



THE INFLUENCE OF DIGITAL LEADERSHIP AND ORGANIZATIONAL COMMITMENT ON SHOPEE EXPRESS COURIER PERFORMANCE WITH JOB SATISFACTION AS AN INTERVENING VARIABLE

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Abstract

This research examines the influence of digital leadership and organizational commitment on courier performance with job satisfaction as an intervening variable at PT. Shopee Express Aceh Branch. The sample in this study was PT courier. Shopee Express Aceh Branch as many as 145 people. Data was collected through an on-line questionnaire and analyzed using a data analysis method using Structural Equation Modeling (SEM) which was operationalized with the Analysis of Moment Structure (AMOS) tool. The research results show that digital leadership and organizational commitment have a significant effect on job satisfaction and courier performance. And job satisfaction has a direct effect on courier performance. In testing the indirect effect of job satisfaction, it was found to act as a partial mediating variable in the influence of digital leadership and organizational commitment on courier performance. It is hoped that the results of this study can contribute to the management of PT. Shopee Express Aceh Branch in order to manage employees and improve company performance.

Keywords: *Digital Leadership, Organizational Commitment, Job Satisfaction, Courier Performance.*

1. INTRODUCTION

Shopee Express (SPX) is a new innovation from Shopee to develop its own logistics and delivery network which was founded in 2018 and now has many branches in various cities in Indonesia, including Shopee Express Aceh Branch. Currently the Shopee express Aceh company itself has hundreds of couriers in Aceh Province, which are divided into several areas, for the areas that have the highest number of packages currently are the Banda Aceh and Aceh Besar areas, inbound (packages entering the warehouse) can reach 12000 (Two Twelve thousand) per day When there is an event, on a typical day the package can reach 4000-9000 per day. The package will be distributed immediately on the same day.

Shopee Express couriers have a target for each delivery. The courier will usually deliver 90-150 packages per person. Things like this have been going on since 2021 since Shopee Express Aceh started operating. Of course, this is not an easy thing for couriers to overcome, the high Turn Over rate became a problem in the first year, making Shopee Express Aceh continue to improve by carrying out various innovations and collaboration between various parties as well as by having a helpful leadership role so that Shopee Express Aceh is able to reducing the Turn Over number this year. The work target in the world of delivery services is to prioritize punctuality, this is a KPI (Key Performance Indicator) for service companies, punctuality in delivering goods is a marketing strategy that consumers expect.

One of the performance indicators for delivery service companies is influenced by the performance of their couriers. High performance is an important process for achieving the Company's business goals, so efforts need to be made to improve the courier's performance. Mahmudi, (2021) revealed that performance measurement is a process of assessing work progress towards achieving predetermined goals and targets, including information on the efficiency of resource use in producing goods and services, the quality of goods and services, comparison of activity results with targets, and effectiveness actions to achieve goals.

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Hasibuan (2019) states that performance is a manifestation of the work carried out by employees which is usually used as a basis for evaluating employees or organizations. According to Fauzi (2020), performance is the work performance and results achieved by a person, both goods/products and services, which are usually used as a basis for self-assessment of the employee or work organization concerned, which reflects the employee's knowledge about their work. The higher the quality and quantity of work results, the higher the performance. According to Sahir (2020), consumers are more interested in buying goods and services with fast delivery service characteristics by combining physical product components and delivery service information. So, competitive delivery services can be a sustainable advantage.

Many factors influence high and low employee performance, including organizational performance, including digital leadership (Erhan et al., 2022). Researchers who have studied various leadership philosophies, including transformational leadership (Li et al., 2019), participative leadership (Fatima et al., 2017), and ethical leadership (Ahmed Iqbal et al., 2020), have discussed the relationship between the two employees' creative work philosophies and habits. However, there is still a lack of research on how digitalization influences the way we understand leadership including the use of the term "digital leadership" in this research, and how digitalization influences creative work habits because the digitalization process creates a digital workplace that other practitioners do not have (Mihardjo et al., 2019). Digital leadership is a combination of leadership styles and the use of digital technology to achieve digital transformation. Digital leaders must have characteristics and behaviors that enable them to achieve digital transformation goals (Mwita & Joanthan, 2019).

Apart from that, the commitment factor also influences the performance of Shopee Express couriers in the Aceh branch. Organizational commitment is an effort to identify oneself and involve oneself in the organization and hopes to remain a member of the organization (Robbins & Judge, 2015). Shopee Express needs to make new breakthroughs so that it can maximize the performance of its couriers, but this is not something that can be done easily, of course there are many things that become obstacles in the delivery process, the presence and work patterns of the couriers themselves. Turn Over is one of the biggest challenges in the field currently and the lack of work commitment means that the hiring process must always be running to avoid backlogs or packages not being distributed on the same day. Commitment to the organization will make workers give their best to the organization where they work.

According to AlKahtani et al., (2021), organizational commitment is one of the important elements for ensuring organizational efficiency, namely developing organizational commitment among employees. Therefore, committed workers help positive organizational performance (Mahmoud et al., 2020). Furthermore, Loan, (2020), stated that organizational commitment is the feeling of workers or the strength of an organization to bind workers to remain in the organization. Moncreif (2017) revealed that high employee commitment to the organization will influence employee performance. And Van Scooter (2019) states that workers with high commitment will be more work-oriented. It is also stated that workers who have high organizational commitment will tend to be happy to help and be able to work together.

After high employee organizational commitment, another important factor is job satisfaction. Job satisfaction is expected to influence the achievement of organizational goals better. Employee job satisfaction is one aspect that can improve employee performance, so that employee job satisfaction affects the overall performance of the unit. According to Mahmoud et al., (2020), job satisfaction is the extent to which an employee likes or dislikes his job. Job satisfaction is an important aspect in human resource management practices and organizational behavior. This is because job satisfaction can affect absenteeism levels, workforce turnover, work morale, complaints and other vital personnel problems (Handoko, 2021). High job satisfaction is highly desirable because it is associated with positive outcomes and is a sign of a well-managed organization.

According to Amin, (2022), job satisfaction is a personal value that determines well-being. The results of Noor Arifin's research (2021) concluded that job satisfaction has a significant effect on performance. Cecilia Engko (2008) concluded that there is an influence of job satisfaction on



performance. The current performance of couriers in the field can be said to be less than optimal, many things have influenced courier performance so far apart from internal factors and also external factors from the couriers themselves, if conditions like this are left unchecked, Shopee Express' performance will not be optimal, so it will have a big impact on the lack of customer satisfaction, so they will switch to other delivery services. Of course, this will not happen immediately, but if it is allowed to drag on, the root of the problem will become stronger. Here it is very necessary for digital leaders to communicate effectively with all their members, articulate the vision and benefits of digital transformation, and overcome concerns and fears that may arise. Of course, Shopee Express will try various ways to grow commitment from within themselves so that they will maximize courier performance.

LITERATURE REVIEW

Digital Leadership

Leadership is someone who influences, encourages, invites, guides, moves, directs, and forces other people or groups to accept their influence and do something that can contribute to achieving a certain goal, namely ability or will (Guntoro, 2020). In line with Guntoro's view, Mauridya explained that a leader is someone who is full of enthusiasm and has the ability to influence other people to help the organization succeed in achieving its organizational goals.

Organizational Commitment

Organizational commitment is the extent to which employees believe in and accept the organization's goals and the desire to remain in the organization or not leave the organization (Castellano et al., 2021). According to him, organizational commitment is the identification and involvement of a person who is relatively strong in the organization. Organizational commitment is the desire of organizational members to maintain their membership in the organization and are willing to fight to achieve organizational goals. Zhang et al., (2019) mention organizational commitment as employee alignment and loyalty to the organization and organizational goals.

Job satisfaction

Job satisfaction plays an important role in organizational success, where job satisfaction plays a role in increasing internal employee involvement, and companies with high organizational commitment encourage increased employee job satisfaction. Job satisfaction is a person's positive feelings towards their work, including aspects of job satisfaction such as characteristics, salary, working conditions, job security, coworkers, nature of work, and opportunities for advancement for employees as a result of evaluation.

Courier Performance

Performance is the work result that can be achieved by a person or group of people in a company in accordance with their respective authority and responsibilities in an effort to achieve organizational goals illegally, does not violate the law and does not conflict with morals and ethics. Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Abidin & Sasongko 2022).

2. IMPLEMENTATION METHOD

Locations and Objects

In this research, there are thirteen Shopee Express Aceh branches, namely, Banda Aceh, Johan Pahlawan, Sigli City, Juang City, Banda Sakti, Idi Rayeuk, Langsa, Karang Baru, Meureudu, Wih Pesam, and Lhoksukon. Meanwhile, the object of this research is the Couriers.

Population and Sample

Population

No.	Hub Name	Number of Couriers
1	Banda Aceh Hub	105 Courier
2	Banda Sakti Hub	12 Couriers
3	Kuala Hub	8 Courier

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4	Juang Hub City	12 Couriers
5	Sigli Hub City	11 Courier
6	Langsa Hub City	10 Couriers
7	Johan Hero Hub	8 Courier
8	Karang Baru Hub	7 Courier
9	Idi Rayeuk Hub	9 Courier
10	Meureudu Hub	7 Courier
11	Wow Pesam Hub	7 Courier
12	Lhoksukun Hub	7 Courier
Total number		193 Courier

Sample

In this study the number of indicators was 18 indicators (all variables). So the sample in this study is $18 \times 8 = 144$ samples. And the data collection technique is carried out using a questionnaire in the form of a "Google Form" which contains the statements that have been provided.

3. RESULTS AND DISCUSSION

Results of Estimation of Influence between Variables

Table 3.1 Effect of Exogenous Variables on Endogenous Variables

Influence Between Variables		Stand. Estimati <i>e</i>	Estimati <i>e</i>	S.E	CR	P
<i>Job_Satisfaction</i>	<-- - <i>Digital_Leadership</i>	0.489	0.428	0.086	4,962	***
<i>Job_Satisfaction</i>	<-- - <i>Organizational_Commitment</i>	0.453	0.522	0.113	4,614	***
<i>Employee_Performance</i>	<-- - <i>Digital_Leadership</i>	0.377	0.307	0.085	3,623	***
<i>Employee_Performance</i>	<-- - <i>Organizational_Commitment</i>	0.23	0.247	0.104	2,376	0.017
<i>Employee_Performance</i>	<-- - <i>Job_Satisfaction</i>	0.408	0.38	0.114	3,328	***

Source: Research Results (2024)

Based on the equation above, the form of influence of exogenous variables on endogenous variables can be explained as follows:

1. The coefficient value of the influence of digital leadership on job satisfaction is 0.489 or 48.9% with a probability value of 0.000 which is much smaller than alpha (α) = 0.05. This means that digital leadership has a positive and significant effect on courier job satisfaction at PT. Shopee Express Aceh Branch.
2. The coefficient value of the influence of organizational commitment on job satisfaction is 0.453 or 45.3% with a probability value of 0.000 which is much smaller than alpha (α) = 0.05. This means that organizational commitment has a positive and significant effect on courier job satisfaction at PT. Shopee Express Aceh Branch.
3. The coefficient value of the influence of digital leadership on courier performance is 0.377 or 37.7% with a probability value of 0.000 which is much smaller than alpha (α) = 0.05. This means that digital leadership has a positive and significant effect on courier performance at PT. Shopee Express Aceh Branch.
4. The coefficient value of the influence of organizational commitment on courier performance is 0.230 or 23.0% with a probability value of 0.017 which is much smaller than alpha (α) = 0.05. This means that organizational commitment has a positive and significant effect on courier performance at PT. Shopee Express Aceh Branch.
5. The coefficient value of the influence of job satisfaction on career performance is 0.408 or 40.8% with a probability value of 0.000 which is much smaller than alpha (α) = 0.05. This



means that job satisfaction has a positive and significant effect on courier performance at PT. Shopee Express Aceh Branch.

Calculation Results of Total, Direct and Indirect Effects

Table 3.2 Direct, indirect and total effects

	<i>Digital Leadership</i>	<i>Organizational Commitment</i>	<i>Job Satisfaction</i>	<i>Employee Performance</i>
Standardized Direct Effect				
<i>Job Satisfaction</i>	0.489	0.453	0	0
<i>Employee Performance</i>	0.377	0.23	0.408	0
Standardized Indirect Effects				
<i>Job Satisfaction</i>	0	0	0	0
<i>Employee Performance</i>	0.185	0.2	0	0
Standardized Total Effect				
<i>Job Satisfaction</i>	0.489	0.453	0	0
<i>Employee Performance</i>	0.577	0.415	0.408	0

Table 3.2 explains the influence of each variable as follows:

A. Direct Influence

- 1) The direct influence of digital leadership on job satisfaction and courier performance is 0.489 (48.9%) and 0.377 (37.7%) respectively.
- 2) The direct influence of organizational commitment on job satisfaction and courier performance is 0.453 (45.%) and 0.230 (23.0%), respectively.
- 3) The direct effect of job satisfaction on courier performance is 0.408 (40.8%).

B. Indirect Influence

- 1) The indirect effect of digital leadership on courier performance through job satisfaction is 0.185 (18.5%).
- 2) The indirect effect of organizational commitment on courier performance through job satisfaction is 0.20 (20%).

C. Total Effect

- 1) The total influence of digital leadership on job satisfaction and courier performance is 0.489 (48.9%) and 0.577 (57.7%) respectively.
- 2) The total influence of organizational commitment on job satisfaction and courier performance is 0.453 (45.3%) and 0.415 (41.5%) respectively.
- 3) The total influence of job satisfaction on courier performance is 0.408 (40.8%).

Mediation Effect Test Results

The Relationship between Digital Leadership and Courier Performance Through Job Satisfaction.

To find out whether job satisfaction mediates the relationship between digital leadership and courier performance, it is shown in Figure 3.1 and Figure 3.2 below:

Input:	Test statistic:	Std. Error:	p-value:
a 0.489	Sobel test: 3.02890041	0.06586945	0.00245446
b 0.408	Arolian test: 2.99589767	0.06659506	0.00273638
s _a 0.086	Goodman test: 3.06301842	0.06513575	0.00219117
s _b 0.114	Reset all	Calculate	

Figure 3.1 Sobel Test Calculation Results

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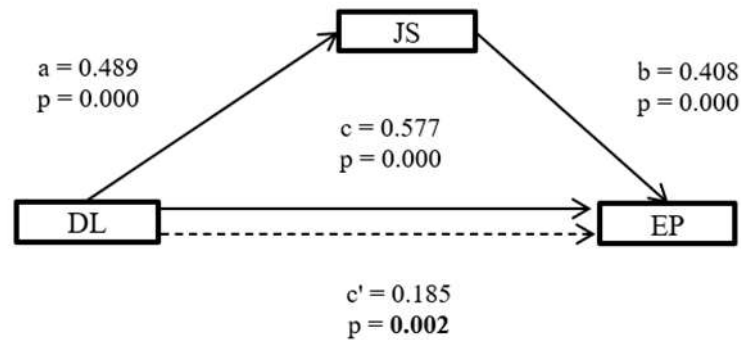


Figure 3.2 Results of the DL – JS – EP Mediation Effect Test

Based on the results of calculating the mediation effect as shown in Figure 5.14 and Figure 5.15, it can be explained that the coefficients for path a ($p = 0.000$), path b ($p = 0.000$) and path c ($p = 0.000$) are significant, and path $c' = 0.002$ (significant), it can be concluded that job satisfaction partially mediates the relationship between digital leadership and PT courier performance. Shopee Express Aceh Branch.

The Relationship between Organizational Commitment and Courier Performance Through Job Satisfaction.

To find out whether job satisfaction mediates the relationship between organizational commitment and courier performance, it is shown in Figure 3.3 and Figure 3.4 below:

Input:	Test statistic:	Std. Error:	p-value:
a 0.453	Sobel test: 2.66979821	0.0692277	0.00758968
b 0.408	Aroian test: 2.6247423	0.07041606	0.00867146
s _a 0.113	Goodman test: 2.71725701	0.06801859	0.00658255
s _b 0.114	Reset all	Calculate	

Figure 3.3 Sobel Test Calculation Results

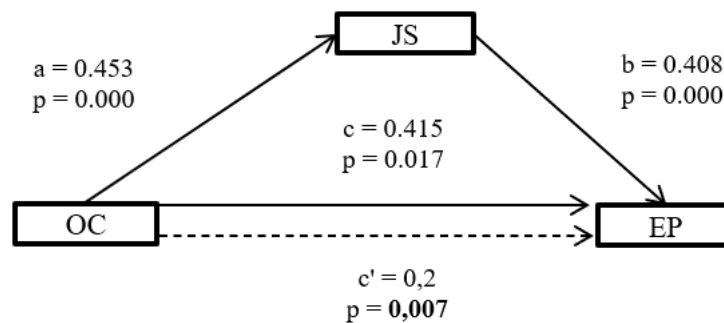


Figure 3.4 Results of OC - JS - EP Mediation Effect Test

Based on the results of calculating the mediation effect as shown in Figure 5.16 and Figure 5.17, it can be explained that the coefficients for path a ($p = 0.000$), path b ($p = 0.000$) and path c ($p = 0.017$) are significant, and path $c' = 0.007$ (significant), it can be concluded that job satisfaction partially mediates the relationship between organizational commitment and PT courier performance. Shopee Express Aceh Branch.

DISCUSSION

The Influence of Digital Leadership on PT Courier Job Satisfaction. Shoope Express.

The results of this research show that there is an influence between digital leadership and job satisfaction as shown in Table 5.21. This influence is proven by the value of the standardized



estimate coefficient or regression weight or gamma coefficient of 0.489 or 48.9%, with a CR critical ratio value (identical to t-count) which is much greater than the minimum CR required of 1.96, namely ($4.962 \geq 1.96$) and a probability (P-Value) that is smaller than the error rate (α) 0.05 of ($0.000 \leq 0.05$), thus it can be stated as a significant influence and therefore it can be concluded that the digital leadership hypothesis is equal to zero rejected. The t-test on the gamma coefficient is carried out to reject the null hypothesis which states that the value of the gamma coefficient is equal to zero, as follows:

$$H_0 : \gamma = 0 \text{ for } H_a : \gamma \neq 0$$

Because the significance (P-Value) ≤ 0.05 , then H_0 is rejected or H_a is accepted, meaning $\gamma \neq 0$ or digital leadership influences job satisfaction. The results of this research accept the hypothesis which states that digital leadership has a positive and significant effect on job satisfaction. This means that if a leader's digital skills increase, it will increase the job satisfaction of employees, which in this case are PT couriers. Shopee Express Aceh Branch. The results of this research are in line with research conducted by (Hidayat et al., 2023; Tanucan et al., 2022) where the research results show that digital leadership and digital competence have a significant positive effect on job satisfaction. Then the results of research (Ari Lasta Irawan et al., 2023) show that digital leadership has a significant effect on the job satisfaction of police personnel. Leadership's influence on job satisfaction was also found by (Bueechl et al., 2021; Putri & Meria, 2022), who concluded that the ability of leaders to transform digitally significantly influences employee job satisfaction. The results of data analysis carried out by Lindawati & Parwoto, (2021) show that digital leadership has a positive and significant effect on job satisfaction. Then, research (Sunaryo et al., 2023; Topcuoglu et al., 2023) states that digital leadership has a significant effect on employee job satisfaction.

The Influence of Organizational Commitment on PT Courier Job Satisfaction. Shopee Express.

The results of this research show that there is an influence between organizational commitment and job satisfaction as shown in Table 5.21. This influence is proven by the value of the standardized estimate coefficient or regression weight or gamma coefficient of 0.453 or 45.3%, with a CR critical ratio value (identical to t-count) which is much greater than the minimum CR required of 1.96, namely ($4.614 \geq 1.96$) and a probability (P-Value) that is smaller than the error rate (α) 0.05 of ($0.000 \leq 0.05$), thus it can be stated as a significant influence and therefore it can be concluded that the organizational commitment hypothesis is equal to zero rejected. The t-test on the gamma coefficient is carried out to reject the null hypothesis which states that the value of the gamma coefficient is equal to zero, as follows:

$$H_0 : \gamma = 0 \text{ for } H_a : \gamma \neq 0$$

Because the significance (P-Value) ≤ 0.05 , then H_0 is rejected or H_a is accepted, meaning $\gamma \neq 0$ or organizational commitment influences job satisfaction. The results of this study accept the hypothesis which states that organizational commitment has a positive and significant effect on job satisfaction. This means that if the organization has a high commitment to its employees or couriers, it will increase the job satisfaction of the employees, which in this case are PT couriers. Shopee Express Aceh Branch.

The results of this research are in line with research conducted by (Ratnasari et al., 2019) which found a direct influence of organizational commitment on employee performance. Organizational commitment is an important factor for increasing job satisfaction and employee performance (Jawaad et al., 2019). Furthermore, Ratnasari et al., (2019) found that organizational commitment influences job satisfaction. Other research finds that organizational commitment has a significant effect on job satisfaction (Ari Lasta Irawan et al., 2023; Putri & Meria, 2022). However, Goetz & Wald, (2022), found that organizational commitment and leadership had a negative effect on employee performance.

The Influence of Digital Leadership on PT Courier Performance. Shopee Express.

The results of this research show that there is an influence between digital leadership on courier performance as shown in Table 5.21. This influence is proven by the value of the

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standardized estimate coefficient or regression weight or gamma coefficient of 0.377 or 37.7%, with a CR critical ratio value (identical to t-count) which is much greater than the minimum CR required of 1.96, namely ($3.623 \geq 1.96$) and a probability (P-Value) that is smaller than the error rate (α) 0.05 of ($0.000 \leq 0.05$), thus it can be stated as a significant influence and therefore it can be concluded that the digital leadership hypothesis is equal to zero rejected. The t-test on the gamma coefficient is carried out to reject the null hypothesis which states that the value of the gamma coefficient is equal to zero, as follows:

$$H_0 : \gamma = 0 \text{ for } H_a : \gamma \neq 0$$

Because the significance (P-Value) ≤ 0.05 , then H_0 is rejected or H_a is accepted, meaning $\gamma \neq 0$ or digital leadership affects employee or courier performance. The results of this research accept the hypothesis which states that digital leadership has a positive and significant effect on courier performance. This means that if organizational leaders have high digital capabilities, it will improve the performance of employees, which in this case are PT couriers. Shopee Express Aceh Branch.

The results of this research are in line with research conducted by (Hidayat et al., 2023), which said that digital leadership and information technology have a significant positive effect on employee performance. The results of research (Putri & Meria, 2022), also found that leadership influences employee performance. The results of data analysis carried out by (Lindawati & Parwoto, 2021) show that digital leadership has a positive and significant effect on employee performance. Furthermore, other research in the culinary industry found that leadership has a significant effect on the performance of police personnel (Ari Lasta Irawan et al., 2023; INGSIH et al., 2020).

The Influence of Organizational Commitment on PT Courier Performance. Shoope Express.

The results of this research show that there is an influence between organizational commitment and courier performance as shown in Table 5.21. This influence is proven by the value of the standardized estimate coefficient or regression weight or gamma coefficient of 0.230 or 23.0%, with a CR critical ratio value (identical to t-count) which is much greater than the minimum CR required of 1.96, namely ($2.376 \geq 1.96$) and a probability (P-Value) that is smaller than the error rate (α) of 0.05 of ($0.017 \leq 0.05$), thus it can be stated as a significant influence and therefore it can be concluded that the organizational commitment hypothesis is equal to zero rejected. The t-test on the gamma coefficient is carried out to reject the null hypothesis which states that the value of the gamma coefficient is equal to zero, as follows:

$$H_0 : \gamma = 0 \text{ for } H_a : \gamma \neq 0$$

Because the significance (P-Value) ≤ 0.05 , then H_0 is rejected or H_a is accepted, meaning $\gamma \neq 0$ or organizational commitment influences employee or courier performance. The results of this research accept the hypothesis which states that organizational commitment has a positive and significant effect on courier performance. This means that if the organization has a high commitment to its employees, it will improve the performance of the employees, which in this case are PT couriers. Shopee Express Aceh Branch. The results of this research are in line with research conducted by (Putri & Meria, 2022) which found that organizational commitment had an effect on employee performance. The research results found a positive and significant influence on employee performance (Ratnasari et al., 2019). Research by Ari Lasta Irawan et al., (2023), found a significant influence between organizational commitment and the performance of police personnel.

The Influence of Job Satisfaction on PT Courier Performance. Shoope Express.

The results of this research show that there is an influence between job satisfaction and courier performance as shown in Table 5.21. This influence is proven by the value of the standardized estimate coefficient or regression weight or gamma coefficient of 0.408 or 40.8%, with a CR critical ratio value (identical to t-count) which is much greater than the minimum CR required of 1.96, namely ($3.328 \geq 1.96$) and a probability (P-Value) that is smaller than the error rate (α) 0.05 of ($0.000 \leq 0.05$), thus it can be stated as a significant influence and therefore it can be concluded that the hypothesis of job satisfaction is equal to zero rejected. The t-test on the gamma



coefficient is carried out to reject the null hypothesis which states that the value of the gamma coefficient is equal to zero, as follows:

$$H_0 : \gamma = 0 \text{ for } H_a : \gamma \neq 0$$

Because the significance (P-Value) ≤ 0.05 , then H_0 is rejected or H_a is accepted, meaning $\gamma \neq 0$ or job satisfaction affects employee or courier performance. The results of this study accept the hypothesis which states that job satisfaction has a positive and significant effect on courier performance. This means that if employees or couriers have high satisfaction while working, it will improve the performance of the employees, which in this case are PT couriers. Shopee Express Aceh Branch. The results of this research are in line with research conducted by (Putri & Meria, 2022), which states that job satisfaction influences the performance of employees of food & beverage companies in Jakarta. The same thing was also conveyed by (Ratnasari et al., 2019), that increasing job satisfaction has a significant effect on employee performance. Then research shows a significant influence of job satisfaction on the performance of police personnel (Ari Lasta Irawan et al., 2023). Then testing by INGSIH et al., (2020), found that job satisfaction had a significant effect on employee performance.

The Influence of Digital Leadership on PT Courier Performance. Shopee Express Aceh Branch Through Job Satisfaction Mediation.

The role of mediating variables can be carried out through assessing path coefficients obtained from standardized regression coefficients or called standardized coefficients (Beta, β). According to (Baron & Kenny, 1986a), mediation effects occur if there are 4 (four) of the following criteria: 1) The independent variable influences the dependent variable. 2) The independent variable influences the mediating variable. 3) The mediating variable must influence the dependent variable. 4) Full mediation (Full/Perfect Mediation) occurs if the influence of the independent variable on the dependent variable directly is not significant, but the influence is significant when the mediating variable is involved. Meanwhile, partial mediation occurs if the influence of the independent variable on the dependent variable, either directly or indirectly, is significant. To see the role of the job satisfaction variable in mediating the influence of digital leadership on courier performance, it can be assessed using the assumptions required through a Sobel test calculation, namely looking at the significance of each path.

Based on Figure 5.15, it can be explained that the significance of path a consists of the relationship between digital leadership and job satisfaction of 0.000, the significance of path b consists of the relationship of job satisfaction with courier performance of 0.000, and the significance of path c consists of the total influence of digital leadership on courier performance of 0.000. The significance of these three paths meets the theoretical criteria (Baron & Kenny, 1986). Furthermore, to assess the indirect influence relationship, it can be assessed by calculating the significance value of the path c' of 0.002. The significance of path c' was carried out using a Sobel calculator (Sobel test) (Preacher & Hayes, 2004).

The results of calculating the mediation effect as shown in Figure 5.15 can be explained that the coefficients of path a, path b and path c are significant, and path c' is also significant, so it can be concluded that job satisfaction partially mediates the relationship between digital leadership and courier performance PT. Shopee Express Aceh Branch. This research supports the results of research conducted by (Hidayat et al., 2023), which found that job satisfaction mediates the relationship between digital leadership and employee performance. Furthermore, other research found the role of job satisfaction in mediating the influence of leadership on employee performance (Putri & Meria, 2022). The results of data analysis carried out by (Lindawati & Parwoto, 2021) show that digital leadership has a positive and significant effect on employee performance through job satisfaction. This research concludes that job satisfaction plays an important role as a mediator of the relationship between digital leadership and employee performance. Then in research on the National Police organization, (Ari Lasta Irawan et al., 2023; INGSIH et al., 2020), found a significant influence between digital leadership and personnel performance through the mediation of job satisfaction.

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The role of mediating variables can be carried out through assessing path coefficients obtained from standardized regression coefficients or called standardized coefficients (Beta, β). According to (Baron & Kenny, 1986a), mediation effects occur if there are 4 (four) of the following criteria: 1) The independent variable influences the dependent variable. 2) The independent variable influences the mediating variable. 3) The mediating variable must influence the dependent variable. 4) Full mediation (Full/Perfect Mediation) occurs if the influence of the independent variable on the dependent variable directly is not significant, but the influence is significant when the mediating variable is involved. Meanwhile, partial mediation occurs if the influence of the independent variable on the dependent variable, either directly or indirectly, is significant. To see the role of the job satisfaction variable in mediating the influence of organizational commitment on courier performance, it can be assessed using the assumptions required through the sobel test calculation, namely looking at the significance of each path.

Based on Figure 5.15, it can be explained that the significance of path a consists of the relationship between organizational commitment and job satisfaction of 0.000, the significance of path b consists of the relationship between job satisfaction and courier performance of 0.000, and the significance of path c consists of the total influence of organizational commitment on courier performance of 0.000. The significance of these three paths meets the theoretical criteria (Baron & Kenny, 1986). Furthermore, to assess the indirect influence relationship, it can be assessed by calculating the significance value of path c' of 0.007. The significance of path c' was carried out using a Sobel calculator (Sobel test) (Preacher & Hayes, 2004). The results of calculating the mediation effect as shown in Figure 5.17 can be explained that the coefficients of path a, path b and path c are significant, and path c' is also significant, so it can be concluded that job satisfaction partially mediates the relationship between organizational commitment and courier performance PT. Shopee Express Aceh Branch.

The results of this research are in line with research conducted by (Ratnasari et al., 2019) where this research found an indirect influence between organizational commitment on employee performance through job satisfaction. And Putri & Meria, (2022), said that job satisfaction can mediate organizational commitment to employee performance. The same thing was conveyed by (Ari Lasta Irawan et al., 2023), job satisfaction mediates the influence of organizational commitment on employee performance. INGSIH et al., (2020), found that job satisfaction mediates the indirect influence between organizational commitment and employee performance.

4. CONCLUSION

Based on the research results previously explained in the discussion section, the conclusions in this research are as follows:



1. Digital leadership has a significant influence on the job satisfaction of PT Couriers. Shopee Express Aceh Branch.
2. Organizational commitment has a significant effect on PT Courier job satisfaction. Shopee Express Aceh Branch.
3. Digital leadership has a significant effect on the performance of PT Couriers. Shopee Express Aceh Branch.
4. Organizational commitment has a significant effect on the performance of PT Couriers. Shopee Express Aceh Branch.
5. Job satisfaction has a significant effect on the performance of PT couriers. Shopee Express Aceh Branch.
6. Digital leadership has a significant effect on the performance of PT Couriers. Shopee Express Aceh Branch through job satisfaction as a mediating variable.
7. Organizational commitment has a significant effect on the performance of PT Couriers. Shopee Express Aceh Branch through job satisfaction as a mediating variable.

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THE INFLUENCE OF DIGITAL LEADERSHIP AND ORGANIZATIONAL COMMITMENT ON SHOPEE EXPRESS COURIER PERFORMANCE WITH JOB SATISFACTION AS AN INTERVENING VARIABLE

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