiny et al., (2021) stated that digital leadership has a significant effect on employee affective well-being. Digital leadership is an important factor in the context of better change (Hafsah et al., 2022). According to Mehta, (2020), Digital leadership contributes to its employees thereby producing significantly positive value. Furthermore, most research shows a relationship between digital leadership style and employee affective well-being (Qalati et al., 2022). Research by Arwana et al., (2023) revealed that digital leadership has a significant effect on employee affective well-being. This is reinforced by research by Ningsih et al., (2023) that digital leadership has a significant direct effect on employee affective well-being. Based on previous research, the hypothesis in this study is structured as follows:

→ H3: Digital Leadership has a positive effect on Employee Affective Well Being

The relationship between Job Satisfaction mediates between Digital leadership and Employee Affective Well Being

Job satisfaction felt by employees is closely related to employee affective well-being, if the job satisfaction felt is at a significant level, then employee affective well-being is at a positive level (Badrianto & Ekhsan, 2019). Focus on employee satisfaction at work and support from digital leadership will have a positive impact on employee affective well-being (Bastari et al., 2020). Previous research states that employee satisfaction will have a significant influence on digital leadership on the resulting performance (Lasiny et al., 2021).

Research by Jane et al., (2022) states that job satisfaction mediates between digital leadership and employee affective well-being, indirectly having a positive effect. From research by Rafia et al., (2020) it is stated that employees who are given attention to their welfare produce good grades and high performance. According to Rawashdeh et al., (2020), job satisfaction can mediate digital leadership on employee affective well-being. The role of a leader can make the satisfaction felt by employees make their performance optimal, so that job satisfaction can mediate between digital leadership and employee affective well-being (Haryadi et al., 2021). Based on previous research, the hypothesis in this study is structured as follows:

→ H4: Job Satisfaction mediates between Digital Leadership and Employee Affective Well Being indirectly.

The relationship between Organizational Citizenship Behavior mediates between Digital leadership and Employee Affective well-being.

Organizational Citizenship Behavior mediates digital leadership on employee affective well-being indirectly. Positive behavior from employees who are willing to do work appointed by the company from their main job to increase the effectiveness of the company's performance (Rinaldi & Riyanto, 2021). OCB behavior will increase efficiency and effectiveness to support the company's achievements (Silitonga et al., 2020). In most companies, OCB is widely implemented by showing voluntary behavior from employees so that the company can achieve the targets that have been determined (Purwanto et al., 2021). OCB behavior produces many positive values in employee affective well-being (Nurjanah et al., 2020).

The level of OCB will be better if it is supported by digital leadership which provides direction for development so that the resulting employee affective well-being is positive (Purwanto, 2018). This research is also supported by Qalati et al., (2022) who state that OCB has a mediating effect between Digital leadership and Employee affective well-being. The opinion (Alameri & Alrajawy, 2020) shows that OCB mediates between digital leadership and employee affective well-being. The same thing was expressed by previous researchers, Purwanto, A. (2022), who stated that OCB can mediate between digital leadership and employee affective well-being. Based on previous research, the hypothesis in this study is structured as follows:

→ H5: Organizational Citizenship Behavior mediates between Digital Leadership and Employee Affective Well-Being indirectly.

RESULT AND DISCUSSION

Research result

This research began by conducting a pretest on 50 respondents and then distributing questionnaires to a larger target respondent, namely 160 respondents. Respondents from this study were employees with a minimum of one year of service at tower provider companies, where the sample in the population, namely 40% were employees aged 20-30 years, 45% were aged 30-40 years and then 15% were aged 40 years and over. Job satisfaction has a positive relationship with employee affective well-being, where more satisfied employees tend to be more effective and productive at work. Job satisfaction occurs when a need can be met, but recognition of the resulting performance can also be a factor for employees to become more productive. The organizational citizenship behavior variable has a positive effect on employee affective well-being. This can contribute to the organization by increasing the productivity of co-workers, where an employee who does voluntary work for his company can improve performance. The higher the Organizational Citizenship Behavior (OCB) implemented in the company, the stronger the Employee affective well-being in a company will be.

Referring to the literature study from (Hair J et al., 2014), construct validity measurements can be accepted and declared valid when they have a loading factor of at least 0.5. Then regarding the construct reliability (CR) and variable extracted (VE) tests, it can be said to meet the reliability requirements when the CR value is above 0.60 and the VE value is above 0.50 (Hair J et al., 2014). This research shows that the construct reliability values of the Digital Leadership variables (CR=0.928; VE=0.842), Job Satisfaction (CR=2.019; VE=0.663), Organizational Citizenship Behavior (CR=2.680; VE=0.664), Employee Affective Well Being (CR=3.017; VE=0.776), so these results show that all variables have met the reliability requirements.

Based on the suitability test analysis, most of the data shows a good fit including (close fit); degree of freedom = 345 (close fit); Chi-Square = 331.451 (close fit); RMSEA = 0.0 (close fit); ECVI = 5.450 (good fit); AIC = 812.00 (good fit); CAIC = 2440.318 (good fit); NFI = 0.976 (good fit); Critical N = 184,877 and GFI = 0.870 (good fit). The results are depicted in the PATH diagram in Figure 2.
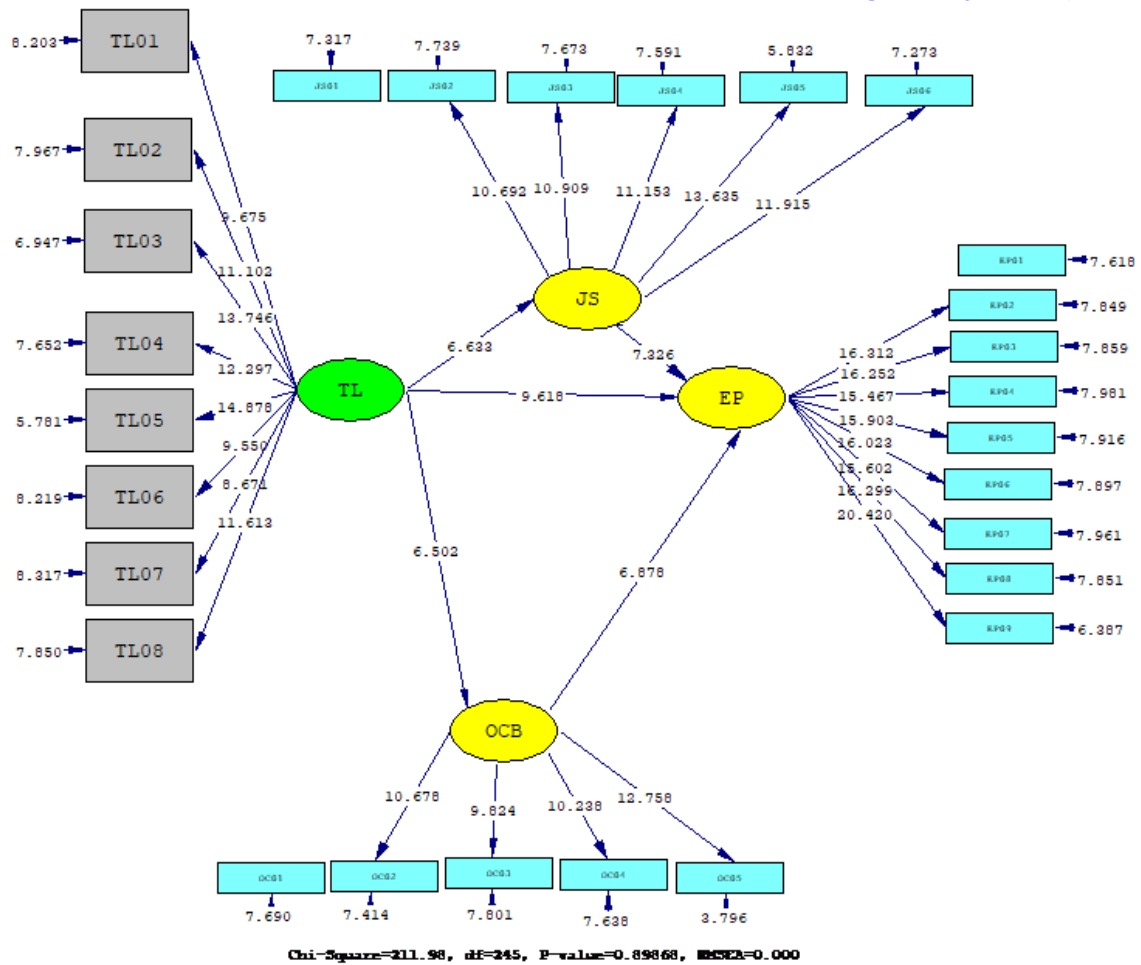
Figure 2. PATH Diagram T-value

From the test results obtained previously that there is overall suitability of the model (Goodness of Fit), it can be concluded that it is at the Good Fit level, and hypothesis testing can be carried out. Hypothesis testing is carried out to find out whether it is appropriate or not by looking at the T-values. The results of the hypothesis test with the LISREL T-values obtained are as follows:

Table 1. Model Hypothesis Testing

Hypothesis	Hypothesis Statement	T-Value	Description
H1	Digital leadership has a positive effect on job satisfaction	6.73	Data supports the hypothesis
H2	Digital leadership has a positive effect on organizational citizenship behavior.	6.60	Data supports the hypothesis
H3	Digital leadership has a positive effect on employee affective well being	9.71	Data supports the hypothesis
H4	Job satisfaction has a positive mediating effect between Digital leadership and Employee affective well-being	7.42	Data supports the hypothesis

H5	Organizational citizenship behavior has a positive mediating effect between Digital leadership and Employee affective well-being	6.97	Data supports the hypothesis

(Source: Lisrel 2024 processed data)

Discussion

This research found that there is an indirect relationship between digital leadership and employee affective well-being through positive job satisfaction. Besides that, the indirect relationship between Digital leadership and Employee affective well-being through OCB has a positive and significant effect, although the T value is not as big as the direct relationship between Digital leadership and Employee affective well-being. The companies studied in the Internet Provider sector have a transformational leadership style so that employees feel satisfied. This proves that leaders who have good communication skills can have a positive impact on employee satisfaction. Leaders who have transformational leadership characteristics tend to accept ideas and suggestions from their employees. Employees who have superiors to inspire them, a place to work with a comfortable environment and needs. If the basic requirements are fulfilled, it can increase good job satisfaction, then performance results will automatically increase, so it is hoped that it can provide job satisfaction value to employees. This is by previous research findings (Nguon, 2022; Eliyana et al., 2019)

It is known that the test results of Digital leadership have a positive effect on Organizational citizenship behavior. This shows that a leader who has a good transformational style in the company will be able to encourage his employees to work as a team, support each other, and help each other even though it is not their main obligation (Lee et al., 2023). Digital leadership has a clear vision and can communicate this vision in a way that is committed to organizational goals. Employees at the company will have a sense of loyalty to the company and its leaders who tend to motivate their subordinates to work with high initiative, are oriented towards achieving organizational goals, and give authority in several jobs so that it has a good effect on the company. With high levels of digital leadership in an organization, organizational citizenship behavior will emerge which can increase function in providing contribution and effectiveness within the organization (Qalati et al., 2022).

Digital leadership has a significant positive effect on employee affective well-being. This shows that good transformational leadership always provides motivation and direction to its employees. Transformational leaders are committed to helping employees achieve their full potential through training, mentoring, and ongoing support. Employees will provide constructive feedback and opportunities for the development of new skills. Thus, employees feel supported in their career growth, which ultimately can increase their performance and productivity (Astuty & Udin, 2020). Positive relationships between leaders and subordinates will support all aspects including employee affective well-being, which of course will have a good impact on the company's overall performance. If leaders can influence and direct employees to achieve company goals, then employees will work well and improve their performance (Top et al., 2020).

Job satisfaction has a positive mediating effect between Digital leadership and Employee affective well-being. This states that employees who are given attention to their welfare produce good grades and high performance. A leader who consciously pays attention to his employees, such as paying attention to employee welfare, will have the effect of making his employees satisfied with their leaders, and employees who already have a sense of satisfaction with their leaders can make their performance better and produce positive value for the company. Good performance is obtained from employee satisfaction obtained from their leaders. This is in line with research from Lasiny, et al (2021).

Organizational citizenship behavior has a positive effect on mediating Digital leadership and Employee affective well-being. This shows that leaders with a Digital style can encourage employees to have an Organizational Citizenship behavior attitude. Employees who have a high level of OCB will certainly provide good performance (Subhaktiyasa et al., 2023). The role of leaders who have a digital leadership style

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will certainly be able to increase employee loyalty to the company so that employees can increase company productivity positively. Employees who have an OCB attitude will help each other's work to increase

efficiency in completing a task. This employee perception can be interpreted as the leadership role usually creates a work environment that can encourage employees to contribute more to the company. This shows that employees tend to seek engagement and help each other in an organization Qalati et al., (2022).

Conclusions

In this research, it was proven that the Digital leadership variable had a significantly positive relationship with Job Satisfaction, Organizational Citizenship Behavior (OCB), and Employee affective well-being. The variables Job satisfaction and OCB are significantly positively related and mediate Digital leadership and Employee affective well-being. This leadership role can change employee mindsets and not show differences in attitudes between each employee. This leadership style can provide positive views regarding the work carried out by employees and can increase competence, resulting in good performance.

It is hoped that managerial implications can be applied to this internet provider company and can be seen from the smallest index value in the indicators, which include:

First, digital leadership must be able to appreciate input and ideas so that employees will feel part of the company. Leaders should actively explore employee needs and aspirations, which are the basis for assigning tasks and directing work as well as creating positive emotional involvement. A leader in a company must improve and maintain a digital leadership style. Employee ideas can be well appreciated, companies can create policies such as regular briefings every week, and employees in the company are also expected to interact frequently by expressing their opinions, where if these employees interact more often with their leaders it will improve the company's vision and mission well. This company can also create a gathering agenda between employees and their superiors which will create an emotional relationship between superiors and subordinates so that solidarity will occur when they interact with each other. So that the leaders of their employees feel close and united to each other, motivation will arise and they will have their enthusiasm in completing their tasks. Solidarity and more reliable teamwork will be well maintained.

Second, digital leadership must be able to make a positive contribution. The role of a leader in OCB in a company can provide different results, where if the leader gives a good example to his employees, then the employees feel cared for. Leaders can contribute to their employees by giving rewards for the work they have done so that employees' OCB attitudes will increase and small things such as saying kind words to their employees can increase the OCB in their employees.

Third, digital leadership must be able to provide good communication and direction to employees. Leaders can provide communication such as providing explanations when giving assignments, leaders must also be able to provide clear directions that their employees can understand and understand well. Convey information that is considered important in carrying out work. Leaders who involve their employees will make it easier for employees to unleash higher performance potential so that the quality and performance produced are higher because employees can be more focused on their duties and more organized in carrying out their work.

Future Work

It is hoped that the limitations of this research will be taken into consideration for further research. This research is only limited to internet provider companies in Surabaya, therefore future researchers can test on a wider range of company networks. Furthermore, in subsequent research, improvements can be made to the research model and framework by using a different framework, such as the addition of new research variables, namely Work Motivation and Compensation, thereby producing even better research hypotheses. In future research, important information can be presented, but with a larger and more significant sample size to find out the opinions of a larger number of respondents.

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