

The Role of e-Leadership, Career Development and Loyalty on Employee Performance

Joko Tri Brata ^{a,1,*}, Abdul Nashar ^{b,2}, Suyuti HM ^{b,3}, La Ode Abdul Manan ^{b,4}

^a Faculty of Social Science And Political Science, Universitas Sulawesi Tenggara Kendari, ^b Faculty of Economics And Business, Universitas Sulawesi Tenggara Kendari

¹ tribratajoko64@gmail.com, ² abdulnashar99@yahoo.com; ³ suyuti_hm@yahoo.com; ⁴ laodemanan9@gmail.com

* corresponding author

ARTICLE INFO

Article history:
Received 31 Ags 2022
Revised 6 Sept 2022
Accepted 13 Sept 2022

Keywords:
e-leadership
Career Development
Loyalty
Employee Performance

ABSTRACT

Objective in study this is for know influence virtual leadership against loyalty employees, development career to loyalty employees, virtual leadership towards performance employees, development self to performance employees and loyalty employee to performance employees. Study this including type study quantitative, Subject taken in study this are 380 employees in Indonesia public organizations. with random sampling system method. Data obtained with spread online questionnaire with scale Likert 1 to with 7 via social media, analysis technique using Structural Equation Modeling (SEM) with tool help data processing software SmartPLS 3.0. Independent variable in study this are virtual leadership, career development and loyalty while the dependent variable is employee performance. Conclusion in study this Influential virtual leadership to loyalty employees, Development career influential to loyalty employees, Influential virtual leadership to performance employees. Development Career influential to performance employees. Loyalty employee influential to performance employees.

Copyright © 2023 International Journal of Artificial Intelligence Research.
All rights reserved.

I. Introduction

Covid-19 pandemic has create very surprising challenge for leaders in public organization big business because factor compelling health man for work from distance far for prevent occurrence of the virus. According to [1]–[4] Organization should capable manage challenge for divert meeting by stare face and direct and switch virtually, thing this make challenge for those who don't used to with technology and familiar with interaction stare face Most perpetrator business small already fight with reflux global economy which large influence activity operational company The current Covid-19 pandemic this make restrictions health is happening together so more virtual leadership effective as alternative for medium business fight . According to [5], [6] Leader can virtually turn on return almost . business experience bankruptcy with method leader could face challenge organization by distance far A number of studies study find that style leadership influence organization start from different perspective as attitude and behavior employees who may also influence feelings and thoughts employee Studies it also shows that effective organization usually led by a effective leader _ Ability for spread various information through technology information and communication has define repeat organization with allow members separated by space and time involved _ in work by collective through virtual team Along development such technology fast , partially big leader more like use device technology mobile for coordinate members in organization . According to [4], [6], [7] There are several study about style leadership virtual team however study about how leadership influence interaction and performance virtual team no many studied The Covid-19 pandemic is getting trigger tough competition _ between company for reach performance optimally for _ employees. According to [8]–[11] There are several aspect in study this related with enhancement performance employees during a pandemic. According to [4], [5], [12], [13] Aspect first is Where is Virtual Leadership employee more difficult for loyal and committed to the industry because the keyword is freedom , flexibility , dialogue communication open with top and use technology Aspect second is development self where characteristics individual influence effectiveness development self because is a collaborative

process Draft loyalty employee has get many attention based on studies about commitment organization.

II. Method

A. Selecting a Template (Heading 2)

Study this including type study quantitative , Method analysis used for analyzing the data is Structural Equation Modeling (SEM). SEM is tool or technique data analysis consisting of on two Step base that is measurement model stage (Measurement Model) through Confirmatory Factor Analysis and stages equality structural model (Structural Equation Model). Objective main is for test the suitability of the model (fit) with valid data . Subjects taken in study this are 380 employees in Indonesia Public Organizations with random sampling system method. Data obtained with spread questionnaire onlinewith scale Likert 1 to with 7 via social media, analysis technique using Structural Equation Modeling (SEM) with tool help data processing software SmartPLS 3.0. Independent variable in study this are Virtual Leadership, Career Development and Loyalty whereas independent variable is Employee Performance.

Based on study study before arranged hypothesis p as following this :

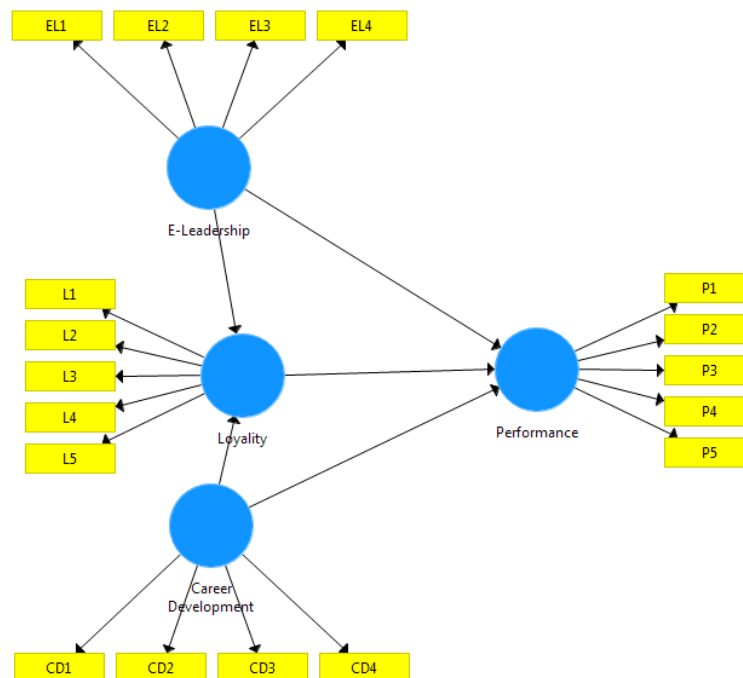


Fig. 1. Research Model

The hypotheses in this study are:

1. There is a positive relationship between e-leadership and loyalty
2. There is a positive relationship between e-leadership and performance
3. There is a positive relationship between career development and loyalty
4. There is a positive relationship between career development and performance
5. There is a positive relationship between loyalty and performance

III. Results and Discussion

A. Model Validity Test

Stage first in data analysis is a test of the validity and reliability of the model. According to Purwanto et al (2021) explain something indicator declared valid if has a loading factor above 0.70. Following is validity test results.

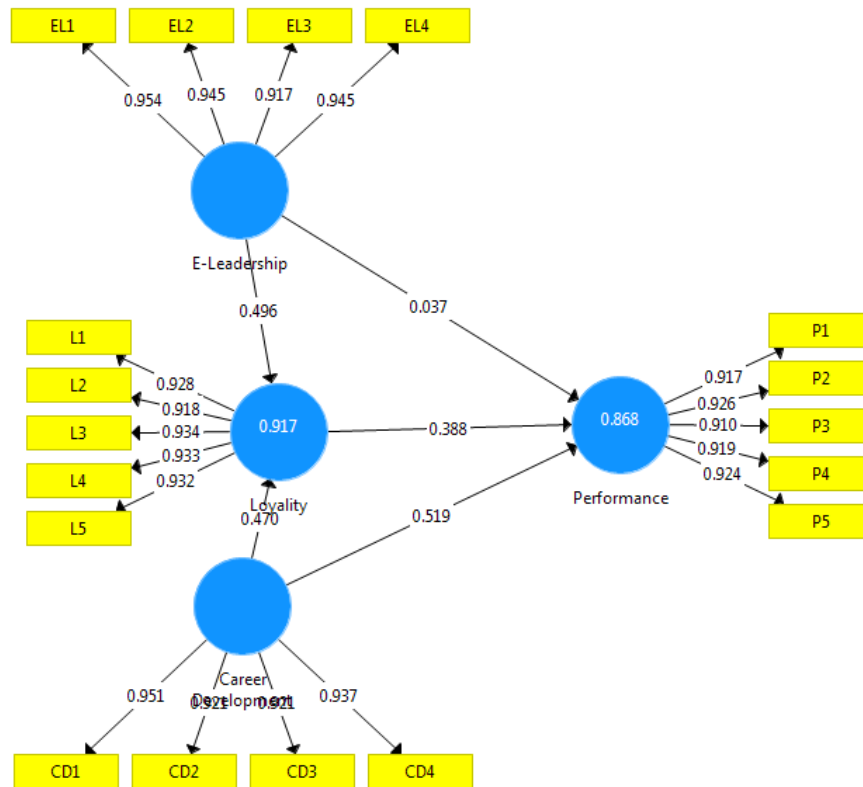


Fig. 2. Validity Test

Based on Figure 2, all statement indicator declared valid because already has a loading factor above 0.70.

Table 1. Reliability Test

	Alpha Cronbach	rho_A	Reliability Composite	Average Variance Extracted (AVE)
e-leadership	0.716	0.812	0.723	0.723
Loyalty	0.843	0.834	0.715	0.843
Career Development	0.813	0.845	0.854	0.812
Performance	0.765	0.712	0.831	0.712

^a. Source : processed data (2022)

Based on the standard set by Purwanto et al (2021) in table 1 is known that the AVE value is above 0.5 and the Composite Reliability value is above 0.7, so all variable fulfil condition reliability.

B. Structural Model Evaluation (Inner Model)

R-Square is used for evaluate structural models for variable free /inner model, here is results inner model test.

Table 2. Evaluation of the Structural Model (Inner Model)

	R box	R Square Customized
Performance	0.868	0.801
Loyalty	0.917	0.908

^b. Source : processed data (2022)

Based on table 2 performance variables can be explained by 86.8% in this model , while the remaining 13.2% is explained by other variables that do not discussed in study this . Loyalty variable can explained by 91.7% in this model , while the remaining 8.3% is explained by other variables that do not discussed in study.

C. Test hypothesis

Following this is results data processing for testing hypothesis use PLS Bootstrapping method.

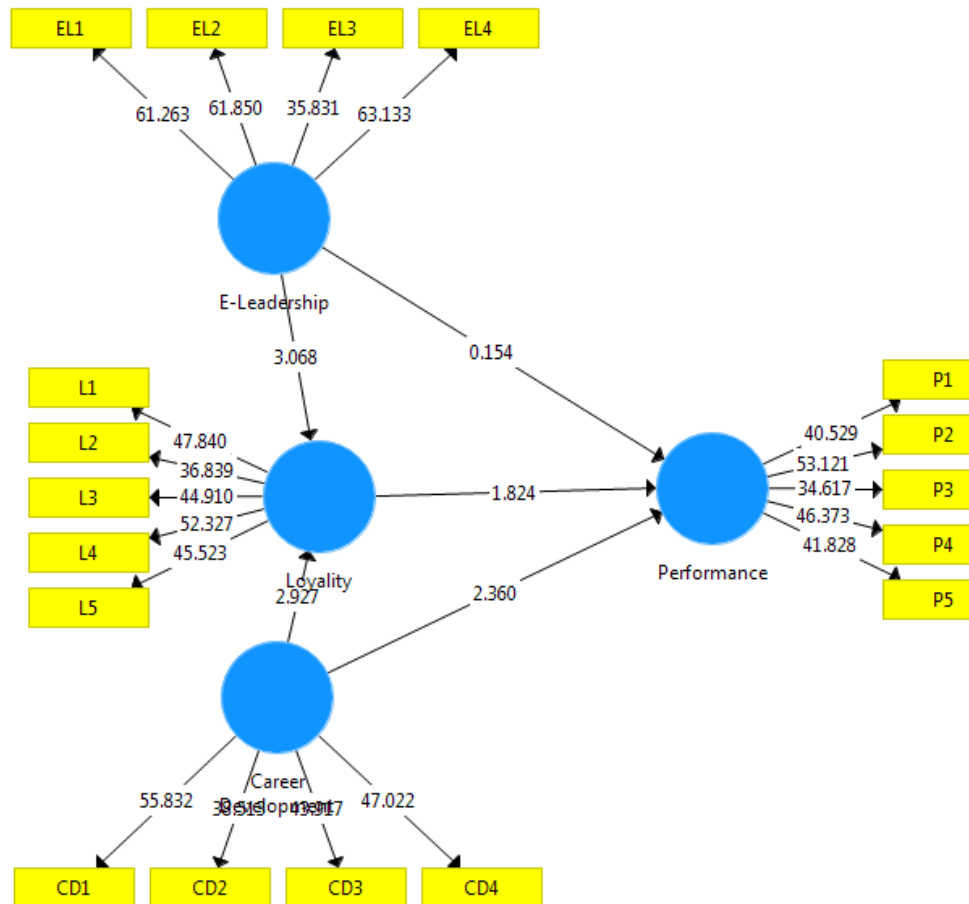


Fig. 3. PLS Bootstrap

Table following served for clarify the description of the hypothesis test above .

Table 3. Hypothesis Test

	Sample (O)	T statistics	P value	Result
e-leadership-> loyalty	0.496	6.154	0.000	supported
e-leadership-> performance	0.037	3.068	0.000	Supported
Career development-> loyalty	0.470	2,927	0.000	supported
Career development -> performance	0.519	2.360	0.000	Supported
loyalty-> performance	0.388	2.824	0.000	Supported

Discussion

Based on results data analysis obtained results p value $0.000 < 0.050$ so that concluded that there is significant influence between e-leadership and loyalty to employees. Enhancement e-leadership variable provides significant influence to variable loyalty to employees in Indonesia public organizations. This result in line with research by [6], [7], [14]–[16] which states that e-leadership provides significant influence to loyalty variable.

Based on results data analysis obtained results p value $0.000 < 0.050$ so that concluded that there is significant influence between e-leadership and performance on employees. Enhancement e-leadership variable provides significant influence to performance variable. This result in line with research by According [12], [17] which states that e-leadership provides significant influence to performance variable.

Based on results data analysis obtained results p value $0.000 < 0.050$ so that concluded that there is significant influence between career development and loyalty to employees. Enhancement Career development variable gives significant influence to variable loyalty to employees. This result in line with research by [18]–[21] which states that Career development provides significant influence to loyalty variable.

Based on results data analysis obtained results p value $0.000 < 0.050$ so that concluded that there is significant influence between career development and performance of employees. Enhancement Career development variable gives significant influence to performance variable for employees. This result in line with research by [22]–[26] which states that Career development provides significant influence to performance variable.

Based on results data analysis obtained results p value $0.000 < 0.050$ so that concluded that there is significant influence between loyalty and performance for employees. Enhancement loyalty variable gives significant influence to performance variable for employees. This result in line with research by [27]–[30] which states that loyalty gives significant influence to performance variable.

Conclusion in study this could explained as following : 1) Influential virtual leadership to loyalty employees , because employee give opinion that the more effective virtual leadership that is not occur by stare advance direct with no give pressure by direct to employee however command and command permanent can walk so that loyalty employees will also increase; 2) Development career influential to loyalty employees , because employee consider that if company To do rotation profession with existence promotion so the more the loyalty given is high employee to company ; 3) Influential virtual leadership to performance employee because leader could To do supervision virtually possible done anytime if there is outstanding employees as well as those who do error could To do evaluation on time that too so employee could Upgrade performance to company . 4) Development Career influential to performance employee because company could give facility education and training as well as increase position by clear and real for outstanding employees with thus performance employees also increase , 5) Loyalty employee influential to performance employee because existing employees company have a sense of responsibility answer to company , will work same high as well as connection between personal already intertwined with good so that performance employee Becomes increase

IV. Conclusion

Based on results data analysis concluded that there is significant influence between e-leadership and loyalty, increasing e-leadership variable provides significant influence to Employee loyalty variable, there are significant influence between e-leadership on performance, improvement e-leadership variable provides significant influence to performance variable, there is significant influence between career development and loyalty, increasin Career development variable gives significant influence to loyalty variable , there are significant influence between career development and performance. Enhancement career development variables provide significant influence to performance variable , there is significant influence between loyalty to performance. Enhancement loyalty variable gives significant influence to performance variable for employees in Indonesia public organizations.

References

- [1] W. Orlikowski, "Improvising Organizational Transformation Over Time : A Situated Change Perspective by Improvising Organizational Transformation over Time : A Situated Change Perspective To appear in Information Systems Research," *Inf. Syst. Res.*, vol. 7, no. 1, hal. 63–92, 1996.
- [2] C. Pollitt, "Bureaucracies remember, post-bureaucratic organizations forget?," *Public Adm.*, vol. 87, no. 2, hal. 198–218, 2009.
- [3] E. Romanelli dan M. L. Tushman, "Organizational Transformation as Punctuated Equilibrium: An Empirical Test," *Acad. Manag. J.*, vol. 37, no. 5, hal. 1141–1166, 1994, doi: 10.5465/256669.
- [4] M. M. Naqshbandi dan I. Tabche, "The interplay of leadership , absorptive capacity , and organizational learning culture in open innovation : Testing a moderated mediation model,"

- Technol. Forecast. Soc. Chang.*, vol. 13, no. 3, hal. 156–167, 2018.
- [5] S. D. Charlier, G. L. Stewart, L. M. Greco, dan C. J. Reeves, “Emergent leadership in virtual teams: A multilevel investigation of individual communication and team dispersion antecedents,” *Leadersh. Q.*, vol. 27, no. 5, hal. 745–764, 2016, doi: <https://doi.org/10.1016/j.leaqua.2016.05.002>.
- [6] W. Li, K. Liu, M. Belitski, A. Ghobadian, dan N. O’Regan, “e-Leadership through strategic alignment: An empirical study of small- and medium-sized enterprises in the digital age,” *J. Inf. Technol.*, vol. 31, no. 2, hal. 185–206, 2016, doi: 10.1057/jit.2016.10.
- [7] M. B. Weizi Li, Kecheng Liu, Yinshan Tang, *E-Leadership for SMEs in the Digital Age*. 2016. doi: 10.1057/978-1-137-60228-2.
- [8] D. Daraba, H. Wirawan, R. Salam, dan M. Faisal, “Working from home during the corona pandemic: Investigating the role of authentic leadership, psychological capital, and gender on employee performance,” *Cogent Bus. Manag.*, vol. 8, no. 1, hal. 1885573, 2021.
- [9] S. M. Lee dan S. Trimi, “Convergence innovation in the digital age and in the COVID-19 pandemic crisis,” *J. Bus. Res.*, vol. 123, hal. 14–22, 2021, doi: <https://doi.org/10.1016/j.jbusres.2020.09.041>.
- [10] B. Adini, A. Goldberg, R. Cohen, dan Y. Bar-Dayan, “Relationship between equipment and infrastructure for pandemic influenza and performance in an avian flu drill,” *Emerg. Med. J.*, vol. 26, no. 11, hal. 786–790, 2009.
- [11] L. Blaique, H. N. Ismail, dan H. Aldabbas, “Organizational learning, resilience and psychological empowerment as antecedents of work engagement during COVID-19,” *Int. J. Product. Perform. Manag.*, vol. ahead-of-p, no. ahead-of-print, Jan 2022, doi: 10.1108/IJPPM-04-2021-0197.
- [12] P. DasGupta, “Literature review: e-Leadership,” *Emerg. Leadersh. Journeys*, vol. 4, no. 1, hal. 1–36, 2011.
- [13] B. J. Avolio, J. J. Sosik, S. S. Kahai, dan B. Baker, “E-leadership: Re-examining transformations in leadership source and transmission,” *Leadersh. Q.*, vol. 25, no. 1, hal. 105–131, 2014, doi: <https://doi.org/10.1016/j.leaqua.2013.11.003>.
- [14] B. J. Avolio, S. S. Kahai, dan G. E. Dodge, “E-Leadership: Implications for Theory, Research and Practice,” *Leadersh. Q.*, vol. 11, no. 4, hal. 615–668, 2001.
- [15] N. Kotula, D. Kaczmarek-Ciesielska, dan G. Mazurek, “Social Media e-Leadership Practices During the COVID-19 Pandemic in Higher Education,” *Procedia Comput. Sci.*, vol. 192, hal. 4741–4750, Okt 2021, doi: 10.1016/j.procs.2021.09.252.
- [16] B. J. Avolio, F. O. Walumbwa, dan T. J. Weber, “Leadership: current theories, research, and future directions,” *Annu. Rev. Psychol.*, 2009, doi: 10.1146/annurev.psych.60.110707.163621.
- [17] A. Rego, F. Sousa, C. Marques, dan M. P. e. Cunha, “Authentic leadership promoting employees’ psychological capital and creativity,” *J. Bus. Res.*, vol. 65, no. 3, hal. 429–437, 2012, doi: 10.1016/j.jbusres.2011.10.003.
- [18] Q. S. Lu dan R. Miller, “How Social Media Communications Combine with Customer Loyalty Management to Boost Green Retail Sales,” *J. Interact. Mark.*, vol. 46, hal. 87–100, 2019, doi: <https://doi.org/10.1016/j.intmar.2018.12.005>.
- [19] Y. Liu, M. Hultman, A. B. Eisingerich, dan X. Wei, “How does brand loyalty interact with tourism destination? Exploring the effect of brand loyalty on place attachment,” *Ann. Tour. Res.*, vol. 81, hal. 102879, 2020, doi: <https://doi.org/10.1016/j.annals.2020.102879>.
- [20] R. Huerta-Álvarez, J. J. Cambra-Fierro, dan M. Fuentes-Blasco, “The interplay between social media communication, brand equity and brand engagement in tourist destinations: An analysis in an emerging economy,” *J. Destin. Mark. Manag.*, vol. 16, hal. 100413, 2020, doi: <https://doi.org/10.1016/j.jdmm.2020.100413>.
- [21] R. Belwal dan M. Amireh, “Service quality and attitudinal loyalty: Consumers’ perception of two major telecommunication companies in Oman,” *Arab Econ. Bus. J.*, vol. 13, no. 2, hal. 197–208, 2018, doi: <https://doi.org/10.1016/j.aebj.2018.11.003>.
- [22] A. B. Bakker dan E. Demerouti, “Towards a model of work engagement,” *Career Dev. Int.*, vol. 13, no. 3, hal. 209–223, 2008, doi: 10.1108/13620430810870476.
- [23] Z. A. Russell, G. R. Ferris, K. W. Thompson, dan D. M. Sikora, “Overqualified human

- resources, career development experiences, and work outcomes: Leveraging an underutilized resource with political skill,” *Hum. Resour. Manag. Rev.*, vol. 26, no. 2, hal. 125–135, 2016, doi: <https://doi.org/10.1016/j.hrmr.2015.09.008>.
- [24] J. Kettunen, “Career experts’ conceptions of innovation in career development,” *Int. J. Educ. Vocat. Guid.*, hal. 1–16, Okt 2022, doi: 10.1007/s10775-021-09509-9.
- [25] K. A. Crowne *et al.*, “A program for embedding career activities in multiple core business courses,” *Int. J. Manag. Educ.*, vol. 18, no. 3, hal. 100421, 2020, doi: <https://doi.org/10.1016/j.ijme.2020.100421>.
- [26] E. M. P. Dewi, N. M. Djalal, dan D. N. Siswanti, “The Influence Of ‘Edufair’ Psychoeducation To Improve Student Career Maturity At Y Senior High School Of Makassar,” *Int. Conf. Educ. Sci. Art Technol.*, no. July, hal. 75–87, 2017.
- [27] Z. Hidayat dan M. Taufiq, “The Influence of Work Environment and Work Discipline and Work Motivation on Employee Performance of Regional Drinking Water Company (PDAM) Lumajang Regency,” *Wiga J. Econ. Sci. Res.*, vol. 2, hal. 366184, 2012.
- [28] Q. Abbas dan S. Yaqoob, “Effect of leadership development on employee performance in Pakistan,” *Pak. Econ. Soc. Rev.*, hal. 269–292, 2009.
- [29] T. Shabbir, K. Naz, dan S. D. Trivedi, “Perceived Organizational Support and Employee Performance,” *Int. J. Educ. Adm. Manag. Leadersh.*, hal. 35–44, 2021.
- [30] T. F. González-Cruz, D. Botella-Carrubi, dan C. M. Martínez-Fuentes, “Supervisor leadership style, employee regulatory focus, and leadership performance: A perspectivism approach,” *J. Bus. Res.*, vol. 101, hal. 660–667, 2019, doi: <https://doi.org/10.1016/j.jbusres.2019.01.065>.