The Effect Of *Digital Leadership, Leader Member Exchange And Innovation Capability* On Employee Performance At The Regional Secretary's Office Of Bima District

Dian Ernawati [1], Nurul Huda [2], Julaiha [3]

[1] Management Study Program, Bima College of Economics,
dianernawati.stiebima21@gmail.com

[2] Management Study Program, Bima College of Economics,
nurulhuda.stiebima@gmail.com

[3] Management Study Program, Bima College of Economics,
julaihastiebima@gmail.com

Article Info	Abstract
	This study aims to determine the effect of *Digital Leadership*, *Leader Member Exchange* and *Innovation Capability* on Employee Performance. In this study, the method used is a quantitative approach method, and the instrument used is a Likert scale questionnaire. The results of this study indicate that *Digital Leadership* and *Leader Member Exchange* do not have a significant effect on Employee Performance, and *Innovation Capability* has a significant effect on Employee Performance. And simultaneously *Digital Leadership, Leader Member Exchange* and *Innovation Capability* have a significant effect on Employee Performance at the Bima Regency Regional Secretary's Office.

INTRODUCTION

An agency is an institution or body that has the responsibility to manage various administrative affairs with the aim of providing a service to the community, an agency can also refer to a non-governmental institution held by the private sector or individuals. Agencies can be divided into two, namely government agencies and private agencies. Government agencies are institutions that carry out government functions in the executive environment both at the center and in the regions that receive commissions, boards of agencies that receive funds from the APBN / APBD.

While private agencies are business entities that are established and capitalized by an individual or group.

Organizations, one of which is government agencies, will face challenges related to rapid change and successfully adapt the organization and its resources and meet the demands of changes in the external environment to achieve long-term goals, then the organization is increasingly adaptive or agile. These challenges have driven studies in the field of organization and management including studies on leadership, organization, management, as a response to the speed of the current business environment, so that organizations need to adapt to new environments. Leadership plays a very important role in realizing digital transformation. Leaders who have the ability to lead and utilize technology are called digital leaders. The era of information technology development, artificial intelligence and the use of big data in the government sector will help improve services and accelerate work.

Along with the development of *the industrial revolution* 4.0 and the government revolution 4.0, it has become the basis for transformation in government in adopting the use of technology (Abdullah et al., 2024) . Current technological developments have caused changes in the means of public service processes carried out by the government. The use of *e-government* and the concept of *smart city* is a small part of the technological instrument to help provide public services to the community. The reform resulted in the successful installation of a fairly advanced digital government infrastructure. It is universally accepted that digital technology increases accountability, efficiency, and transparency of administration, helps reduce expenditure, and results in better governance.

Leadership is described as the capacity to guide a government agency towards achieving its goals and building sustainable competitive advantage. The era of the industrial revolution 4.0 , the development of industrial technology is growing rapidly and advancing, technology helps humans in completing work on a large scale which results in the fulfillment of government and increasing customer needs as well as the effects of the pandemic. Covid-19 pada tahun 2020 has caused rapid changes in technological developments which have encouraged digitalization in all aspects of life, including in the world of work. (Haqqi & Wijayati, 2019) . The flexibility offered by the presence of technology has proven to provide many conveniences for people's work activities, especially for the millennial generation as a generation that is more open to the use of technology in their daily lives. One

of the things that emerged from this very rapid technological development is digital leadership, a leadership model that plays an important role in ensuring and driving transformation and driving change in industry 4.0.

Defining Performance as a result that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in order to achieve the goals of the organization concerned illegally, without violating the law and in accordance with morals and ethics (Pawerangi & Kamase, 2022) . *Digital Leadership* is a form of leadership that utilizes and uses digital technology in an effort to achieve government service goals (Pawerangi & Kamase, 2022) . Digital leadership style is the term given to leaders 4.0 or leaders in the industry 4.0 era. However, not all leaders in organizations today are called digital leaders. The main factors in becoming a digital leader are organizational goals, HR, change management, output, errors and conflicts, communication and innovation. The digital leadership style is fast-paced, team-focused, cross-hierarchical, cooperative, and has a strong focus on innovation.

Leader member exchange is a reciprocal relationship that develops involving a manager with each member and his subordinates (Zuhair, AF. nd) . Each relationship may have many variants. Team members will feel that their supervisory demands are met in an effective leader member exchange relationship because they receive special attention from their leader. Team members who have a good *leader member exchange bond tend to be very dedicated to the organization and show a strong desire to survive and contribute to it.* Innovation is a process of creating various creative ideas in producing an effective product or strategy for work. Individuals who are part of the organization can optimize their thoughts and skills in producing a new work process that is effective and efficient to increase organizational success. *Innovation capability* is a competency possessed by someone in creating creations for new performance or creating work methods that are effective and efficient for organizational progress. Innovation capability or innovative work behavior is a person's ability to transform new knowledge or thoughts sustainably in producing a new product or new work system in increasing organizational profits (Novita, 2022).

The Regional Secretary (SEKDA) is a government agency tasked with assisting the regional head in formulating policies and coordinating regional

services and regional technical institutions. In carrying out his duties and obligations, the regional secretary is responsible to the head of the regional head. The regional secretary is appointed from Civil Servants (PNS) . Government Employees with Work Agreements (PPPK) who meet the requirements. The regional secretary is located in Dadibou Village, Woha District, Bima Regency. The regional secretary because of his position as a mentor is called the highest position in the PNS career pattern in the region. To achieve achievements, of course, high performance is needed, this is where *digital leadership* , *leader member exchange* , and *innovation capability* have an extraordinary role for employees to provide their best abilities in utilizing the opportunities given by the organization to employees to continue to improve their performance and achieve brilliant achievements. *Innovation Capability* , in terms of quantity, the innovation capability of the Regional Secretary of Bima Regency has increased, the results of the Indonesian Ombudsman's research stated that the Regional Secretary of Bima Regency in 2023 achieved the best predicate I with a score of 86.65 Green Category B high quality, and in 2024 this increased to 96.68 Dark Green Category A with the highest quality.

Based on the results of initial observations conducted by researchers on the research object, several problems related to employee performance in government organizations at the Bima Regency Regional Secretary's Office were found to be not optimal, as well as the *Innovation Capability aspect* at the Regional Secretary's Office which was not optimal. Meanwhile, in the aspects of *Digital Leadership* and *Leader Member Exchange,* adequate data is not yet available, so more in-depth research is needed. *Digital Leadership* and *Leader Member Exchange* are the most important things in influencing employee performance, where these aspects can be a reference for an organization in a government office. Therefore, researchers found several related problems, the difficulty of guiding and directing employees to be able to follow changes, and the lack of employee understanding with the leader's direction in providing information about the latest technology. While in *the Leader Member Exchange* there are problems related between leaders and employees, because leaders must develop a reciprocal relationship between employees and superiors. At the Bima Regency Regional Secretary's Office, there is a lack of mutual trust and support between leaders and employees, because the better *the*

Leader Member Exchange for employees, the better employee performance will be. Conversely, the less *Leader Member Exchange* for employees, the lower employee performance will be. Finally, in *Innovation Capability,* researchers only found related issues lack of cohesiveness in implementing ideas , processes and services in utilizing digital technology to complete a job. With these problems, the purpose of this study is to identify the relationship between leaders and employees. Based on the explanation above, the researcher is interested in conducting a study entitled **"The Influence of *Digital Leadership, Leader Member Exchange,* and *Innovation Capability* on Employee Performance at the Bima Regency Regional Secretary Office".**

Hypothesis is a temporary answer to the formulation of research problems, where the formulation of research problems has been stated in the form of a statement sentence. It is said to be temporary because the answers given are only based on relevant theories, not yet based on empirical facts obtained through data collection (Amalia & Fakhri, 2020) . The hypotheses in this study are as follows: The research framework is as follows:
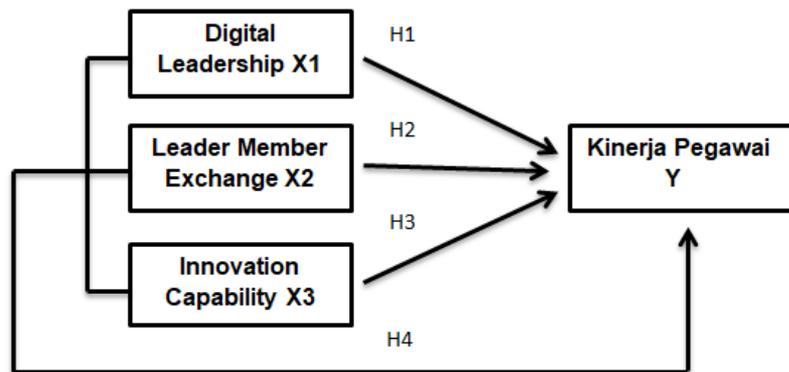

Figure 1. Thinking Framework

From the framework above, the statistical hypothesis proposed in this study is:

H1 : *Digital Leadership* Influences Employee Performance at the Regional Secretary's Office of Bima Regency.

H2 : *Leader Member Exchange* Influences Employee Performance at the Regional Secretary's Office of Bima Regency.

H3 : *Innovation Capability* Influences Employee Performance at the Regional Secretary's Office of Bima Regency.

H4 : *Digital Leadership, Leader Member Exchange* and *Innovation Capability* on Employee Performance at the Regional Secretary Office of Bima

Regency.

METHOD

The type of research used is associative research. Associative research is research that aims to determine the relationship between two or more variables, find the role, influence, and causal relationships, namely between independent variables (*independent*) and dependent variables (*dependent*), Sugiyono (2020). This study aims to determine the effect of *Digital Leadership* , *Leader Member Exchange* , *Innovation Capability* on Employee Performance at the Bima Regency Regional Secretary Office.

Research instruments are tools selected and used by researchers in carrying out activities to collect data so that these activities become systematic and easier (Supriaman, 2019) . The instruments used in the study were Likert scale questionnaires with value weights:

Table 1. Likert Scale

No	INFORMATION	SCORE
1	Strongly Agree (SS)	5
2	Agree (S)	4
3	Neutral (N)	3
4	Disagree (TS)	2
5	Strongly Disagree (STS)	1

Population is an object or subject in a generalization area that has characteristics and quantities that researchers have determined to be able to draw a conclusion (Sugiyono, 2020). The population used in this study were all employees of the Bima Regency Regional Secretary Office, namely 149 respondents consisting of 11 sections with ASN (State Civil Apparatus) status.

The sample in this study was the GENERAL section of the Regional Secretary of Bima Regency, totaling 41 employees who already had ASN (State Civil Apparatus) status with the sampling technique used being purposive sampling. Purposive sampling is a sampling determination technique with certain considerations (Sugiyono, 2020). Population characteristics must be in accordance with the objectives of the study. Samples based on individuals, groups, or regions

must meet the background desired by the study. The selected sample must truly be the characteristics of the majority in the population.

Table 2. Name of Section in the Regional Secretary

No	Part Name	Number of employees	Status
1	Regional Secretariat Organization (OPA)	12 Employees	ASN
2	Law	8 Employees	ASN
3	Protocol and Leadership Communication (HUMAS)	14 Employees	ASN
4	Economy	6 Employees	ASN
5	Development Administration (AP)	19 Employees	ASN
6	People's Welfare (KESRA)	15 Employees	ASN
7	Governance (TAPEM)	9 Employees	ASN
8	Cooperation	5 Employees	ASN
9	Natural Resources (SDA)	11 Employees	ASN
10	General	41 Employees	ASN
11	Procurement of Goods and Services (PBJ)	9 Employees	ASN

this research was conducted at the Regional Secretary's Office located at Jl. Soekarno-Hatta No. 01 Woha Bima, Bima Regent's Office Complex.

According to Sugiyono (2016), data collection techniques are procedures systematically to obtain the required data. The data collection techniques used in this study are documentation and literature study.

a. Observation

Observation is a process of systematic, logical, objective, and rational observation and recording of various phenomena, both in real situations and in artificial situations to achieve certain goals. (Utami et al., 2018) .

b. Questionnaire

A questionnaire is a data collection technique in which researchers provide written questions or statements to be answered by respondents (Nasution, 2018) .

c. Literature review

Literature study is a data collection technique by conducting a review study of books, literature, notes and reports that are related to the problem being solved, (Satrio, 2021) .

The data analysis techniques in this study include validity tests, reliability tests, classical assumption tests (normality tests, multicollinearity tests, heteroscedasticity tests, autocorrelation tests), multiple linear regression analysis, multiple correlation coefficient analysis, determination analysis, and hypothesis tests (T Test and F Test).

RESULTS AND DISCUSSION

1. Validity Test

Table 3. *Digital Leadership* Data Validity Test (X1)

Variables	Item	R hitung	Kriteria	R batas	Status
Digital Leadership (X1)	1	0,586	>	0,300	Valid
	2	0,419	>	0,300	Valid
	3	0,389	>	0,300	Valid
	4	0,652	>	0,300	Valid
	5	0,657	>	0,300	Valid
	6	0,610	>	0,300	Valid
	7	0,695	>	0,300	Valid
	8	0,841	>	0,300	Valid
	9	0,728	>	0,300	Valid
	10	0,841	>	0,300	Valid

Sumber: Data diolah, 2025

Based on table 3 above, the results of the validity test of the *Digital Leadership variable* (X1), have a calculated r value > 0.300, so the statement can be stated The questionnaire in this study is valid and can be continued to the analysis stage. the following data.

Table 4. *Leader Member Exchange* Data Validity Test (X2)

Variables	Item	R count	Criteria	R limit	Status
Leader Member Exchange (X2)	1	0.805	>	0.300	Valid
	2	0,633	>	0,300	Valid
	3	0,720	>	0,300	Valid
	4	0,627	>	0,300	Valid
	5	0,742	>	0,300	Valid
	6	0,692	>	0,300	Valid
	7	0,683	>	0,300	Valid
	8	0,541	>	0.300	Valid
	9	0.455	>	0.300	Valid
	10	0.455	>	0.300	Valid

Source: Processed data, 2025

Based on table 4 above, the results of the validity test of *the Leader Member Exchange variable* (X2) have a calculated r value > 0.300, so the statement can be stated The questionnaire in this study is valid and can be continued to the analysis stage. the following data.

Tabel 5. Uji Validitas Data *Innovation Capability* (X3)

Variabel	Butir	R hitung	Kriteria	R batas	Status
Innovation Capability (X3)	1	0,483	>	0,300	Valid
	2	0,690	>	0,300	Valid
	3	0,413	>	0,300	Valid
	4	0,577	>	0,300	Valid
	5	0,432	>	0,300	Valid
	6	0,607	>	0,300	Valid
	7	0,607	>	0,300	Valid
	8	0,683	>	0,300	Valid
	9	0,772	>	0,300	Valid
	10	0,772	>	0,300	Valid

Source: Processed data, 2025

Based on table 5 above, the results of the validity test of the *Innovation Capability variable* (X3), have a calculated r value > 0.300, so the statement can be stated The questionnaire in this study is valid and can be continued to the analysis stage. the following data.

Table 6. Validity Test of Employee Performance Data (Y)

Variables	Item	R count	Criteria	R limit	Status
Employee Performance (Y)	1	0.398	>	0,300	Valid
	2	0,603	>	0,300	Valid
	3	0,669	>	0,300	Valid
	4	0,739	>	0,300	Valid
	5	0,507	>	0,300	Valid
	6	0,722	>	0,300	Valid
	7	0,507	>	0,300	Valid
	8	0.403	>	0.300	Valid
	9	0.398	>	0.300	Valid
	10	0.398	>	0.300	Valid

Source: Processed data, 2025

Based on table 6 above, the results of the validity test of the Employee Performance variable (Y) have a calculated r value > 0.300, so the statement can be stated The questionnaire in this study is valid and can be continued to the analysis stage. the following data.

2. **Reliability Test**

Table 7. Reliability Test

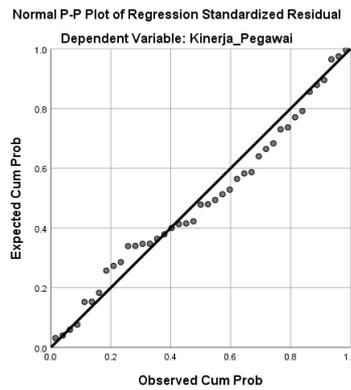| Variables	Cronbach's Alpha	Standard	Information
Digital Leadership (X1)	.846	0.600	Reliable
Leader Member Exchange (X2)	.834	0.600	Reliable
Innovation Capability (X3)	.782	0.600	Reliable
Employee Performance (Y)	.707	0.600	Reliable

Source: Primary Data processed by Spss v26, 2025

The results of the reliability test on the statement items on the variables *Digital Leadership* (X1) , *Leader Member Exchange* (X2), *Innovation Capability* (X3) and employee performance (Y) can be stated as reliable because *the Cronbach's Alpha value* obtained has reached or exceeded the set standard, namely 0.600.

3. **Classical Assumption Test**

   a. **Normality Test**

Figure 2. Normality Test

Normal P-P Plot of Regression Standardized Residual
Dependent Variable: Kinerja_Pegawai

Source: Primary Data processed by Spss v26, 2025

The image above shows that the points are spread around the diagonal line, and their distribution follows the direction of the diagonal line, so the regression model is suitable for use in predicting job satisfaction and meets the normality assumption.

To confirm the results of the normality test above, the researcher conducted a Kolmogorov-Smimov test with the following results.

Table 8. Normality Test

		Unstandardized Residual
N		41
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	2.61774884
Most Extreme Differences	Absolute	.093
	Positive	.093
	Negative	-.089
Kolmogorov-Smirnov Z		.093
Asymp. Sig. (2-tailed)		.200

Source: Primary Data processed by Spss v26, 2025

From table 8 above using *the One Sample Kolmogorov-Smimov* Test, the Asymp. Sig. (2-tailed) value is obtained = 0.200. Because the probability of sig. is greater than the research test level (0.200>0.05), the residual regression value is normally distributed.

b. Multicollinearity Test

Table 9. Multicollinearity Test

| Model	Collincarity Statistics	
	Tolerance	VIF
Digital Leadership	0,925	1,081
Leader Member Exchange	0,940	1,064
Innovation Capability	0,939	1.065

Dependent Variable: Kinerja Pegawai

Sumber: Data diolah, 2025

From table 9. Above, it can be obtained that each independent variable has a VIF value for the *Digital Leadership variable* (X1) of 1.081 , *Leader Member Exchange* (X2) of 1.064 and *Innovation Capability* (X3) of 1.0 65. So these results show the VIF value for the *Digital Leadership variable* (X1) of 1.081, *Leader Member Exchange* (X2) of 1.064, and *Innovation Capability* (X3) of 1.065. These results indicate that if the VIF value is less than 10 (1.081, 1.064, 1.065 <10) then it can be concluded that there is no multicollinearity symptom in the regression model.

c. Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is inequality of variables from the residual of one observation to another. This study uses a scatterplot test which can be seen in Figure 2 below.

Figure 3. Heteroscedasticity Test
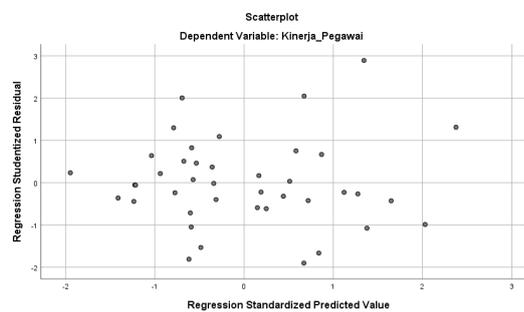
Source: Primary Data processed by Spss v26, 2025

From the results of the heteroscedasticity test above, it was found that the data in the study did not experience heteroscedasticity. This can be seen in the *scatterplot test* where the distribution of points does not form a

certain pattern and is spread above and below the value of 0 on the Y axis so it is concluded that there is no heteroscedasticity.

d. Autocorrelation Test

The autocorrelation test aims to test whether in a linear regression model there is a correlation between the disturbing error in period t with the error in period t-1 (previously). The way to detect the presence or absence of autocorrelation can use the *Durbin Watson test* . In this *Durbin Watson test* , it must meet the following criteria.

Table 10. Autocorrelation Test

				Std. Error	
		R	Adjusted	of the	Durbin-
Model	R	Square	R Square	Estimate	Watson
1	.363 [a]	.132	.062	2,722	2,093

Model Summary [b]

a. Predictors: (Constant), Innovation Capability, Leader Member Exchange, Digital Leadership

b. Dependent Variable: Y

Source: Processed data, 2025

Based on The SPSS output in table 10 above shows that the Durbin-Swatson value is 2,093 with a sample size of 41 (n) and the number of independent variables 3 (k) is greater than the upper limit (du) 1.6603 and less than (4-du), 4-1.6603 = 2.3397 where (1.6603 < 2.093 < 2.3397) then it can be concluded that there are no symptoms of autocorrelation in this regression model.

4. Test Multiple Linear Regression

Table 11. Test Multiple Linear Regression

Coefficients [a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	29.834	7.436		4.012	.000
	Digital Leadership	-.085	.089	-.152	-.957	.345
	Leader Member Exchange	-.012	.098	-.019	-.122	.903
	Innovation Capability	.248	.134	.294	1,857	.071

a. Dependent Variable: Y

Source: Processed data, 2025

Based on table 11 of the results of the multiple linear regression analysis above, the following equation results can be obtained:

Y = 29,834 + - 0.085 + - 0.012 + 0.248 + e

Based on the regression equation above, it can be explained as follows:

a. The constant value is 29,834, which shows that if the independent variable is considered constant, then Employee Performance (Y) increases by 29,834.

b. The coefficient value $\beta 1$ = -0.085 indicates that if *Digital Leadership* (X1) increases by 1, employee performance (Y) will increase by -0.085, assuming other independent variables are constant.

c. The value of the coefficient $\beta 2$ = -0.012 indicates that if *Leader Member Exchange* (X2) increases by 1, employee performance (Y) will increase by -0.012, assuming that other independent variables are constant.

d. The coefficient value $\beta 3$ = 0.248 indicates that if *Innovation Capability* (X3) increases by 1, employee performance (Y) will increase by 0.248, assuming

that other independent variables are constant.

5. Multiple Correlation Coefficient Test

Based on table 10 above, it can be seen that the multiple correlation coefficient value is 0.363, meaning that the level of closeness of the relationship between *Digital Leadership* , *Leader Member Exchange* , and *Innovation Capability* on employee performance has a low level of relationship of 0.363.

Table 12 . Level of correlation coefficient relationship

ficient Interval	Relationship Level
0.00-0.199	Very Low
0.20-0.399	Low
0.40-0.599	Currently
0.60-0.799	Strong
0.80-1,000	Very strong

Source: Processed data, 2025

Digital Leadership, *Leader Member Exchange* , and *Innovation Capability* on employee performance is 0.363 in the interval 0.20 – 0.399 with a **low level of relationship** . So it can be concluded that the correlation value is 0.363 which means the level of relationship between the variables *Digital Leadership* , *Leader Member Exchange* and *Innovation Capability* on employee performance at the Regional Secretary of Bima Regency has a low level. **low relationship** .

6. Coefficient of Determination

Based on table 10 above shows that the R Square value = 0.132, which means that the independent variable only explains 13.2% of the variation in Employee Performance, while 86.8% is influenced by other factors outside the model. Although there is a relationship, the influence is relatively small, so it is necessary to consider other variables in further research for more comprehensive results.

7. T-test

Based on the results of the SPSS version 26 output above between *digital leadership* , *leader member exchange* , and *innovation capability* on employee performance, the calculated t value of *digital leadership* (X1 $_)$ = -0.957, the calculated t value of *leader member exchange* (X2 $_)$ = -0.122, and the calculated

t value *of innovation capability* (X3) = 1.857 with the formula df = n - k - 1 = 41 - 3 - 1 = 37 and testing was carried out with a significance level of 5% (a = 0.05) so that the t table value was obtained 1.685.

a.   **The Influence of *Digital Leadership* on Employee Performance**

Based on the output results of table 11 above, it shows that the significant value for *digital leadership* is 0.345 , which is greater than the alpha value (a = 0.05) (0.345 > 0.05), and the calculated t value is -0.957 , which is smaller than the t value of table 1,685 (-0.957 < 1.685). Thus, it can be concluded that *digital leadership* does not have a significant partial effect on employee performance (**H1 is rejected**). This explains that a leader is the most important factor influencing subordinates, such as *digital leadership* which is a combination of digital competence and digital culture to encourage change and take advantage of digital technology opportunities. The leader of the Regional Secretary of Bima Regency does not yet have the knowledge and has not maximized the use of the digital field, so in this case it is necessary to change his employees in a better digital era. This makes employee performance better and more advanced from forward thinking, but also has knowledge, innovation and experience in their fields. So it is very important here that the dreamer must have a lot of knowledge and sufficient experience in order to be able to drive the performance of his employees in a better direction.

This study is in contrast (Gehan & Yulianti, 2024) in that *digital leadership* has a significant effect on employee performance. Meanwhile, according to (Zam et al., 2024) *digital leadership* has a positive and significant influence on employee performance. This study also contradicts (Nursiva et al., 2024) which states that digital leadership affects employee performance simultaneously and partially.

b. **The Influence *of Leader Member Exchange* on Employee Performance**

Based on the results of the spss output table 1 1 above, it shows that the significance value for *leader member exchange* is 0.093, which is greater than the alpha value (a = 0.05) (0.093> 0.05), and the calculated t value is -0.122, which is smaller than the t table value of 1.685 (-0.122 <1.685). Thus, it can be concluded that *leader member exchange* does not have a significant partial effect on employee performance (**H2 is rejected**). This explains that

employees must see themselves as people who have good working relationships with their supervisors and know how to satisfy their superiors with their performance. And leaders must treat their employees not only as employees, but as co-workers who will make good contributions to improving good relationships, although in reality the relationship between employees and leaders is not always good and some are bad. A good relationship will create trust, positive attitudes and loyalty, but a bad relationship has the opposite effect. With the attention and good trust shown to employees by leaders, employees feel at home under the guidance of leaders.

This research is contradictory, (Ririnama & Risambessy, 2024) *leader member exchange* has a significant effect on employee performance. Meanwhile, according to (Taqiuddin et al., 2018) , *leader member exchange* has a positive and significant effect on employee performance. This study is also contradictory (Widodo et al., 2021) , *leader member exchange* has a positive and significant effect on employee performance.

c. **The Influence of *Innovation Capability* on Employee Performance**

Based on the results of the SPSS output in table 1 1 above, it shows that the significant value for *innovation capability* is 0.071, which is greater than the alpha value (a = 0.05) (0.071> 0.05), there is a calculated t value of 1.857, which is greater than the t table value of 1.685 (1.857> 1.685). Thus, it can be concluded that *innovation capability* has a significant partial effect on employee performance (**H3 is accepted**). This explains that innovation development can be done by combining cognitive and physical work activities, so that the competence and expectations of individuals in carrying out innovation are needed for success in an organization. That innovation shows a positive role in improving performance, which is supported by individual initiatives in various experiences, providing good contributions in implementing an idea, process, and work service in order to achieve goals that are effective and efficient in working.

The results of this study are in line with research conducted by, (Nurcahyo & Wikaningrum, 2020) , revealing a positive and significant influence between *innovation capability* and employee performance. Another study by (Sulhan, 2023) , stated that there is a significant influence *of innovation capability* on employee performance. This study is also in line

with (Zulfa, 2024) revealing a positive and significant influence between *innovation capability* and employee performance,

8. F Test

Table 13 . F Test

ANOVA ᵃ

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	41.652	3	13.884	1.874	.151ᵇ
	Residual	274.104	37	7.408		
	Total	315.756	40			

a. Dependent Variable: Y

b. Predictors: (Constant), Innovation Capability, Leader

Member Exchange, Digital Leadership

Sumber: Data diolah, 2025

Based on table 1 3 above, the calculated F value is 1.874 with an F table value of 2.86 (1.874 > 2.86) with a significance of 0.151 , which is greater than the alpha value (a = 0.05) (0.151 > 0.05). Thus, it can be concluded that *digital leadership, leader member exchange* and *innovation capability* have a significant effect simultaneously on Employee Performance at the Bima Regency Regional Secretary's office, thus (**H4 is accepted) .** This reflects a leader with strong digital capabilities providing support and guidance that increases employee productivity, on the use of digital devices and leadership that embraces digital transformation. In addition to digital leadership, there is also *leader member exchange* which refers to the quality of the relationship between leaders and their subordinates, a quality *leader member exchange relationship* is characterized by trust, and mutual support, which encourages employees to take risks and improve employee performance to generate ideas, improve processes, and adapt to changing environments. This *innovation capability* is very important to maintain employee performance and improve job performance.

This study is in line with research conducted by Wang et al. (2019) *digital leadership* can facilitate positive *leader member exchange and improve employee innovation capability* . Meanwhile, according to Chen et

al. (2020) positive *leader member exchange can facilitate employee innovation capability* and improve employee performance. *Innovation Capability* basically refers to the ability of an organization to continuously transform knowledge and ideas into new processes or systems for the benefit of the organization. (Kimberly et al., 2019) .

CONCLUSION

The Regional Secretary Office of Bima Regency must continue to strengthen *digital leadership* and *leader member exchange* for employees in encouraging and directing digital transformation in implementing the latest technology, and the lack of in-depth interaction between leaders and employees that affects the ability to produce ideas for production at work. The Head of the Regional Secretary Office of Bima Regency should provide clear *Innovation Capability* related to employees in implementing good ideas, processes, and services so that the work carried out has the goal of effectiveness and efficiency in working. The results of this study are expected to be a reference for further research related to Employee Performance.

REFERENCE

Abdullah, MI, Mas'ud, M., & Selong, A. (2024). The Influence of Digital Leadership, Organizational Communication, and Workload on Employee Performance at the Makassar City Regional Revenue Agency. *SEIKO: Journal of Management & Business* , *7* (1), 1361–1374.

Amalia, S., & Fakhri, M. (2020). The effect of work motivation on employee performance at PT. Gramedia media, Emerald branch, Bandung. *Computeth & Business Journal* , *10* (2), 119–127.

Anhar, A., Haryanti, I., & Hamidah, NK (2024). The Influence of Location and Facilities on Consumer Satisfaction of Receh Coffee. *Indonesian Journal of Multidisciplinary on Social and Technology* , *2* (3), 52–58.

Anwar, Y. (2018). The Influence of Compensation and Motivation on Employee Work Performance at PT. Cipta Prima Kontrindo Palembang - South Sumatra. *Current Global Economic Scientific Journal* , *8* (3), 31–36.

Dewanto, R., & Prasetyo, A. (2024). The Influence of Digital Training, Digital Leadership and Subjective Wellbeing on Performance (Study on Non-PNS Employees of the Communication and Information Service in Kebumen

Regency). *Scientific Journal of Management, Business and Accounting Students (JIMMBA)* , *6* (1), 84–99.

Fita Aprianti, Amirulmukminin Amirulmukminin, & Firmansyah Kusumayadi. (2024). The Influence of Supervision and Work Motivation on Work Discipline of Teachers and Employees at SDN 21, Bima City. *MUQADDIMAH: Journal of Economics, Management, Accounting and Business* , *2* (3), 296–314.

Gehan, AZ, & Yulianti, E. (2024). The Influence of Digital Leadership on Innovative Work Behavior and Its Impact on the Performance of Millennial Employees in East Java Moderated by Leader Member Exchange (LMX). *Journal of Management, STIE Muhammadiyah Palopo* , *10* (1), 29.

Hana Maliya. (2023). The Influence of Work Motivation and Work Discipline on Employee Performance. *Visionida Journal* , *9* (2), 233–244.

Haqqi, H., & Wijayati, H. (2019). Industrial Revolution 4.0 in the Midst of Society 5.0, an Integration of Space. In *Technological Breakthroughs and Transformation of Life in the Disruptive Era, Yogyakarta, QUADRANT, p* . Great Children of Indonesia.

Hassani, DV, Noor, NB, & Mangilep, AUA (2021). Description of the Relationship between Leader Member Exchange and Nurse Performance at Dr. Tadjuddin Chalid General Hospital, Makassar City. *Hasanuddin Journal of Public Health* , *2* (3), 297–311.

HASTANTI, D. (2024). *THE EFFECT OF KNOWLEDGE SHARING CLIMATE, COMMUNITY COMMUNICATION QUALITY AND KNOWLEDGE ACQUISITION ON INNOVATION CAPABILITY OF SMALL AND MEDIUM ENTERPRISES (SMEs) IN SEMARANG* . Sultan Agung Islamic University Semarang.

Kimberly, JF, Prakoso, DB, & Efrata, TC (2019). The Role of Individual Innovation Capability, Intrinsic Motivation, and Self-Efficacy on Individual Performance in Student Organizations. *Media Mahardhika* , *17* (2), 231.

Muawanah, CC, & Pujianto, WE (2024). Innovation Capability on Organizational Performance: Dynamic Marketing Capability as a Mediating Variable. *Dialectics: Journal of Economics and Social Sciences* , *9* (1), 88–101.

Nasution, HF (2018). Research Instruments and Their Urgency in Quantitative Research. *Journal of Economics and Islam* , *4(1)* (1), 59–75.

Noor, SFH, & Jufrizen, J. (2023). Leader-Member Exchange on Job Satisfaction: Mediation of Organizational Commitment and Perceived Organizational Support. *Scientific Journal of Management and Business* , *24* (1), 26–41.

Novita, D. (2022). Individual Innovation Capability in Creating Optimal Performance. *Jesya* , *5* (2), 2052–2062.

Nurcahyo, SA, & Wikaningrum, T. (2020). The Role of Knowledge Sharing, Learning Organization and Individual Innovation Capabilities on Employee Performance. *Journal of Economics and Business* , *21* (2), 84.

Nursiva, H., Sudarma, A., & Siwiyanti, L. (2024). ANALYSIS OF DIGITAL LEADERSHIP, COMPETENCE, AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE AT JNE SUKABUMI. *PERFORMANCE: Journal of Business & Accounting* , *14* (2), 172–184.

Patrick, H., & Goenawan, R. (2017). The Influence of Leader Member Exchange on Employee Performance at Hotel X Surabaya. In *Jurnal Hospitality Dan Manajemen Jasa* (Vol. 5, Issue 2, pp. 522–533). Petra Christian University.

Pawerangi, S., & Kamase, J. (2022). The Influence of Career Development, Work Motivation and Competence on Employee Performance at the Sub-district Office, Dua Boccoe District, Bone Regency. *Journal of Management Science (JMAS)* , *3* (1), 138–149.

Ririnama, A., & Risambessy, A. (2024). The Influence of Leader Member Exchange and Workload on Employee Performance Mediated by Job Satisfaction at the National Narcotics Agency (BNNP) of Maluku Province. *KAMBOTI: Journal of Social and Humanities* , *4* (2), 129–140.

Satrio, B. Santoso. (2021). Level of Punctuality (On Time Performance) at Garuda Indonesia and Citilink Airlines at Tjilik Riwut Palangka Raya Airport Bagus Santoso. In *Qualitative Research Methods* (Issue 17, p. 43). STTKD Yogyakarta College of Aerospace Technology.

Sulhan, M. (2023). The Influence of Transformational Leadership, Empowering Leadership and Digital Leadership on Employee Performance. *Eqien - Journal of Economics and Business* , *12* (02), 231–241.

Supriaman, S. (2019). The Influence of Entrepreneurial Personality, Entrepreneurial Knowledge, and Family Environment on Entrepreneurial Interest in Students of the Lp3I Jakarta Polytechnic. *Lentera Bisnis Journal* , *8* (1), 65.

Taqiuddin, H., Tricahyadinata, I., & Sampeliling, A. (2018). The Influence of Leader Member Exchange and Organizational Commitment on Employee Performance of Teladan Prima Group, Samarinda City. *Economic Forum* , *20* (2), 111–122. http://journal.feb.unmul.ac.id/index.php/FORUMEKONOMI

Utami, RD, Wibowo, DC, & Susanti, Y. (2018). Analysis of Students' Reading Interests in the Upper Class at State Elementary School 01 Belitang. *Perkhasa Elementary Education Journal* , *4* (1), 180–188.

Widodo, U., Indriyatni, L., & Wahyuningsih, S. (2021). The Effect of Empowerment and Leader Member Exchange on Employee Performance with Self Efficacy as a Mediating Variable (Study at Dr. M. Ashari Pemalang Regional Hospital). *Jurnal Ilmiah Ekonomo* , *16* (1), 163–187.

Zam, EZ, Amin, S., Johannes, J., & Rosita, S. (2024). *THE ROLE OF DIGITAL LEADERSHIP AND ORGANIZATIONAL LEARNING ON EMPLOYEE PERFORMANCE WITH THE MEDIATION OF DYNAMIC CAPABILITY AND DIGITAL CAPABILITY IN SUNGAI PENUH CITY AND KERINCI REGENCY* . University of Jambi.

Zuhair, AF (nd). Interpersonal Communication of Editor-in-Chief with Employees in Motivating Work in Ibadah Magazine. In *Repository.Uinjkt.Ac.Id* . Faculty of Da'wah and Communication Science, Syarif State Islamic University.

Zulfa, SAI (2024). *IMPROVING HUMAN RESOURCE PERFORMANCE BASED ON CREATIVITY AT THE CENTER FOR IMPLEMENTATION OF AGRICULTURAL INSTRUMENT STANDARDS (BPSIP) OF CENTRAL JAVA* . Sultan Agung Islamic University, Semarang .