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The Role of Digital Leadership and Employee Empowerment on Employees Performance in the Manufacturing Industry in the Era of Society and Industry Revolution 5.0

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ABSTRACT

This research aims to analyze the relationship between digital leadership on employees' performance, digital leadership on organizational commitment, organizational commitment and employees' performance. Research respondents are 456 employees who work in the manufacturing industry. The criteria for respondents are permanent employees, at least have worked for at least 5 years. This study is quantitative research using the Structural Equation Model (SEM) partial Least Square method, with data processing and analysis using SPSS 26 and SmartPLS 3.0 software. The majority of hypotheses developed in this research have been successfully proven, where digital leadership and employee empowerment have a direct influence on employee performance which is mediated by organizational commitment. between digital leadership and employee empowerment, organizational commitment and employee performance in the era of society 5.0.

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INTRODUCTION

The era of society 5.0 was introduced by the Japanese government in 2019. After entering the era of industrial revolution 4.0, we will enter the era of society 5.0. This concept allows us to use modern-based science for human needs with the aim of ensuring that humans can live comfortably. Society 5.0 is a human-centered and technology-based society concept. In this era, society is expected to be able to solve various social challenges and problems by utilizing various innovations born in the industrial revolution 4.0 era to improve the quality of human life [1]. One of the main challenges faced in adopting Industry 5.0 is the integration of new technologies into existing production processes. The use of robotics, the Internet of Things (IoT), and more advanced automation systems requires major changes in work culture and company infrastructure. There is a strong link between organizational commitment and employee empowerment due to the strong will of employees to move forward to face the challenges of empowerment. Employees are one of the agency's needs in order to realize company goals. Employee empowerment can also be said to be an effort to involve employees to be responsible in their work processes [2], [3].

Organizations that adopt digital leadership demonstrate better business results. Stronger financial performance. Approximately 76% of executives who exercise digital leadership experience greater profit acceptance and growth. Employees feel satisfied and engaged. More than 87% of employees in organizations that implement digital leadership feel happier with their jobs. Loyalty and strong leadership. Digital leadership has employees who are 21% more likely to stay in their jobs even though they have the opportunity to quit. Better decision

making. About 80% of digital leaders make data-driven decisions, and two-thirds of them make decisions in real-time. They tend to be more transparent and distribute the decision-making process. Prioritize diversity and inclusion. Companies with digital leadership tend to have diversity in their workforce with a higher proportion of female employees than other companies [4]. They also recognize the positive impact of an inclusive culture on company performance. Digital leadership is a leader's knowledge so that he can direct the organization or company he leads to transform towards digital. Success in increasing employee commitment can grow if the relationship between employees and the organization is a building that supports each other in a high community. A similar thing was also stated by Nimran (2024) who stated that organizational commitment has a significant effect on performance [5]. The higher the organizational commitment of employees, the more individual employee performance will increase. The relationship between employees and the organization or company is known as organizational commitment. One thing that can influence employee performance is organizational commitment. What an organization demands of its members is employee commitment to the organization at work. Then Nadeem (2024) defines organizational commitment as the attitude of employees to remain in the organization and be involved in efforts to achieve the mission, values and goals of the organization. Organizational commitment is an important behavioral dimension that can be used to assess an employee's tendency to remain as a member of the organization [5].

The success of digital transformation requires support from leaders who have the commitment and awareness to make changes, prepare the necessary policy schemes, understand and map the organization's service business processes,

prepare digital talent human resources, foster a culture of innovation and collaboration with the digital community and adequate budget support for governance and provision of technology assets [6], [7].

Employee empowerment means giving employees greater responsibility for making decisions. In this way, employee initiative can be much better than that carried out by managers [8]. Empowerment is a sustainable personal relationship to build trust between employees and management. From the description above, it can be concluded that empowerment is a process of activities carried out in an effort to encourage and give confidence to employees to increase their potential. Here the role of a leader is really needed so that empowerment can run effectively. Empowerment is an effort to encourage or help employees have confidence in completing tasks with full responsibility and make employees independent and capable so that employees feel they have confidence in carrying out their duties so they can work effectively. Employee empowerment influences work effectiveness [9].

Organizational commitment is an individual's desire to remain as a member of the organization, accept the goals and values adopted by the organization and this is realized through full devotion and loyalty in accordance with the expected goals and values of the organization. Commitment is very necessary in ensuring the sustainability and progress of the institution [10]. This is because the commitment to increasing the competitiveness of an organization really requires the commitment of its members, in addition to intellectual and professionalism. Individual commitment to the organization is considered important because employees who have a high commitment to the

organization will have a professional attitude and uphold the values agreed upon within the organization. The existence of good organizational commitment from individuals will have a positive impact on good results for the organization and reduce the intensity of members leaving the organization. Employee commitment to the organization is very necessary to create a professional work climate. Commitment can be interpreted as an employee's attitude to remain in the organization and be involved in efforts to achieve the mission, values and goals of the organization [11]. Organizational commitment is a reflection of employee loyalty and an ongoing process in which organizational members express their attention to the organization and confidence in accepting the organization's values and goals. Organizational commitment is a situation where an employee sides with a particular organization and the goals and desire to maintain membership in that organization [12]. Employee performance is an ability that is achieved and desired from employee behavior in carrying out and completing work tasks that are their individual or group responsibility. Employees who have high performance are a dream for every organization, because the higher the employee's performance, the higher the organization's chances of achieving its goals quickly [13].

Previous research concluded that digital leadership has a positive and significant relationship on employees' performance, this result is in line with which found that digital leadership has a positive and significant relationship on employees' performance [14]. Leadership in the current digital era is strategic leadership that must be able to mobilize organizational resources digitally. A digital leader is a leader who has digital awareness in carrying out his leadership

behavior through a process of collaboration, innovation and communication with all lines of the organization [15]. The presence of digital leaders can encourage accelerated transformation within the organization. Previous research concluded that employee empowerment has a positive and significant relationship on employees' performance, this result is in line with Hosseini et. al, (2023) [16] which found that employee empowerment has a positive and significant relationship on employees' performance. There is a leader who always encourages employees to take part in the program [17]. Providing attention and opportunities to employees in empowerment activities can lead to employee satisfaction at work. This will have a good impact, namely increasing employee performance in the company. Empowerment has a positive effect on employee performance [18]. Previous research concluded that digital leadership has a positive and significant relationship on organizational commitment. Digital leadership provides a number of benefits [19]. It facilitates better decision making by leveraging data-driven insights. Leaders can make choices based on real-time analysis, enabling rapid response to market shifts. Digital leadership is always looking for new innovations and is not afraid to try new things. They encourage a culture that promotes experimentation and creative ideas that support growth [20]. Digital leadership not only adopts technology, but also drives transformation within the organization. They lead the change towards more innovative and efficient business models. These traits reflect not only technical expertise, but also the ability to adapt, innovate, communicate and lead change in an ever-evolving digital era [21]. Previous research concluded that employee empowerment has a positive and significant relationship on organizational commitment. This result is in line with Cahyadi et al.,(2013) [22] which found that employee empowerment has a positive and significant relationship on organizational commitment. Empowerment has a positive effect on employee performance. Empowerment will make employees have strong competence and attachment to the company [23]. Employees will

better understand the company's vision and mission and be able to adapt to company goals. Employee empowerment can improve company performance because employees are able to decide for themselves what to do. Of course, this comes with responsibility so that employees don't run away when the work they do isn't up to standard [24]. Previous research concluded that organizational commitment has a positive and significant relationship on employees' performance [25]. Several studies have been conducted and it was found that there is a positive relationship between organizational commitment and employee performance. Research conducted by Alagaraja (2015) [26], regarding organizational commitment to employee performance, the results of this research state that organizational commitment is able to significantly influence the quality of relationships and employee performance [27].

RESEARCH METHOD

Data collection in this research used a quantitative survey method by distributing questionnaires online through distributing questionnaires on social media. The questionnaire was designed using a Likert scale of 1 to 7. The Likert scale used in this study was (1) strongly disagree, (2) disagree, (3) quite disagree, (4) neutral, (5) quite agree, (6)) agree, (7) Strongly agree. Research respondents are 456 employees who work in the manufacturing industry The sample for this research was selected using a purposive sampling method among industrial employees who implement Digital Leadership in the company, namely working employees. The criteria for respondents are permanent employees, at least a bachelor's degree, and have worked for at least 5 years. The data collection technique was carried out by distributing an initial questionnaire to 30 respondents. This study is quantitative research using the Structural Equation Model (SEM) partial Least Square method, with data processing and analysis using SPSS 26 and

SmartPLS 3.0 software. The reliability test uses Cronbach's Alpha measurement. A Cronbach's Alpha value that is close to 1 indicates that the reliability of the test is getting better

The hypothesis of this research is

H1: digital leadership has a positive and significant relationship on employees' performance

H2: employee empowerment has a positive and significant relationship on employees' performance

H3: digital leadership has a positive and significant relationship on organizational commitment

H4: employee empowerment

has a positive and significant relationship on organizational commitment

H5: organizational commitment has a positive and significant relationship on employees' performance

In this research, all variables to be studied can be described in their dynamics through the following [figure 1](#).

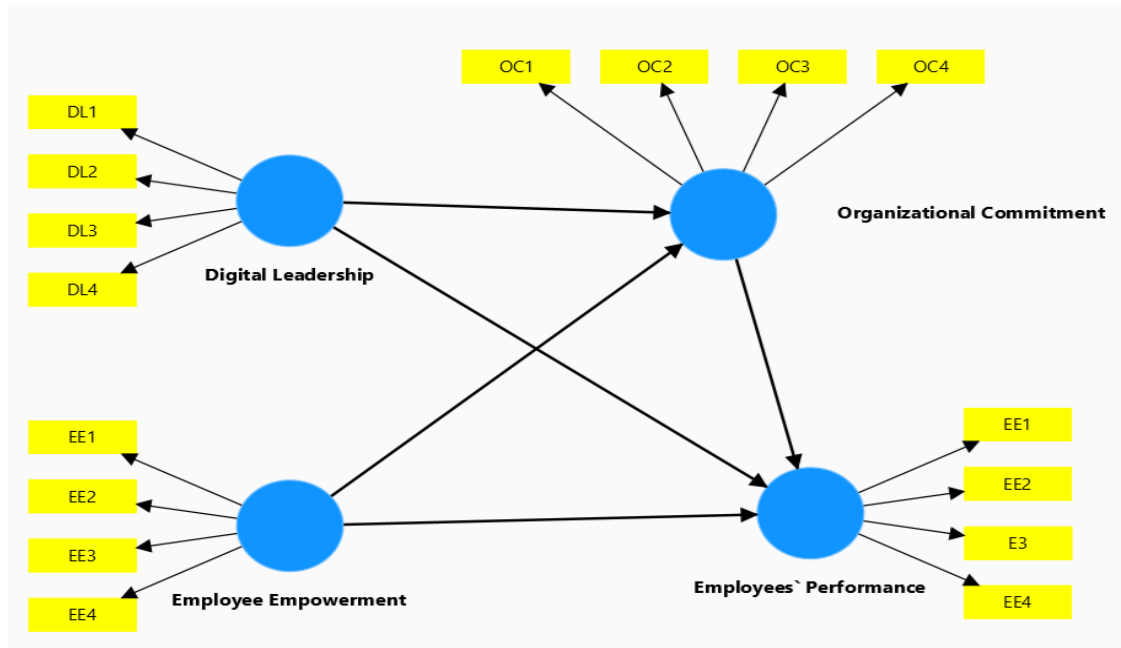


Figure 1. Research Model.

RESULT AND DISCUSSION

Respondents Descriptive

Research respondents are 456 employees who work in the manufacturing industry, 68% were female respondents and 32% were male. Almost all respondents were S1 graduates, namely 95% of respondents were 2% Masters graduates and 1% were S3

graduates. Based on age, the majority of respondents were aged 21-25 years, namely 15% of respondents aged 26-30 years, 13% aged 31-35 years, 12% aged 36-40, 20% aged 41-45, 30% and aged 46-50 years as much as 20%. Most of the respondents have worked for 5-10 years, namely 62%, while those who have worked for 11-15 years are 18% and respondents who have worked for 20%.

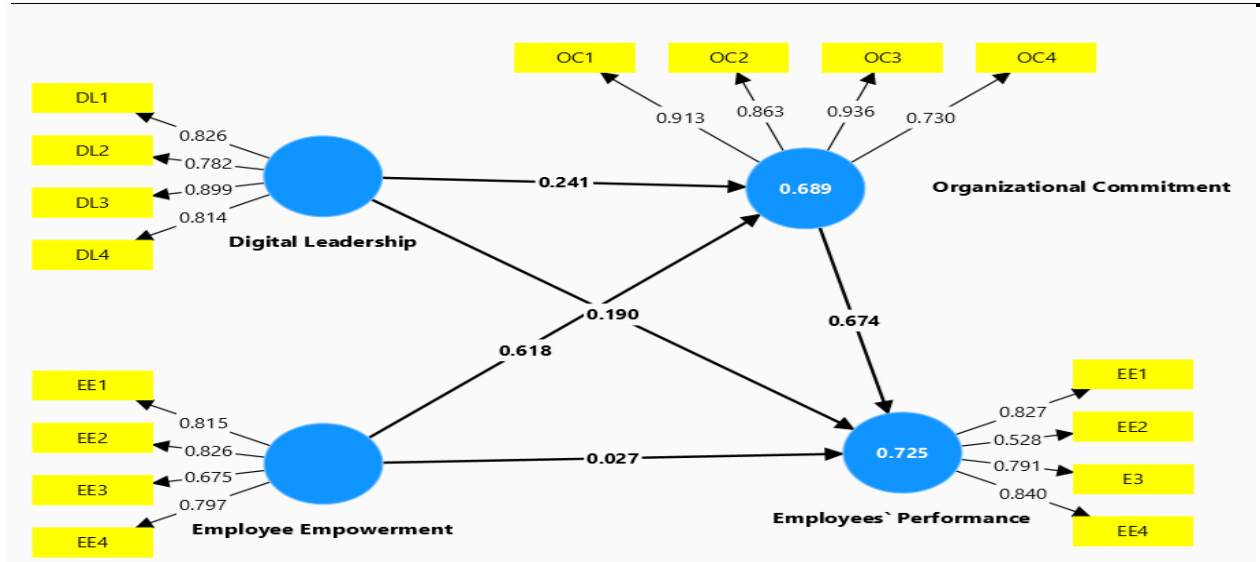


Figure 2. Validity Testing

The outer model test in [figure 2](#) is used to determine the validity of each indicator and test the reliability of the construct. The criteria used to assess the outer model are convergent validity, discriminant validity and reliability. Validity and reliability tests aim to

determine whether the data obtained is appropriate and meets the requirements for further testing, namely hypothesis testing.

Table 1. Validity testing

| Variables | Cronbach's Alpha | Rho_A | Composite Reliability | AVE |
|--------------------------------|------------------|--------|-----------------------|-------|
| Digital Leadership (DL) | 0,8321 | 0,8024 | 0,9084 | 0,908 |
| Employee Empowerment (EE) | 0,9081 | 0,9072 | 0,9087 | 0,823 |
| Organizational Commitment (OC) | 0,8654 | 0,9874 | 0,8094 | 0,843 |
| Employees` Performance (EP) | 0,9081 | 0,9872 | 0,8764 | 0,854 |

In the validity testing stage in [table 1](#), the loading factor value required in SmartPLS 3.0 is ≥ 0.70 and all indicators have a loading factor value ≥ 0.70 , so that all indicators are declared valid. The results of the Composite Reliability (CR) and Average Variance

Extracted (AVE) calculations in this research can be said to meet the overall requirements.

Table 2. Discriminant Validity

| Variables | DL | EE | OC | EP |
|-----------|-------|-------|-------|-------|
| DL | 0,965 | | | |
| EE | 0,832 | 0,981 | | |
| OC | 0,876 | 0,845 | 0,832 | |
| EP | 0,732 | 0,809 | 0,712 | 0,912 |

The calculation results for the CR and AVE in [table 2](#) values for the digital leadership variable are greater than 0.80. Based on these results, it can be said that all constructs have been proven to be reliable and can be used for testing at the next stage. The Discriminant Validity test is declared valid because the AVE

root of each latent variable is higher than the correlation with other latent variables (Fornell-Larcker Criterion) and the indicators also have a higher correlation with each latent variable compared with other latent variables in [table 3](#).

Table 3. Collinearity (VIF)

| Variables | DL | EE | OC | EP |
|-----------|----|----|----|-------|
| DL | | | | 3,432 |
| EE | | | | 3,412 |
| OC | | | | 4,241 |
| EP | | | | 3,654 |

R-Square

Structural test analysis is carried out to find out the R2 value in each equation. The R2 value shows how much the independent variable can explain the dependent variable. The results of the analysis show that the organizational commitment variable is jointly influenced by the digital leadership and employee empowerment variables with an R2 value of 0.560. Thus, it can be interpreted that 56% of the variance in organizational commitment can be explained by digital leadership and employee empowerment, while the remaining 44% can be explained by

other variables not included in this study. The next analysis is that employee performance variables are jointly influenced by digital leadership, employee empowerment, and organizational commitment with an R2 value of 0.676. Thus, it can be interpreted that 67.6% of the variance in employee performance can be explained by digital leadership, employee empowerment, and organizational commitment, while the remaining 32.4% can be explained by other variables not included in this study.

Table 4. R Square

| Variables | R Square | R Square Adjusted |
|-----------|----------|-------------------|
| EP | 0,725 | 0,712 |
| OC | 0.689 | 0.674 |

Based on the results of the R Square analysis in [table 4](#), it was found that the coefficient of determination for employee performance was 0.725 or 72.5%, meaning that the variables digital leadership, employee empowerment and organizational commitment contributed to the employee performance variable by 72.5% and the

remaining 27.5% was contributed by other variables. Based on the results R Square analysis shows that the coefficient of determination for organizational commitment is 0.689 or 68.9%, meaning that the digital leadership and employee empowerment variables contribute to the organizational commitment variable by

68.9% and the remaining 31.1% is the contribution from other variables.

The next analysis is hypothesis testing, the results of hypothesis testing are shown in the

following [figure 3](#).

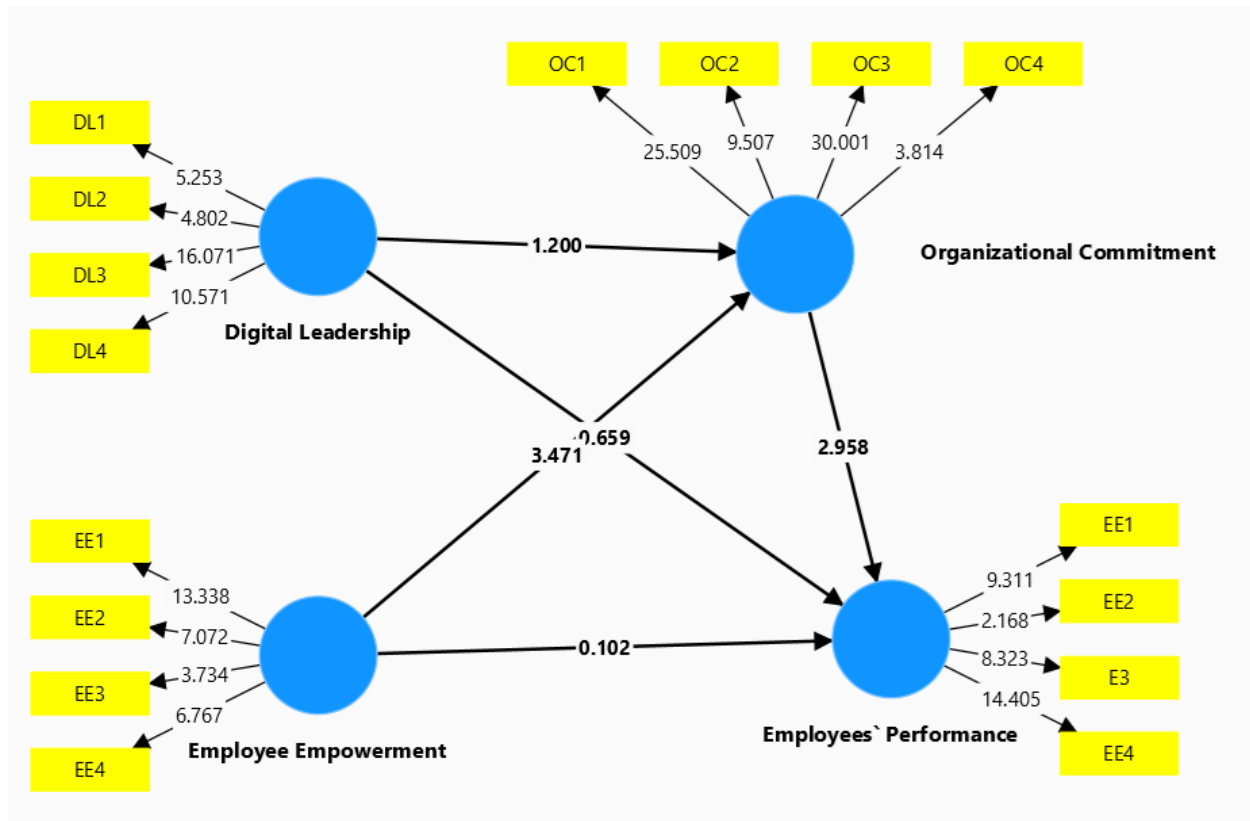


Figure 3. Hypothesis Testing

Based on the hypothesis testing [figure 3](#), it is known that of the 5 hypotheses formulated, all of them have a T-value above 1.96 so that

the data supports the research hypothesis that was developed.

Table 5. Hypotheses Testing for Direct Effect

| Hypotheses | Relationship | P Values | Decision |
|------------|--------------|----------|-----------|
| H1 | DL -> EP | 0,000 | Supported |
| H2 | EE -> EP | 0,000 | Supported |
| H3 | DL -> OC | 0,000 | Supported |
| H4 | EE -> OP | 0,000 | Supported |
| H5 | OC -> OP | 0,000 | Supported |

Based on the hypothesis testing [table 5](#) above, it is known that of the 5 hypotheses formulated, all of them have a T-value above

1.96 so that the data supports the research hypothesis that was developed. This research explores and empirically tests the influence of

digital leadership and employee empowerment on employee performance mediated by organizational commitment in the Manufacturing Industry.

Direct Relationship of digital leadership and employee performance

Based on the results of structural equation modeling partial least squares (SEM-PLS) analysis, the p value was $0.000 < 0.050$ and the T value was > 1.96 , so it was concluded that the relationship was significant. The relationship between digital leadership that positively influences employee performance is examined in more depth through this study. These results are in line with findings Jiang et al. (2023) [11] which state that digital leadership has a positive influence on organizational performance. Digital leadership can be interpreted as a leader's ability to direct and evaluate the company's digital transformation process in utilizing all the resources and added value the company has. In the midst of developments in the era where the digital era is starting to be widely used in various fields, digital leadership can make it easier for companies to take advantage of digitalization to gain and maintain competitive advantages [1]. Digital Leadership is not only about the ability to use technology, but also about directing digital transformation and implementing innovative strategies to utilize digital technology. This involves a deep understanding of digital trends, digital transformation, and the use of digital technologies to transform and improve business operations and interactions with customers and other stakeholders [5]. Companies need digital leadership that is oriented towards innovation and creativity to remain competitive. Digital leadership is strategic leadership that utilizes the company's digital assets to achieve organizational goals. This leadership drives transformation within the company [21].

Direct relationship between employee empowerment and employee performance

Based on the results of structural equation modeling partial least squares (SEM-PLS) analysis, the p value was $0.000 < 0.050$ and the T value was > 1.96 , so it was concluded that the relationship was significant. This research also found a positive influence between employee empowerment on employee performance. These results are in line with research Hosseini et. al (2023) [16] which shows that employee empowerment has a significant positive effect on employee performance. Employee Empowerment is the process of giving power, autonomy and responsibility to employees in making decisions and acting to achieve organizational goals [19]. The existence of a leader who always encourages employees to follow the program. Providing attention and opportunities to employees in empowerment activities can lead to employee satisfaction at work [18]. This will have a good impact, namely increasing employee performance in the company. Empowerment has a positive effect on employee performance. Empowerment will make employees have strong competence and attachment to the company. Employees will better understand the company's vision and mission and be able to adapt to company goals.

Empowerment provides an important foundation for employees in carrying out certain tasks so that these tasks provide useful experience for them and can be used as a guide and reference for subsequent tasks. According to Jiang et al.(2023) [11] the importance of employee empowerment, because of its benefits for various other sources and synergizing every organizational activity process. According to Faliza et al. (2024) [21] human resource empowerment is a process of business activities to further empower people themselves through change and development. ability, trust, authority and

responsibility and the framework for implementing organizational activities to improve performance as expected. Empowering employees is something important, because in facing the era of competition and service, every organization needs employees who are responsive and independent so that the organization has a competitive advantage through its human resources. Empowerment by companies is used as a means to strengthen the capabilities and commitment of employees [18].

Direct relationship between organizational commitment and employee performance

Based on the results of structural equation modeling partial least squares (SEM-PLS) analysis, the p value was $0.000 < 0.050$ and the T value was > 1.96 , so it was concluded that the relationship was significant. Furthermore, organizational commitment also has a positive influence on employee performance. These results are in line with research Gilbert et al, (2021) [18] that organizational commitment is positively related to employee performance which has been proven to be significant. Employee performance is the main capital for a company to be able to maintain its existence in the industrial world. To have good quality and performance, one of the employees must have a good commitment to the company. With a great sense of belonging to the organization, an employee is able to work more optimally. The next thing found in this study is that digital leadership has a positive influence on organizational commitment [5]. Having organizational commitment in a person will create motivation to work as well as possible in an organization as an effort to realize common goals. A person's commitment to an organization or company in the world of work is often a very important issue. Some organizations include an element of commitment as one of the requirements for holding a certain position or position in

the qualifications for job vacancies [1]. However, this understanding is very important in order to create conducive working conditions so that the company can run efficiently and effectively. Organizational commitment is one of the concepts of work attitude because attitude towards work is related to the presence or absence of a person's attachment and involvement to the organization. In this view, individuals who have high commitment will prioritize the interests of their organization rather than their personal or group interests [9].

Organizational commitment shows a person's desire to remain in an organization or company because they feel they belong to the organization. Someone wants to stay in an organization because someone works in a company because they really want to do that job. Apart from that, it is also due to considerations of profit and loss, meaning considering what must be sacrificed if he stays with the organization and other reasons because he feels he has to stay because of loyalty. For individuals with high organizational commitment, achieving organizational goals is important. On the other hand, individuals or employees with low organizational commitment will have low attention to achieving organizational goals and tend to try to fulfill personal interests. Strong organizational commitment within an individual will cause the individual to try hard to achieve organizational goals in accordance with the goals and interests of the organization and will have a positive outlook and strive to do the best in the interests of the organization. High commitment makes the individual care about the fate of the organization and try to make the organization better. Organizational commitment is a situation where an employee supports a particular organization and its goals and desires to maintain membership in that organization. So high job involvement means favoring an individual's particular job.

Organizational commitment in the form of confidence, trust and strong acceptance of the organization's goals and high values will have a good impact on the company in the form of better performance because employees are aware of the company's goals. Several studies have been conducted and it was found that there is a positive relationship between organizational commitment and employee performance.

The Direct Connection of digital leadership and organizational commitment

Based on the results of structural equation modeling partial least squares (SEM-PLS) analysis, the p value was $0.000 < 0.050$ and the T value was > 1.96 , so it was concluded that the relationship was significant. This shows that leadership is able to increase organizational commitment. In order to optimize employee performance in a company, digital leadership and organizational commitment will be interconnected. Digital leadership provides a number of benefits. It facilitates better decision making by leveraging data-driven insights. Leaders can make choices based on real-time analysis, enabling rapid response to market shifts [4]. Digital leadership is always looking for new innovations and is not afraid to try new things. They encourage a culture that promotes experimentation and creative ideas that support growth. Digital leadership not only adopts technology, but also drives transformation within the organization. They lead the change towards more innovative and efficient business models [15]. These traits reflect not only technical expertise, but also the ability to adapt, innovate, communicate and lead change in an ever-evolving digital era. Implementing Digital Leadership requires a strong commitment from the leader and his team, as well as a readiness to adapt to rapid changes in the world of technology. This involves building a strategy that fits the organization's unique needs, as well as

recognizing the importance of combining technology with a broader strategic vision. The impact of these initiatives goes beyond operational efficiency, it revolutionized the industry, setting new standards for success. Digital leadership has a key role and takes a leading position in terms of leadership in the digital era. The advantage of digital leadership in the digital era is that digital leaders can use technology to increase operational efficiency and speed up response times to customers. They can also collect and analyze data to make better business decisions. In the current era of technological progress, digital leadership is very necessary and strategic because every individual must be able to utilize the company's digital assets to achieve organizational goals. Digital leadership is strategic leadership that utilizes a company's digital assets to achieve organizational goals. This leadership drives transformation within the company. Digital leadership is not just introducing the use of e-mail, websites and social media as part of daily work, but what is more important is utilizing data as an important asset [12]

Direct relationship between employee empowerment and organizational commitment

Based on the results of structural equation modeling partial least squares (SEM-PLS) analysis, the p value was $0.000 < 0.050$ and the T value was > 1.96 , so it was concluded that the relationship was significant. With good employee empowerment, each employee can make their own decisions without violating company regulations. Apart from that, employees are able to organize work well to improve employee performance [23]. Empowerment and Effectiveness are each related and greatly influence each other in decision making. The strategic decision making process for the HRM function requires decision making to be sensitive to the effectiveness of the current HRM function

[13]. This information becomes the basis for decisions regarding which processes, systems and skills need to be improved in employees. From several opinions above, it can be concluded that empowerment is related to effectiveness. Empowerment is an effort to encourage or help employees have confidence in completing tasks with full responsibility and make employees independent and capable so that employees feel they have confidence in carrying out their duties so they can work effectively. The higher the employee empowerment, the more their work effectiveness is also high. Empowerment apart from having an effect on

improving performance, can also cause employees to have the desire to end their duties or leave the organization. Individuals who feel satisfied with their jobs tend to stay in the organization, while individuals who feel less satisfied with their jobs will choose to leave the organization. Employee empowerment is giving authority to employees to plan, control and make decisions about the work they are responsible for, without having to obtain explicit authority from managers above them.

Table 6. Hypotheses Testing for Indirect Effect

| Hypotheses | Relationship | P Values | Decision |
|------------|--------------|----------|-----------|
| H6 | DL -> OC->EP | 0,000 | Supported |
| H7 | EE -> OC->EP | 0,000 | Supported |

The mediating role of organizational commitment on the relationship between digital leadership and employee performance

Based on the results of structural equation modeling partial least squares (SEM-PLS) analysis, the p value was $0.000 < 0.050$ and the T value was > 1.96 , so it was concluded that the relationship was significant, organizational commitment is able to mediate the positive influence of digital leadership on employee performance. Rapid technological developments require leaders and employees to adapt to changing times. In order to achieve organizational goals, digital leaders must be formed with a mindset and ability to solve problems and be able to maintain relationships between members and between teams. Employee commitment to the organization is very necessary to create a professional work climate [25]. Commitment can be interpreted as an employee's attitude to remain in the organization and be involved in efforts to

achieve the mission, values and goals of the organization. Individual commitment to the organization is considered important because employees who have a high commitment to the organization will have a professional attitude and uphold the values agreed upon within the organization. Success in increasing employee commitment can grow if the relationship between employees and the organization is a building that supports each other in a high community. The higher the organizational commitment of employees, the greater the employee's individual performance will increase. This commitment encourages someone to stay in the organization because of an analysis of the profits or losses they get. Economic value that is felt to be profitable will encourage employees to remain in the organization rather than leave it. In general, the longer a person works in an organization, the greater the fear of losing what has been invested so far. This commitment makes someone think again if they want to leave the organization.

Leaving the organization will make life's burden even heavier due to cost considerations. The organization becomes a place that is longed for and develops quickly because the people in it are happy and responsible [1].

The mediating role of Organizational commitment on the relationship between Empowerment and employee performance

Based on the results of structural equation modeling partial least squares (SEM-PLS) analysis, the p value was $0.000 < 0.050$ and the T value was > 1.96 , so it was concluded that the relationship was significant. Organizational commitment has also been proven to be able to mediate the relationship between employee empowerment and employee performance [5]. Employee empowerment is considered important because it can help companies complete work. For this reason, it is important for companies to provide training and learning to improve the skills of each individual in the company. By providing opportunities to improve these skills, organizational commitment will emerge in employees. In this way, employee performance will also increase. Enablement can help organizations map out key candidates who will play important roles in the future. This activity supplies potential leaders for strategic positions that will be vacated by senior employees or company executives in the future. These efforts will help organizations overcome the shortage of competent candidates. High or low job satisfaction felt by employees is largely determined by empowering a person in a job. Every individual at work will feel satisfaction if the brand is empowered by the organization [12]. Employees will feel satisfied if they have an understanding of their work, employees will feel satisfied if they have competencies that are appropriate to their work. Furthermore, employees will feel satisfied if they have

personal freedom at work and finally employees will feel satisfied if they have contributed to achieving organizational goals [9]. Employee empowerment in an organization includes motivational efforts to encourage employees to develop themselves. Employees are expected to provide dedication to the development of the organization [21]. Employee empowerment is important to do because the impact of employee empowerment can make employees feel satisfied because employees contribute a lot to achieving organizational goals which leads to employee loyalty to the company. Employee empowerment is important in an organization in increasing employee loyalty [18]. Employee empowerment is an incentive for employees to carry out work more optimally and confidently. Employee job satisfaction needs to be improved properly so that employee loyalty can arise optimally.

Practical and managerial implications

Technological development is an absolute thing that cannot be avoided. Therefore, companies must be prepared for this and think about various strategic steps to be able to adapt and deal with it. In order to maintain business existence amidst increasingly fierce competition with competitors, companies must be astute in implementing the right technology for company development. Choosing the right technology will increase the company's efficiency, effectiveness and productivity so that the company will continue to survive in the industry [13]. Apart from considering the application of technology, companies are also required to pay attention to the quality of human resources within the company.

The application of new technology should also be balanced with increasing HR competency within the company, so that each employee is able to adapt and follow

technological developments implemented within the organization. So, companies must also support each human resource to be able to improve their skills according to the organization's needs at that time through job training or other employee development programs. In this way, both employees and companies are equally capable and prepared to face the transition from the 4.0 to 5.0 era. The application of the latest technology in industry will also increase the company's competitiveness amidst increasingly fierce business competition. This also opens up opportunities for companies to reach a wider market share. Apart from that, every employee is also required to continue to explore their individual potential in order to support individual work performance in the company. In the Era of Society 5.0, digital literacy is no longer just the ability to use hardware or software, but also involves a deep understanding of the implications of ethics, cybersecurity and artificial intelligence [25].

It is important for individuals and organizations to increase their digital literacy and develop relevant technology skills to optimize the benefits of ongoing digital transformation. Confident, able to communicate with the team. Visionary, a visionary is a person who has a view or insight into the future. A visionary person has the right strategy for future steps. Apart from that, they can read existing potential and synergize.

The influence of digital leadership and organizational support on job satisfaction and engagement, digital leadership from supervisors or managers has a positive and significant effect on employee satisfaction and engagement. A positive superior attitude towards digital technology combined with leadership abilities becomes a job resource for employees. This strengthens the resources that employees have to face the

ever-increasing work demands as a consequence of the digital transformation carried out by the company. Managerial implications show that digital leaders if they cannot create a vision of the future that is unclear and unattractive and do not focus their energy on the vision, long-term goals, do not align and change systems and develop and train others.

CONCLUSION

The results of this research digital leadership has a positive and significant relationship on employees' performance, employee empowerment has a positive and significant relationship on employees' performance, digital leadership has a positive and significant relationship on organizational commitment, employee empowerment has a positive and significant relationship on organizational commitment, organizational commitment has a positive and significant relationship on employees' performance. The majority of hypotheses developed in this research have been successfully proven, where digital leadership and employee empowerment have a direct influence on employee performance which is mediated by organizational commitment. The higher the empowerment of employees in the garment industry in digital leadership, the more organizational commitment will increase which will encourage performance. Employees will do maximum work and show a high work ethic if the leader succeeds in directing the work well and providing employee empowerment in accordance with their respective fields which is able to improve employee performance in the industrial sector. Based on the results of the analysis, it can be concluded that digital leadership can influence company performance, then Information and Communication Technology (ICT) innovation is able to strengthen the relationship between leader digitalization and company

performance. This research contributes to leaders continuing to update market needs, especially related to rapid technological developments following the pattern of consumer needs to compete in the global market. In addition, this research has not considered aspects of the company's internal resources such as employee readiness and employee knowledge regarding technology. Training and skills development are important assets in empowering employees. Companies must invest in training programs that suit individual needs and job demands. By developing their skills, employees will feel more competent in carrying out their duties and feel more valued by the company. Giving

employees autonomy in making decisions related to their work will increase their sense of ownership and responsibility. This not only increases employees' self-confidence, but also allows them to better overcome challenges and create innovative solutions. Building an organizational culture that encourages empowerment is an important step. This involves creating an environment where idea sharing, collaboration, and responsibility are emphasized. Management must set an example in behaving openly towards feedback, ideas and initiatives from employees.

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