

Digital Transformation Process of the Presidency of Religious Affairs: Is the Presence of Digital Leaders a Determinant on Employee Job Performance?

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Abstract

The aim of the research is to determine the effect of digital leadership on job performance. In this context, job performance is discussed together with its sub-dimensions. The research was carried out with the participation of personnel responsible for providing services within the Presidency of Religious Affairs. In this context, the quantitative research method was used and data was obtained with the help of scale forms. "Digital Leadership Scale" was used to determine the Digital Leadership orientations of the employees and "Job Performance Scale" was used to reveal their job performance. The findings obtained also reveal the effect of digital leadership on job performance within the scope of both task and contextual performance. The research findings show that digital leadership has a significant and positive effect on both job performance and its sub-dimensions (task-contextual performance). In other words, it is noteworthy that digital leadership is decisive on the job performance of employees within the Presidency of Religious Affairs. On the other hand, this significant and positive relationship between digital leadership and job performance essentially points to the positive reflections of the positive attitude of the executive leaders within the Presidency of Religious Affairs towards digitalization and digital technologies on their employees and their job performance. In the digital age we live in, the need for agile digital leaders who are visionary, aware of new technologies, prone to digitalization, and who support, guide, motivate and lead their employees in the process of adopting digital technologies is increasing day by day. In this context, it is essential to consider, evaluate and adopt the subject as a part or extension of organizational culture. Moreover, it is thought that the current research will contribute both to researchers in theory and to practitioners in practice. It is believed that it can be a horizon-expanding and inspirational source for research in new and different areas.

Keywords: Digital transformation, digital technologies, digital leadership, job performance, presidency of religious affairs

Jel Codes: M0, M1, Y9

Diyanet İşleri Başkanlığının Dijital Dönüşüm Süreci: Dijital Liderlerin Varlığı Çalışan İş Performansı Üzerinde Belirleyici Midir?

Özet

Araştırmanın amacı, dijital liderliğin iş performansı üzerindeki etkisini tespit etmektir. Bu bağlamda, iş performansı alt boyutlarıyla birlikte ele alınmıştır. Araştırma, diyanet işleri başkanlığı bünyesinde hizmet vermektan sorumlu personellerin katılımıyla gerçekleştirilmiştir. Bu bağlamda, nicel araştırma yöntemi kullanılmış ve ölçek formları yardımıyla veriler elde edilmiştir. Çalışanların Dijital Liderlik yönelimlerini belirlemek için "Dijital Liderlik Ölçeği" ve iş performanslarını ortaya koyabilmek adına "İş Performansı Ölçeği" kullanılmıştır. Elde edilen bulgular, dijital liderliğin iş performansı üzerindeki etkisini ayrıca hem görev hem de bağlamsal performans kapsamında ortaya koymaktadır. Araştırma bulguları, dijital liderliğin hem iş performansı hem de onun alt boyutları (görev-baglamsal performans) üzerinde anlamlı ve pozitif bir etkiye sahip olduğunu göstermektedir. Bir diğer ifadeyle, diyanet işleri başkanlığı bünyesindeki çalışanların iş performansı üzerinde dijital liderliğin belirleyici olduğu dikkat çekmektedir. Öte yandan, dijital liderlik ile iş performans arasındaki bu anlamlı ve pozitif ilişki esasında diyanet işleri başkanlığı bünyesindeki yönetici liderlerin dijitalleşmeye ve dijital teknolojilere yönelik olumlu tutumunun çalışanlarına ve onların iş performansına olumlu yansımalarına işaret etmektedir. Yaşadığımız dijital çağda vizyon sahibi, yeni teknolojilerden haberdar, dijitalleşmeye yatkın, dijital teknolojilerin benimsenmesi sürecinde çalışanlarını destekleyen, yönlendiren, güdüleyen, önderlik eden çevik dijital liderlere duyulan gereksinim her geçen gün artmaktadır. Bu bağlamda, aslında konuyu örgüt kültürünün bir parçası ya da uzantısı olarak ele almak, değerlendirmek ve benimsetmek elzemdir. Dahası, mevcut araştırmanın gerek teorik ölçüde araştırmacılara gerekse de pratikte uygulayıcılara katkı sağlayacağı düşünülmektedir. Yeni ve farklı alanlardaki araştırmalar için ufuk açıcı ve ilham kaynağı olabileceğine inanılmaktadır.

Anahtar kelimeler: Dijital dönüşüm, dijital teknolojiler, dijital liderlik, iş performansı, diyanet işleri başkanlığı

Jel Kodu: M0, M1, Y9

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1. INTRODUCTION

The process of interaction between the development of technology and religion has historically been quite controversial and occasionally fraught with conflict (Andika, 2022). Especially considering the speed and scope that technology has reached today, this issue has an importance and impact beyond expectations. In the historical process, technological innovations have led to radical changes and transformations in human history, starting with the invention of the printing press, and have forced traditional systems, especially religious structures, into a radical transformation process (Kumar et al., 2022). This process of change brings with different approaches and discussions, causing religion to be restructured in the modern world, especially under the influence of technology, in a way that is quite different from previous periods. Accordingly, the relationship between religion and technology is now being addressed within the framework of the dynamics of mutual interaction and change (Deagon, 2021).

Reactions and attitudes adopted on a religious level, despite social, scientific and technological developments, transform the relationship between religion and change into one of the complex areas of discussion. In recent years, while the discussions on the future of religion have maintained their intensity and importance, the technological dimension of the issue is still being discussed on a dynamic basis (Kodongan and Pandie, 2022). Today, technological advances that affect and rapidly transform different aspects of life essentially offer humanity a new social structure, information network or information order (Ibrahim et al., 2022). On the other hand, technological advances provide access to information on a universal scale, paving the way for the development of new social relationship networks among individuals and thus the formation of new social values (Rusdi et al., 2023).

It is known that in parallel with the advances or developments in technology, not only religious perception or attitude, but also religious structures and structures have entered a significant change-transformation process. As an extension of technological advances, a period of digitalization is being entered in religious institutions or organizations, and it is stated that the widespread use of digital technologies is increasing day by day (Dasopang, 2025). The use of digital technologies, on the one hand, provides easy and fast access to information, it can cause social relations to increase and strengthen due to the width of the network structure. Accordingly, it is seen that the existing structure and values, namely the organizational culture, are reshaped in the institutions-organizations or organizations in question (Gul and Abrar, 2024).

On the other hand, the most effective element that shapes the perspective towards digital technologies and develops the organizational culture in an organization is the executive leaders. In order to achieve organizational goals, under the leadership of digital leaders who tend to use their digital values extensively, it is desired that other employees in the organization adopt the same approach and attitude (Parhusip, 2024). The digitalizing world requires the use of digital technologies, and digital leaders have important roles or responsibilities in directing their employees in this direction (Arifin et al., 2025). As a matter of fact, the effective use of digital technologies by employees under the leadership of digital leaders contributes to both their individual job performance and, with a more holistic approach, to the increase of organizational performance or success (Habibulloh et al., 2025).

This research aims to examine the impact of digital leadership on employee job performance on religious affairs employees. The current research is notable for the limited number of studies in the literature on the subject it addresses. It also has the potential to

offer a different perspective on the relationship between religion and technology. This study focuses on personnel working within the Presidency of Religious Affairs who use mass communication tools effectively in the digital age we are in, considering the complex relationship between religion and technology. It is aimed that the findings obtained because of the research will make significant contributions to the literature in terms of future research and regulations. In addition, it is thought that the effects of digital leadership at both individual and organizational levels will be revealed and that it will enable a broader perspective.

2. LITERATURE REVIEW

In this section, the relationship between technology and religion based on adaptation to the digital age, the digital transformation of the Presidency of Religious Affairs, and leadership and business performance on the axis of managers and employees who are a part of the digitalization process are discussed.

2.1. Adapting to the Digital Age: The Duality of Technology and Religion

In the 21st century, the development of digital media tools along with the processes of modernization and globalization has radically transformed the structure of society (Tanshzil et al., 2025). Digital media, which has replaced traditional media, is becoming a tool of not only technological but also social and cultural change. In this age, where people are both producers and consumers of information, media penetrates every aspect of life and shapes the social, cultural, political and religious lives of individuals (Hukku et al., 2025). This digital transformation created by global communication networks turns the world into a "global village" and enables the transfer of different lifestyles and cultures to each other. This process leads to major changes in terms of content and form in areas such as religion and religious attitudes (Elbanna et al., 2025).

On the other hand, the rapid development of communication technology has a wide area of influence from information transfer to social transformation. In this sense, significant changes are being witnessed in the relationship between communication technologies and religion (Sohn, 2021). In the historical process, the invention of the printing press, the spread of radio and television, and finally the introduction of the internet into our lives are seen as important turning points that changed and transformed society and religious perception (Luo et al., 2022). Today, the digital age is a period in which religious culture is reshaped by media tools and controversial religious differentiations emerge. In this process, religion is reproduced and evaluated in different ways than in previous periods, in mutual interaction with information, technology, and cultural change (Gao et al., 2024).

While the digital age we are in promises a "society 5.0" and "information revolution" with the opportunities offered by communication technologies, it also brings with it many contradictions and problems (Maulidin et al., 2024). In this context, communication technologies both create new social relations and value networks by providing global access to information and draw attention to global problems such as energy needs, infrastructure deficiencies, and digital inequality (Korotkova et al., 2024). At the same time, while a large part of the world's population still lacks access to basic means of communication, the proliferation of technology has the potential to create a homogeneous culture and create creative areas of interaction between different cultures (Allen et al., 2024).

Depending on the increasing technological advances, it is predicted that new digital technologies can lead to transformations and changes in religious life as well as in every aspect of life. Technology is likely to create a transformation or transformation by affecting religious principles and the perspectives of the

religious. This situation is seen as the harbinger of an era in which religious life is mechanized and digitalized (Van Bavel et al., 2021). On the one hand, digital technologies offer advantages by facilitating religious experiences, on the other hand, they cause changes in mentality and a break from traditional religious practices. While the new generations growing up with technology are shaped by the values of this period, the concept of digital religion comes to the fore, and the differences between digital religion and traditional religious models are becoming more and more apparent day by day (Levin and Mamlok, 2021). The most important structure that makes the digitalization process effective is religious institutions and organizations, which are largely gathered under the Presidency of Religious Affairs (Adak, 2021).

2.2. Presidency of Religious Affairs and Digital Transformation Process

The Industrial Revolution has led to radical changes in our lives and transformed many areas from production to social structure (Yafei et al., 2024). The process that started with the First Industrial Revolution caused small-scale enterprises to be replaced by factories with the development of mechanical production methods. In the Second Industrial Revolution, electricity and oil added to steam power accelerated production processes. In the Third Industrial Revolution, automation and digitalization increased production efficiency and eliminated the boundaries of trade and information (Hardhienata et al., 2021). Today, with the Fourth Industrial Revolution, information and communication technologies have been integrated into production systems and the existence of smart factories and cyber-physical systems has come to the fore (Padeli et al., 2025).

In this process, new generation digital technologies such as artificial intelligence, the internet of things (IoT), cloud computing and augmented reality are essentially reshaping the business world, organizational structures

and functioning (Logeswaran et al., 2024). Thanks to digitalization, the concepts of space and time are losing their importance and businesses are adopting more flexible, performance-enhancing and efficient business models. In this context, digital technologies play a central role in business life and offer various tools that facilitate production and service processes (Zhang et al., 2022). Employees' skills in using these technologies, their problem-solving abilities and their ability to work in a digital environment are an important part of the change or transformation experienced (Harahap et al., 2023; Hendrawan et al., 2024).

Today, religion is one of the fundamental dynamics of social changes and is also transformed by being affected by these changes. With the digitalization process, religion is being redefined under the concept of "Digital Religion" with new practices and forms of expression (Evolvi, 2022). Religion, which has played a key role in ensuring social order, especially in times of crisis, continues to exist on digital platforms in the modern age today (Huygens, 2021). Especially in global crises such as epidemics, religious institutions can guide members of faith using social media tools and convey their messages to large audiences. This process shows that religion is being reshaped in the digitalized world and is gaining a more fluid and accessible structure (Vekemans, 2021).

On the other hand, various digital media platforms (such as Twitter, YouTube, Facebook, Instagram) are causing radical transformations in religious communication and are reshaping traditional religious understandings (Huda et al., 2024). The internet provides a platform where individuals can express their beliefs and organize online rituals by conveying the messages of religions to large audiences. In fact, the concept of digital religion reveals the fluid and mobile form of religion by establishing a bridge between online and offline religious practices (Ferguson et al., 2021). While digital platforms

accelerate the dissemination of religious content (holy texts, stories, animations) (Basyiroh et al., 2025), they also increase individual freedom of belief and expression. Thus, religion discovers a new language and representation in a global context, making the digital world an effective tool (Missier, 2025).

In the new century, developments in information and communication technologies are making people a part of a digitalized world (Loh et al., 2025). Digital media is now becoming an indispensable tool for communication, socialization and education with its fast, simultaneous and interactive communication opportunities (Maharjan and Uprety, 2025). Institutions and countries also can develop long-term relationships and reach the international public opinion by establishing two-way communication thanks to digital media (Buckley et al., 2023). In religious terms, one of the most important implementers of this in our country is the Presidency of Religious Affairs and its affiliated institutions or organizations (Adak, 2021).

The digital transformation process of the Presidency of Religious Affairs has gained significant momentum in recent years with the increasing impact of technology on public services. With the transfer of religious services to the digital environment, especially in the post-pandemic period, the way the Presidency of Religious Affairs communicates with citizens has also transformed. In this context, individual religious guidance services are provided through Diyanet TV, Diyanet Radio, mobile applications and e-Diyanet platforms; many services such as prayer times, sermons, religious publications and donation systems have become accessible through the digital environment. Digital transformation has also been stated as a clear goal in the institution's 2024–2028 Strategic Plan, and the effective use of new media tools, increasing digital content production and developing artificial intelligence-supported systems have been

among the strategic priorities (Diyanet İşleri Başkanlığı, 2024).

Digital leadership stands out as a leadership style that encourages employees to use technology effectively, directs change and develops an innovative vision. In the Presidency of Religious Affairs, digital leadership practices are particularly evident in the process of producing digital content in the central organization and sharing it with provincial/district muftis (Gilli et al., 2024). However, the hierarchical and centralized structure of the institution can limit the development of digital leadership behaviours at the individual level in provincial organizations. Social media use and digital content production are often directed from the center, and this can affect the initiative-taking capacity of employees (Yao et al., 2024).

In addition, the Presidency of Religious Affairs has also taken steps to improve the digital literacy levels of mosque officials and preachers through various in-service trainings. In this context, awareness is raised on issues such as the effective and ethical use of social media tools and communication techniques in online religious guidance (Huda vd., 2024). However, some of the religious officials working in the field state that their competence in digital tools is limited or that they have reservations about using these tools. This situation shows that digital leadership is not only a technical competence; It also shows that it is a process that requires institutional support, vision and flexibility (Missier, 2025).

With the increasing effect of digital media use, individuals, organizations and countries are effectively benefiting from the digitalization process (Shoshani and Kor, 2024). On the other hand, due to increased job satisfaction, organizational commitment and job performance, significant positive outcomes are revealed at the organizational level, both individually and for reasons such as organizational innovation, success and performance increase (Mansour et al., 2024). The effectiveness of the digitalization process

is related to the ability to manage, and digital leadership, a brand-new leadership approach, is the explanatory factor of this issue (Turyadi et al., 2023).

2.3. Digitalization, Leadership and Job Performance

Digitalization is the effective use of new generation technologies in the digitization of information and the change or transformation of business models (Gradillas and Thomas, 2025). Digital transformation is a process that involves the transition from manual processes to comprehensive digital platforms and requires radical changes in organizational structure and business models. The success of this transformation depends not only on investments in technology but also on a strategic leadership approach (Calderon-Monge and Ribeiro-Soriano, 2024). Traditional management approaches are insufficient to meet the requirements of digital transformation; leaders need to adopt a flexible, open-to-learning and technology-savvy leadership style to direct the digitalization process (Adomako and Nguyen, 2024; Tigre et al., 2024).

Digital leadership (DL) is a leadership approach that takes the decisions necessary for the successful implementation of digitalization strategies and puts these decisions into practice (Yao et al., 2024). It is not enough for leaders to only master digital technologies. At the same time, it is also critical for them to understand the human resources within the organization and ensure that this resource is compatible with technology (Gilli et al., 2024). In this context, DL refers to the effective use of the opportunities offered by information and communication technologies by the leader in the transition to a knowledge-intensive society (Gledson et al., 2024).

According to research, digital leaders do not only focus on technology but also make serious efforts to understand the concerns of employees, make them feel valued, and develop their digital skills (Wang et al., 2024). For example, in a study conducted by MIT

Sloan Management Review and Cognizant with 4,300 participants, it is emphasized that the willingness of leaders to develop their technological capabilities and create meaningful value for employees is important in transformation processes. This type of leadership approach encourages not only technological change, but also employee loyalty and innovation (Schrage et al., 2021).

Digital leaders can serve at different levels of organizations and in various positions. The main purpose of appointing these leaders is to accelerate digital transformation processes and increase employee and organizational performance (Chen and Omar, 2025). The basic characteristics that digital leaders should have include creative thinking, global vision, learning orientation, communication skills and digital competence. These qualities provide the strategic and operational effectiveness that the organization needs in the digitalization process (Khurniawan and Irmawaty, 2024).

DL also draws attention with its effects on organizational performance (Binsar et al., 2025). Studies show that digital leaders increase innovative business performance (BP), provide digital competence in product and service delivery and facilitate technology integration (Riski and Rino, 2024). In addition, establishing a balance between technology and human resources in the digital transformation process plays a key role in ensuring the sustainability of the transformation (Lyu, 2024). Ultimately, digital transformation is not limited to technological innovations alone but also requires a deep change in leadership strategies and organizational culture (Velyako and Musa, 2024).

Digital leaders have a strategic role both in managing the technological infrastructure and facilitating the adaptation of employees to this change. This leadership approach continues to be decisive in the sustainable success of digital transformation processes (Benitez et al., 2022). In the digital age, what is done and how it is done gains more importance every day, and the preference of organizations and

employees who use technology effectively in global competition conditions increases (Chatterjee et al., 2023). Moreover, the use of digital technologies increases both organizational performance and individual JP and ensures the continuity of organizations (Yao et al., 2024).

Job performance (JP) can be defined as an indicator of employees' behaviours in the workplace and their capacity to achieve goals (Li et al., 2025). According to Weiss et al. (2024), JP is examined in two sub-dimensions based on performance as task and contextual. While task performance (TP) focuses on activities that fulfil the essential requirements of the job; It is divided into two subcategories as technical-administrative tasks (e.g., decision making and ensuring output quality) and leadership tasks (motivating and guiding employees) (Moin et al., 2024). Contextual performance (CP), on the other hand, includes social and organizational elements that support the execution of the work; It includes activities such as increasing cooperation among employees, supporting organizational goals and encouraging solidarity (Zhang et al., 2024). This distinction helps to analyse the contributions of employees to organizational goals in more depth and to evaluate performance comprehensively (Shen et al., 2025).

In the light of this information, there is a need to examine the effect of digital leadership on JP in more depth. The relationship between digitalization, leadership and JP is becoming more important day by day, also depending on the increasing technological advances. Therefore, much more research is needed to reveal in what direction and how digital leadership affects employees' JP. In this context, considering the literature review, the hypotheses created within the framework of the theoretical and empirical research examined are.

H1: DL has a significant and positive effect on JP.

H1a: DL has a significant and positive effect on the contextual performance dimension of JP.

H1b: DL has a significant and positive effect on the task performance dimension of JP.

In line with this purpose, the question "Does digital leadership have a significant and positive effect on job performance (task and contextual performance)?" will be answered within the framework of the research conducted. DL is considered as the independent variable here, and JP and its sub-dimensions are defined as the dependent variable. In the light of this information, the model containing the research variables is presented in Figure 1.

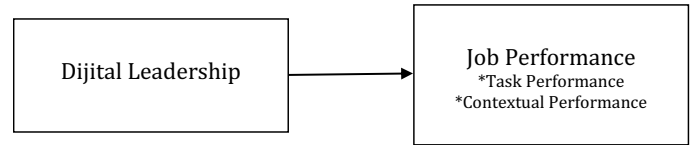


Figure 1: Research Conceptual Model

3. METHODOLOGY

3.1. Universe and Sample of the Research

The aim of the study is to reveal the effect of the perception of DL of the personnel responsible for providing service within the Presidency of Religious Affairs on the JP (TP and CP). Ethical permission was obtained for this study with the meeting decision numbered 2024/9 dated 15/11/2024 of the Scientific Research and Publication Ethics Board of the Presidency of Gumushane University. The universe of the study consists of 341 employees responsible for providing service within the Presidency of Religious Affairs in Antalya province. In addition, the data of the study were collected between 16 November and 20 December 2024. The participants participated in the study voluntarily. Beforehand, the participants were informed about the purpose of the study and the voluntary nature of the participation, as well as assurance about the anonymity and confidentiality of the data.

No identity information was requested from the participants due to anonymity. No experimental or clinical data was collected from the participants. Therefore, no additional ethical approval was required. In addition, they were told that they could terminate their participation at any time without providing any justification. In this context, all processes related to the participants were carried out in accordance with the ethical standards of national or institutional research committees, as in the 1964 Helsinki Declaration. To protect the integrity of the research, adherence and compliance with ethical principles were strictly observed.

Universe (N) is the group from which the necessary data are obtained while seeking answers to the questions asked in a study, and the results obtained with the collected data will be valid and interpreted. The situation of reaching all units of the universe in the study and collecting information is called complete census. Sample (n) is a limited part selected to obtain information about the characteristics of the studied universe (Raymond and Darsaut, 2025). In the light of this information, since it was possible to reach the entire universe within the scope of the research, a complete census was conducted, and all of these employees were given the questionnaires in sealed envelopes and received in the same sealed envelope during collection. However, 29 of them did not participate at all, 2 of their answers were not found reliable, and 5 of them answered the questions incompletely. Therefore, although the rate of participants responding to the survey is 92%, the number of people who are valid and representative of the universe is 305, and the rate of these participants is 89%.

3.2. Research Data Collection Tools

In the process of collecting data to be obtained by quantitative method in causal comparison design, two basic data collection tools are used, namely DL Scale and JP Scale. Detailed explanations about the scales are given below.

Digital Leadership Scale: To determine the participants' orientations towards DL perception in the study, "Digital Leadership Scale (DLS-6)", which was developed by Zeike et al. (2019), whose validity and reliability have been proven and whose Turkish adaptation was made by Sürücü et al. (2022), was used. The scale is one-dimensional and has six items. Sürücü et al. (2022) determined the Cronbach Alpha coefficient of the scale as 0,90 and is a 5-point Likert type (1=Strongly Disagree, 5=Strongly Agree). The internal consistency analysis regarding the explanatory factor and reliability of the validity of the scale was re-examined through Cronbach Alpha Coefficient. The findings obtained are presented in Table 1.

Table 1: Findings Regarding Factor and Reliability Analyses of Digital Leadership Scale

Factors	Number of Items	Factor Loading Range	Explained Variance (%)	Cronbach Alpha (α)
Digital Leadership	6	,685-, 877	69,461	,906

Kaiser-Meyer-Olkin Sample Adequacy Value: 0,882; Bartlett's Test of Sphericity: Chi-Square = 1341,521; df = 16; P = ,000

According to the factor analysis results, it was seen that the DL scale had factor loadings ranging from ,685 to ,877. Cronbach's alpha value was determined to be ,906 (Table 1). In addition, when the DL scale was examined in terms of the number of factors, it was seen that the factor loadings were collected in a single factor, and it was found to be compatible with the structure suggested by Sürücü et al. (2022). The KMO value of ,882 indicates that the scale has a sufficient value for factor analysis. The Barlett test result ($\chi^2 = 1341,521$; $p = ,000$) was found to be significant.

Job Performance Scale: The validity and reliability of this scale were proven by Bağcı (2014). The scale consists of two dimensions (task performance and contextual performance) and a total of sixteen items. This measurement tool, developed by Goodman and Syvante (1999), consists of nine items and was developed to measure task performance. The contextual performance scale developed

by Jawahar and Carr (2007) consists of seven items. In Bağcı's (2014) study, the KMO value of the contextual performance scale was calculated as ,884. In addition, the chi-square value obtained because of the sphericity test in Bağcı's (2014) study was calculated as 1544 ($p < 0.05$). The factor loadings ranged from ,570 to ,804 for the task performance dimension, and from ,581 to ,829 for the contextual performance dimension. When we look at the Cronbach's alpha coefficients measured separately for contextual performance and task performance, it was seen that the values were ,888 for task performance and ,851 for contextual performance. This measurement tool, which is a 5-point Likert-type scale (1- Strongly Disagree, 5- Strongly Agree), was re-evaluated in the study with the internal consistency analysis (Cronbach's Alpha Coefficient) regarding the structural validity explanatory factor and reliability. Research findings are presented in Table 2.

Table 2: Findings Regarding Factor and Reliability Analysis of Job Performance Scale

Factors	Number of Items	Factor Loading Range	Explained Variance (%)	Cr. Alpha (α)
Job Performance	16	,457- ,889	63,781	,918
Contextual Performance	7	,461- ,895	29,012	,916
Task Performance	9	,489- ,907	34,928	,915

Kaiser-Meyer-Olkin Sample Adequacy Value: 0,832; Bartlett's Test of Sphericity: Chi-Square 2461.224; df = 131; P = ,000

The findings of the factor analysis of the job performance scale show that the scale has a two-factor structure. It was determined that the KMO value was ,832 and this value was suitable for factor analysis. In addition, the Bartlett Sphericity test result ($x^2 = 2461,224$; $p = ,000$) gave a significant result. It was determined that the general factor loadings of the scale varied between ,457 and ,889. Generally, Cronbach Alpha value of the job performance scale was calculated as ,918. The factor loadings of the task performance dimension took values between ,489-,907, and the contextual performance dimension was determined to have factor loadings of ,461-

,895. When examined in terms of sub-dimensions, it was determined that the Cr. Alpha value for the task performance dimension was ,915, and for the contextual performance dimension it was ,916 (Table 2).

3.3. Analysis of Research Data

The research was analysed using the Statistical SPSS-22.0 (Package for the Social Sciences) package program. Internal consistency and factor analyses were applied to assess the validity and reliability of the scales used. Both correlation and regression analyses were used to test the research hypotheses.

4. FINDINGS

Table 3 presents the findings regarding the professional and demographic characteristics of the participants in the study to reveal the impact of digital leadership on employee HR. In the current study, approximately 57% of these participants are male and 43% are female. It is seen that 48% of the participants have a bachelor's degree, 38% have an associate's degree, 11% have a secondary education, and 3% have a postgraduate education, and the vast majority (52%) are in the middle age group. Again, the vast majority (65%) of the participants have 5-15 years of work experience, and the majority (83%) are employees.

Table 3: Findings Regarding Demographic and Professional Characteristics of Participants

	Categories	Frequency	Percent
Age	18-30	104	34
	31-44	158	52
	45 and over	43	14
Gender	Female	132	43
	Male	173	57
Education Level	Secondary	32	11
	Associate	117	38
	Bachelor's	147	48
	Postgraduate	9	3
Position	Employee	252	83
	Manager	53	17
Job Seniority	1-5 years	25	25
	5-15 years	197	65
	15 years and over	83	10
Total		305	100

Within the scope of the research, correlation analysis was conducted to examine the relationship between employees' perception of

DL and both the JP and the sub-dimensions of this variable. The analysis findings are presented in Table 4.

Table 4: Correlation Analysis Findings Regarding Variable

Variables	Mean (M)	Stan. Dev.(SD)	1	2	3	4
DL	2,7651	,98792	1			
Job P.	3,6987	,64367	,251**	1		
Task P.	3,8199	,75311	,192*	,859**	1	
Cont. P.	3,6203	,80710	,234**	,791**	,369**	1

*P < ,05; ** P < ,01. SD: Standard Deviation, M: Mean

A positive correlation ($r = ,251$; $P < ,01$) was found between DL and JP. There was a positive correlation ($r = ,234$; $P < ,01$) between DL and both task performance ($r = ,192$; $P < ,05$) and contextual performance (Table 4).

Table 5: Regression Analysis Findings Regarding Digital Leadership and Job Performance

Independent Variable: Digital Leadership						
Dependent Variable	R ²	F	β	t	P	DW
Job P.	,057 (,002*)	9,611	,251	3,120	,002*	1,482

*P < ,01; ** P < ,05, DW: Durbin- Watson

To examine the effect of employees' perception of DL on JP and its separate sub-dimensions, first a simple linear regression analysis was conducted between DL and JP (Table 5). Then, to examine JP in detail, simple linear regression analyses were conducted between DL and both contextual performance and task performance (see Table 6).

According to the findings of the simple linear regression analysis conducted to measure the effect of DL on JP, it is seen that DL has a positive effect on JP. 5.7% of the change in employees' JP is explained by JP perception (Reg.R2 = ,057; $P < ,01$).

According to the ANOVA results, the regression model is statistically significant at the $P < ,01$ level ($F = 9.611$; $\beta = ,251$; $P = ,002$). Accordingly, the research hypothesis (H1) of "Digital leadership has a positive and

significant effect on job performance" is supported.

Table 6: Regression Analysis Findings on Digital Leadership and Contextual Performance and Task Performance

Independent Variable: Digital Leadership						
Dependent Variable	R ²	F	β	t	P	DW
Contextual Performance	,058 (,004*)	8,739	,241	2,959	,004*	1,590
Task Performance	,029 (,026**)	4,901	,184	2,221	,025**	1,752

*P < ,01; ** P < ,05, DW: Durbin- Watson

Simple linear regression analysis was conducted to measure the effect of DL perception on contextual performance, one of the sub-dimensions of JP. According to the analysis findings, it is seen that employees' DL perception has a positive effect on contextual performance. 5.8% of the change in contextual performance is also explained by DL perception (Reg.R2= ,058; $P < ,01$). According to the ANOVA results, the regression model is statistically significant at the $P < ,01$ level ($F = 8.739$; $\beta = ,241$; $P = ,004$). Therefore, the sub-hypothesis of the research (H1a) that "The contextual performance dimension of digital leadership job performance has a positive and significant effect" is supported.

According to the simple linear regression analysis findings conducted to measure the effect of DL perception on task performance, one of the sub-dimensions of JP, it is seen that DL perception also has a positive effect on task performance. 2.9% of the change in employees' task performance is explained by DL perception (Reg.R2 = ,029; $P < ,05$). According to the ANOVA results, the regression model is statistically significant at $P < ,05$ level ($F = 4.901$; $\beta = ,184$; $P = ,025$). Therefore, the sub-hypothesis (H1b) of the research, "Digital leadership has a positive and significant effect on task performance." is supported. In each regression model, the Durbin-Watson statistics value is determined between 1-2 and it can be said that there is no autocorrelation.

5. CONCLUSION AND RECOMMENDATIONS

The current research aims to examine the impact of digital leadership on the HR of religious employees. The findings of the research reveal that digital leadership has a positive and significant impact on both general HR and its sub-dimensions, task performance and contextual performance. The main inferences obtained from the findings indicate that digital leadership maximizes the individual contributions of employees, encourages cooperation and solidarity in the organization, and motivates employees to make more efforts by achieving their goals, and this situation is consistent with similar research findings in the literature (Junaedi and Ali, 2025; Riski and Rino, 2024; Shao et al., 2024; Turyadi et al., 2023; Khaw et al., 2022).

When the research findings are evaluated, it is seen that digital transformation has gained a certain momentum in the Presidency of Religious Affairs, but this process is directly related to the institutional culture and leadership structure. As stated in the literature, digitalization becomes possible not only by developing the technological infrastructure, but also by supporting digital leadership at the institutional level (Benitez vd., 2022). In the example of the Religious Affairs Directorate, it is observed that although the digital applications carried out from the center are successful, digital leadership behaviors at the local level are limited (Huda et al., 2024).

In this context, it is important for digital leaders to develop visionary and participatory approaches that will facilitate employees' adoption of digital tools (Velyako and Musa, 2024). Considering the centralized character of the institutional structure, supporting leadership styles that will encourage individual initiative is of critical importance for the sustainability of digital transformation (Calderon-Monge and Ribeiro-Soriano, 2024). As a result, this research reveals that the impact of digital leadership on employee job

performance has gained a significant dimension, especially when evaluated within digital transformation processes.

On the other hand, the research findings clearly reveal the key role of digital leadership on contemporary business management and performance (Turyadi et al., 2023). DL has a key role in increasing not only technological integration but also employee participation and commitment with a human-centered approach (Soon and Salamzadeh, 2021). Specific to the study, the observation of this effect in the Presidency of Religious Affairs, a religious institution, shows that leadership can be adapted to various institutional and cultural structures (Ly, 2024). In addition, it is predicted that the decisiveness of leaders' approaches to the digitalization process on employees' individual performance and motivation will be reflected in organizational performance and success (Riski and Rino, 2024).

In this context, in the digital age we are in, it is important for leaders to have digital skills as well as to share these skills effectively with their employees (Arabian et al., 2024). Accordingly, it is recommended that training programs be organized in organizations to develop DL skills. It is thought that these trainings can help leaders use digital technologies more effectively and include their employees in this process (Li et al., 2024). In addition, increasing investments in digital technologies in religious institutions and similar structures can further facilitate employees' adaptation to these technologies. Creating an organizational culture that supports DL approaches can increase both employees' adaptation to modern technologies and the contribution of leaders to the digitalization process (Leso et al., 2023).

Of course, the findings obtained because of this research have limited generalizability due to their specificity to the sample group. Therefore, it is important to conduct more studies examining the effects of digital leadership in different sectors, fields, and

organizations. Conducting more studies on the effects of digital leadership on employee JP, especially in different fields such as the service sector, education, and health, will enrich the perspective on the subject (Khurniawan and Irmawaty, 2024; Arabiun et al., 2024; Melliasari et al., 2024). At the same time, it is believed that it will contribute to both

researchers and practitioners in practice due to its contribution to the literature. Finally, institutional strategies that support digital leadership on behalf of religious institutions and similar structures should be developed, and these strategies should guide the effective use of technological innovations within the institution.

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