

## ABSTRAK

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PROGRAM STUDI : PROGRAM MAGISTER ILMU MANAJEMEN  
JUDUL : PENGARUH DIGITAL LEADERSHIP DAN  
ETHICAL LEADERSHIP TERHADAP KINERJA  
PEGAWAI PADA KANTOR DR KOTA LANGSA  
DENGAN PERILAKU KERJA INOVATIF  
SEBAGAI VARIABEL MEDIASI.

Transformasi digital pada organisasi sektor publik menuntut peningkatan kualitas kepemimpinan dan kemampuan pegawai dalam beradaptasi terhadap perkembangan teknologi untuk mewujudkan kinerja yang optimal. Dalam konteks tersebut, *digital leadership* dan *ethical leadership* dipandang sebagai faktor yang dapat memengaruhi kinerja pegawai, baik secara langsung maupun melalui perilaku kerja *inovatif*. Penelitian ini bertujuan untuk menganalisis pengaruh *digital leadership* dan *ethical leadership* terhadap kinerja pegawai dengan perilaku kerja *inovatif* sebagai variabel mediasi pada kantor dewan perwakilan rakyat Kota Langsa. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei. Populasi penelitian berjumlah 70 pegawai yang terdiri atas Pegawai Negeri Sipil (PNS) dan Pegawai Pemerintah dengan Perjanjian Kerja (PPPK), sehingga seluruh populasi dijadikan sampel penelitian dengan menggunakan teknik sampling jenuh. Pengumpulan data dilakukan melalui penyebaran kuesioner secara langsung kepada responden. Data dianalisis menggunakan metode Partial Least Squares-Structural Equation Modeling (PLS-SEM) dengan bantuan perangkat lunak SmartPLS. Hasil penelitian menunjukkan bahwa *digital leadership* berpengaruh positif dan signifikan terhadap perilaku kerja *inovatif* dan kinerja pegawai. Perilaku kerja *inovatif* juga berpengaruh positif dan signifikan terhadap kinerja pegawai. Sebaliknya, *ethical leadership* tidak berpengaruh signifikan terhadap perilaku kerja *inovatif* maupun kinerja pegawai. Selain itu, perilaku kerja *inovatif* terbukti mampu memediasi secara parsial pengaruh *digital leadership* terhadap kinerja pegawai, namun tidak mampu memediasi pengaruh *ethical leadership* terhadap kinerja pegawai. Penelitian ini menyimpulkan bahwa peningkatan kinerja pegawai pada kantor dewan perwakilan rakyat Kota Langsa lebih efektif dicapai melalui penguatan *digital leadership* yang mampu mendorong munculnya perilaku kerja *inovatif*. Oleh karena itu, organisasi perlu meningkatkan kompetensi digital para pemimpin, memperkuat budaya kerja yang *inovatif*, serta mengoptimalkan pemanfaatan teknologi digital guna mendukung peningkatan kinerja pegawai dan kualitas pelayanan publik.

**Kata Kunci:** *Digital Leadership*, *Ethical Leadership*, Perilaku Kerja *Inovatif*, Kinerja Pegawai.

## **ABSTRACT**

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TITLE : THE EFFECT OF DIGITAL LEADERSHIP AND  
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PERFORMANCE AT THE LANGSA CITY DPR  
OFFICE WITH INNOVATIVE WORK BEHAVIOR AS  
A MEDIATING VARIABLE

*Digital transformation in public sector organizations requires improvements in leadership quality and employees' ability to adapt to technological developments in order to achieve optimal performance. In this context, digital leadership and ethical leadership are considered important factors influencing employee performance, either directly or indirectly through innovative work behavior. This study aims to examine the effects of digital leadership and ethical leadership on employee performance, with innovative work behavior serving as a mediating variable at the Regional House of Representatives (DPRK) Office of Langsa City. This study employed a quantitative research approach using a survey method. The population consisted of 70 employees, including Civil Servants (PNS) and Government Employees with Work Agreements (PPPK). Since the population was relatively small, all members of the population were selected as the research sample using a saturated sampling technique. Data were collected through questionnaires distributed directly to the respondents. The data were analyzed using the Partial Least Squares-Structural Equation Modeling (PLS-SEM) approach with SmartPLS software. The findings indicate that digital leadership has a positive and significant effect on innovative work behavior and employee performance. Innovative work behavior also has a positive and significant effect on employee performance. In contrast, ethical leadership does not have a significant effect on either innovative work behavior or employee performance. Furthermore, innovative work behavior partially mediates the relationship between digital leadership and employee performance but does not mediate the relationship between ethical leadership and employee performance. This study concludes that improving employee performance at the Regional House of Representatives Office of Langsa City can be achieved more effectively by strengthening digital leadership that encourages innovative work behavior. Therefore, public sector organizations should enhance leaders' digital competencies, foster an innovative organizational culture, and optimize the utilization of digital technologies to improve employee performance and public service quality.*

**Keywords:** Digital Leadership, Ethical Leadership, Innovative Work Behavior, Employee Performance.