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EFFECTIVE LEADERSHIP STYLE TO IMPROVE PERFORMANCE: CASE IN THE TECHNOLOGY SECTOR IN THE ERA OF SOCIETY 5.0

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Abstract: The era of society 5.0 is accompanied by rapid social and economic transformation in all sectors of human life. The demand for rapid change is undoubtedly felt by all sectors, especially technology sector organizations, where they must adapt to change. Leadership has become an important role in this sector because of the demands of change to determine organizational success. Therefore, this research aims to explore effective leadership styles to improve the performance of technology sector employees. The research object and population are employees of the technology sector in Indonesia. This research sample of 249 was obtained from a purposive sampling technique. The research method uses a quantitative approach with Partial Least Square (PLS) with Smart-pls 0.3 software. The research results show that the digital leadership style impacts employee performance; 2) the visionary leadership style impacts employee performance; 3) the servant leadership style impacts employee performance; and 4) the agile leadership style does not impact employee performance.

Keywords: digital leadership, visionary leadership, servant leadership, agile leadership, employee performance

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INTRODUCTION

The era of society 5.0 is accompanied by rapid social and economic transformation in all sectors of human life (Indah et al., 2021). The era of society also emphasizes the harmony and dynamization of technology, such as artificial intelligence, the Internet of Things (IoT), and big data, to improve the quality of human life (Ndraha & Uang, 2022). The era of Society 5.0 offers various kinds of convenience for humans, especially at work. This is proven by the number of jobs that continue to develop.

with technology as the main factor. The employment sector continues to grow, and new employment sectors emerge due to technological developments in human life (Kolade & Owoseni, 2022). This sector is nicknamed the technology sector, which includes organizations or companies that aim to develop, use, and market technology. This includes companies operating in the IT, telecommunications, robotics, and other advanced technology industries (Hetland et al., 2007). In Indonesia, technology sector organizations continue to develop rapidly, as proven by the number of technology sector companies, which continues to increase yearly. In 2023, 44 technology companies will be registered on the stock exchange in Indonesia, which does not include technology companies starting up in Indonesia.

Of course, the management of technology sector companies differs from that of other companies because individuals always have unique characteristics (Hetland et al., 2007). Menuru Ojo et al., (2022) explained that employees in the technology sector have different characteristics from employees in other sectors, such as technological skills. This includes companies operating in the IT, telecommunications, robotics, and other advanced technology industries. On the other hand, employees in the technology sector have characteristics such as creativity, innovation, communication skills, and product and service development abilities (Maindargi, 2023). Even though there are positive characteristics in technology sector employees, unfortunately, several studies show that employees in this sector have low loyalty and are easily stressed (Prasada et al., 2020). Therefore, leadership becomes an important role in this sector because the demands of rapid change require the right leader (Klein, 2020). Opinion support states that in the digital era, leadership is a factor in the success of an organization. This support is reinforced by Peng (2022), who states that positive leadership in organizations strengthens employees and helps them achieve positive performance. The role of a leader in an organization is very important because the role of guarding and controlling the organization is to create conduciveness for all members of the organization (Tanti Widia Nurdiani, 2022). Currently, leadership is starting to develop dynamically and is starting to leave behind traditional leadership; Erhan et al. (2022) stated that currently, leadership is needed that is open-minded to the issues that occur, flexible, and able to collaborate with their followers to create positive achievements. on the organization.

Good leadership certainly must be supported by a leader's leadership style in influencing their followers. This is the opinion of Alblooshi et al. (2020), who state that leadership, especially leadership style, plays an important role in influencing employees to follow organizational goals. Previously, many existing leadership styles effectively influenced employees to achieve positive things in the organization. However, research has not focused on effective leadership styles in technology sector employees. In this research, we offer four leadership styles that we think are relevant for technology sector employees, namely digital leadership style, visionary leadership, servant leadership, and agile leadership in influencing the performance of technology sector employees, especially in Indonesia in the era of society 5.0. Lastly, this research aims to explore and analyze digital leadership, visionary, servant, and agile leadership styles in influencing the performance of technology sector employees.

LITERATURE STUDY

Digital leadership style on performance

Digital leadership style can be defined as a leadership approach where a leader utilizes digital assets in the organization to achieve goals (Temelkova, 2020). The digital leadership style is not only about the use of technology but also about organizational strategy, structure, culture, and capabilities (Quddus et al., 2020). Several experts state that digital leadership is formed from transformational and transactional leadership (Temelkova, 2020). A digital leader must ensure that digital technology is innovative, and the strategy must follow digital transformation (Damayanti & Mirfani, 2021). The characteristics of digital leadership are someone who has high connectedness, breaks down time delays, has transportation, is not tied to organizational hierarchy, is a decision maker and has integrity, and has a humanist side (Masrur, 2021). Previous studies have proven that digital leadership positively impacts performance (Quddus et al., 2020).
H1: Digital leadership style has a positive effect on the motivation of technology sector workers.

Visionary leadership style on performance

The visionary leadership style is a leadership style that focuses on a vision of the future and taking action steps to create new ideas that have the potential to create competitive advantages for the organization (Miharja & Hayati, 2021). The visionary leadership style has several characteristics, such as daring to take risks, being responsible, optimistic, firm, communicative, organized, and inspiring followers (Mascareño et al., 2020). Kelemen et al., (2020) explained that visionary leadership truly believes that the vision for themselves and their organization is a strong foundation for achieving their goals. According to Yulius, (2022) visionary leadership has a positive impact on better employee performance.

H2: Visionary leadership style has a positive effect on the motivation of technology sector workers.

Servant leadership style on performance

Servant leadership style is a leadership style that emphasizes a leader who serves their followers (Astuti et al., 2023). This leadership is based on the understanding of leadership as a servant for their organization, and all actions leaders take focus on their followers (Cahyono et al., 2020). The servant leadership style has a positive philosophy where the goal of their leaders is mutual growth (Astuti et al., 2023). Individuals with a servant leadership style prioritize the needs and development of team members (Abbas et al., 2021). The characteristics of the servant leadership style are leaders who listen to followers, have positive empathy, have good awareness, have healing relationships, have a view of the future, are conceptual, and have strong commitment (Maindargi, 2023). According to Saleem et al., (2020) a servant leader will form a positive ecosystem to foster positive performance in organizational members. This is proven by Sarwar et al. (2021), who states that the servant leadership style positively impacts organizational performance. Also, servant leadership can create a positive organizational environment that stimulates employees to perform high and sustainably.

H3: Servant leadership style has a positive effect on the motivation of technology sector workers.

Agile leadership style on performance

The agile leadership style is defined as a leader with a unique approach aiming to create an organization that is highly responsive, innovative, and adaptive to changes in the business environment, which continues to change rapidly (Greineder & Leicht, 2020). Agile leadership has several characteristics, such as being flexible, innovative, adaptable to changes quickly, creative, and a good team enabler (Yalçın & Özgenel, 2021). The agile leadership style is often used in corporate project management because this leadership style accommodates a high level of responsiveness compared to other leadership styles (Bushuyeva et al., 2019). Agile leadership is very effective when applied to teamwork; this is because this leadership can empower teams to effectively encourage culture and achieve sustainability in the organization (Bushuyeva et al., 2019). According to Setiawan Wibowo et al. (2023), agile leadership encourages feedback to its followers to encourage learning and be willing to change their thinking because of their openness and information. Previous research results state that agile leadership significantly impacts employee performance (Muhammad et al., 2021).

H4: Agile leadership style has a positive effect on the motivation of technology sector workers.

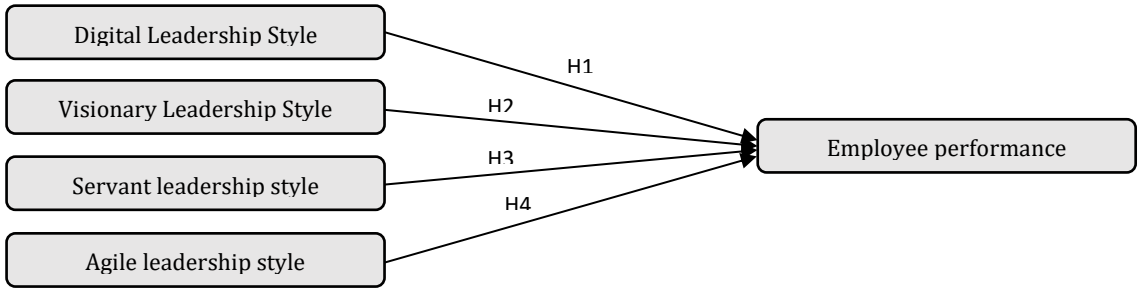

Figure 1. Conceptual Framework

METHODS

This research was conducted in October-December 2023 in Indonesia. The research objects are employees of the technology sector in Indonesia, which includes companies operating in the technology sector that aim to develop, use, and market technology. The sample for this research was 249, and a purposive sampling technique was used. Research data was obtained using a questionnaire distributed to research respondents with the help of a Google form in the form of an online questionnaire. Previously, respondents who participated were voluntary, and there was no prior compulsion to take part in this research survey. This research questionnaire was measured using a 5-point Likert scale to describe respondents' answers in statistical data. This research uses a quantitative method with a Structural Equation Model (SEM) approach with Partial Least Square (PLS) run with Smart-PLS 03 software.

The descriptive analysis of respondents in this research shows a picture of the condition of the respondents. The description of respondents in this study includes gender, age, education, and company sector. Respondent analysis data is presented with frequency numbers and percentages, which can be seen in Table 1:

Table 1. Descriptive Analysis of Respondents

Variable	Frequency	Percent (%)
Gender		
Man	149	60
Woman	100	40
Age		
17-27	150	60
28-37	49	19
38-47	50	21
48-57		
Education		
Senior High School	35	14
Bachelor	208	83
Masters	6	3
Sectors		
Fintech	89	35
Web Developer	53	21
Digital Marketing	48	29
Startups	59	15

Source: Primary Data 2

This research has two types of variables: independent variables and dependent variables. Independent variables include digital leadership style, visionary leadership style, servant leadership style, and agile leadership style. The dependent variable is employee performance.

RESULTS

Data analysis in this study used Smart-PLS 0.3 with the Partial Least Square (PLS) technique. The reason for using PLS in this research is that the proposed model accommodates relatively complex relationships, making it easier for researchers when the analysis is carried out jointly (J. F. J. Hair et al., 2014). In PLS, data testing uses two stages of data analysis that must be tested, namely the inner model and the outer model (Sarstedt et al., 2019).

Inner Model

The inner model in this research aims to show the validity of the data for each construct studied. The items used in each construct must meet the required validity (Sarstedt et al., 2020). The validity of the inner model includes convergent validity, discriminant validity, and reliability. Convergent validity is used to show whether the items in each construct can measure the concept that is supposed to be measured. Convergent validity in this study requires the loading factor value to be more than 0.7. The results of this research data analysis show that the convergent validity of each construct item in this research has been fulfilled. This can be seen in Table 2.

Table 2. Loading Factor

	Agile Leadership	Digital Leadership	Employee Performance	Servant Leadership	Visionary Leadership
AL1	0.775				
AL2	0.725				
AL3	0.828				
AL4	0.832				
DL1		0.814			
DL2		0.799			
DL3		0.728			
P1			0.830		
P2			0.787		
P3			0.843		
P4			0.717		
SL1				0.815	
SL2				0.814	
SL3				0.804	
SL4				0.866	
VL1					0.922
VL2					0.934
VL3					0.883
VL4					0.891

Source: Smart-PLS 0.3 output.

Discriminant Validity

Discriminant validity in this research aims to determine the form of construct validity, which measures the extent to which a measuring tool or a PLS model can differentiate between conceptually different constructs (J. F. J. Hair et al., 2014). Discriminant validity can be seen from the cross-loading value, where the cross-loading item value for each construct must be twice or more than the cross-loading value of the other construct. The results of the research data analysis show that the cross-loading value of each construct is more than the value of other constructs, so discriminant validity has been fulfilled. Discriminant validity in this research can be seen in Table 3.

Table 3. Discriminant Validity

	Agile Leadership	Digital Leadership	Employee Performance	Servant Leadership	Visionary Leadership
AL1	0.775	0.592	0.505	0.619	0.528
AL2	0.725	0.540	0.431	0.535	0.456
AL3	0.828	0.687	0.684	0.781	0.711
AL4	0.832	0.669	0.663	0.748	0.729
DL1	0.695	0.814	0.612	0.722	0.630
DL2	0.632	0.799	0.593	0.708	0.650
DL3	0.527	0.728	0.570	0.535	0.537
P1	0.653	0.694	0.830	0.717	0.769
P2	0.505	0.529	0.787	0.572	0.547
P3	0.664	0.640	0.843	0.720	0.686
P4	0.506	0.521	0.717	0.532	0.522
SL1	0.680	0.693	0.682	0.815	0.656
SL2	0.704	0.636	0.691	0.814	0.715
SL3	0.692	0.705	0.625	0.804	0.654
SL4	0.776	0.747	0.666	0.866	0.751
VL1	0.732	0.694	0.713	0.768	0.922
VL2	0.743	0.749	0.740	0.794	0.934
VL3	0.696	0.710	0.741	0.756	0.883
VL4	0.685	0.666	0.732	0.737	0.891

Source: Smart-PLS 0.3 output.

Reliability

The reliability test in this study was used to measure the reliability of the research items used if retested (J. F. Hair et al., 2019). Item reliability can be seen by looking at the Cronbach Alpha, Composite Reliability (CR), and Average Variance Extracted (AVE) values. Reliability is met if the Cronbach Alpha and CR values are more than >0.7, while the AVE value must be more than >0.5. The results of the data analysis show that all construct variables have met the reliability value. The reliability test can be seen in Table 4.

Table 4. Reliability

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Agile Leadership	0.804	0.870	0.626
Digital Leadership	0.779	0.824	0.610
Employee Performance	0.808	0.873	0.633
Servant Leadership	0.844	0.895	0.681
Visionary Leadership	0.929	0.949	0.824

Source: Smart-PLS 0.3 output.

Outer Model

The outer model shows the structural relationship between each construct in the model. The outer model is used to see the relationship between the hypotheses in this research and the magnitude of the influence on each relationship between the independent and dependent construct variables.

Hypothesis Testing

Test the hypothesis in research to see whether the proposed hypothesis is accepted or rejected (Khan et al., 2019). This research uses a significance level value of α= 5% so that the hypothesis accepted can be seen by the probability value (P-value), whose value must be below 0.05. The results of the data analysis show that not all of the hypotheses proposed in this study were accepted; this can be seen in Table 6 and Figure 2.

Table 6. Hypothesis Test

	β	T Statistics (|O/STDEV|)	P Values	Result
Agile Leadership -> Employee Performance	0.031	0.444	0.658	Decline
Digital Leadership -> Employee Performance	0.168	2.348	0.019	Accepted
Servant Leadership -> Employee Performance	0.316	3.679	0.000	Accepted
Visionary Leadership -> Employee Performance	0.386	5.890	0.000	Accepted

Source: Smart-PLS 0.3 output.

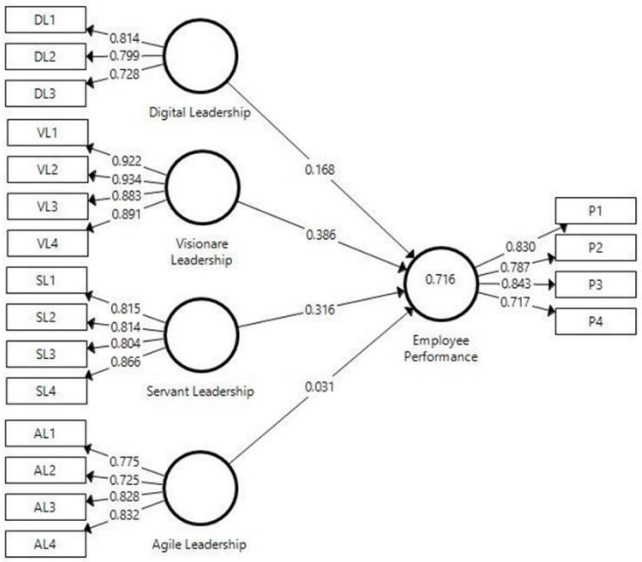

Figure 2. Structural Model

R-Square (R^2)

R-square in PLS shows how much the R-Square value can provide information about how variability in the response variable can be explained by the independent variables (predictors) included in the PLS model (J. F. Hair et al., 2019). A good R measure is an R-value that is close to 1. In the research, the R-value received by the performance variable was 0.716 (71.6%). This can be seen in Table 7.

Table 7. R-Square

	R-Square
Employee Performance	0.716

Source: Smart-PLS 0.3 output.

FINDING AND DISCUSSIONS

The results of data analysis state that visionary leadership has a significant positive effect on the performance of technology sector employees in the era of society 5.0 (P=0.00 and β=0.386). With this, we can know that visionary leadership is the most effective leadership style for improving the performance of technology sector employees. This explains that technology sector employees most prefer this leadership style if this leadership figure leads them. This is by the opinion of Kelemen et al. (2020), who stated that the success of visionary leadership will bring positive change to the organization because the visionary leader turns vision into reality and achieves big goals collectively. Visionary leaders can drive positive change and motivate team members to achieve extraordinary achievements. We see that the figure of a visionary leader will be very relevant if applied to workers, especially in the era of society 5.0, because this leadership accommodates dynamic changes in organizations so that organizations can still achieve goals with the existing vision. The results of this research align with the results of research conducted by Kurniadi et al. (2021), which states that visionary leadership positively impacts teacher performance. Other research results state that visionary leadership positively affects public service employees' performance (Maindargi, 2023).

Data analysis shows that servant leadership significantly positively influences the performance of technology sector employees in the Society 5.0 era (P=0.00 and β=0.316). In this research, servant leadership is the second most effective leadership in improving the performance of technology sector employees. These results follow the opinion of Saleem et al. (2020), which states that servant leadership creates an environment that stimulates high and sustainable performance in the team. Thus, servant leaders play an important role in establishing a positive and productive work culture. According to Sarwar et al., (2021) servant leadership will create a humanistic office environment where these leaders will collaborate in achieving high performance in their organization. We see that technology sector workers need leaders who serve them, can listen to them, and are motivated to contribute optimally in achieving common goals. Support from other research results shows that servant leadership significantly impacts employee performance in the manufacturing industry (Maindargi, 2023).

Next, the research results show that digital leadership style significantly positively affects the performance of technology sector employees in the society 5.0 era (P=0.019 and β=0.168). This explains that the digital leadership style of technology sector employees is quite preferred to improve their performance; this is based on the role of digital leaders that is appropriate to this sector because this leadership emphasizes the adaptive use of technology in the organization. Maindargi's opinion, (2023) states that leaders who combine classic leadership skills with a deep understanding of technology can guide organizations through change and achieve success in an ever-evolving business environment. The results of this research are following the results of research conducted by Muniroh et al. (2022), which states that digital leadership affects improving employee performance in the manufacturing sector.

Finally, the research results show that the agile leadership style has no significant positive effect on the performance of technology sector employees in the Society 5.0 era (P=0.658 and β=0.031). These results prove that agile leadership is less suitable for digital sector employees. This is because in agile leadership, the leader only focuses on employee tasks, which is less suitable for employees in the technology sector.

CONCLUSION

The research that has been conducted results in the conclusion that visionary leadership plays an important role and is liked by technology sector employees in improving their performance. Furthermore, servant and digital leadership are considered quite successful and effective in improving the performance of technology sector employees but are not the most effective in influencing performance. Meanwhile, agile leadership is ineffective in improving the performance of technology sector employees. This research provides new understanding and information for leaders of technology sector organizations in using leadership styles in the era of society 5.0.

This research suggests that visionary leadership is relevant and preferred by technology sector workers, so we suggest that this leadership can be applied to technology sector organizations. The limitation of this research is that the sample size is relatively small so it does not provide in-depth results on which leadership styles are truly suitable for technology sector workers.

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