
The Effect Of Digital Leadership, Internal Motivation, And Organizational Culture On Organizational Commitment

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Article History:

Received:

13 February 2026

Revised:

12 March 2026

Accepted:

15 March 2026

Keywords: *Digital Leadership,
Internal Motivation,
Organizational Culture,
Organizational Commitment*

Abstract: *This study examines the influence of digital leadership, internal motivation, and organizational culture on organizational commitment among members of the Panorama Photography Student Activity Unit (UKM) at the Islamic University of Malang in 2025. The research was motivated by declining student participation, weak digital leadership, and misalignment of organizational culture with members' needs in the digital era. A quantitative survey approach was applied using questionnaires, utilizing a saturated sample 45 members. Multiple linear regression analysis was applied to the data with SPSS. The empirical findings indicate digital leadership and internal motivation do not effect organizational commitment, in contrast organizational culture shows a significant influence. Simultaneously, all independent variables significantly affect organizational commitment. Coefficient of determination value 0.417 determine 41.7% of organizational commitment explained the variables studied, while 59.3% is attributed to factors beyond the research. The research implies strengthening organizational culture as the primary factor to improve member commitment.*

INTRODUCTION

Students are agents of change with intellectual capacity and a strategic role in responding to the dynamics of social, economic, and educational developments. As part of the academic community, students are not only required to excel academically but are also expected to

implement the values of the Tri Dharma of Higher Education, namely education, scientific research, and real service or contribution to society (Regita, 2023). One concrete form of implementation of these values is through active involvement in student organizations.

However, the reality of the digital era shows significant changes in student behavior patterns towards organizations. Student interest in active involvement in organizations tends to decline. Data from the Student Press Institute (LPM) report cited in (Nurmala et al., 2024) shows that 18.5% of students believe that organizational activities can hinder academic activities, while 28.7% stated that they do not hinder, and 52.8% were neutral. This condition indicates that most students do not yet have a strong perception of the importance of organizations as a means of self-development, resulting in a decreased interest in actively participating in student organizations.

This phenomenon is inseparable from the changing value orientations of students in the digital era, who tend to be more pragmatic and oriented towards instant results (Silalahi et al., 2024). Today's students prioritize activities that directly provide tangible benefits, such as work experience, certification, and professional portfolio development, over learning through organizations. Furthermore, darting development of digitalization as well changed way students interact, communicate, and build social relationships (Zacky Nauvan et al., 2024). His has resulted in student organizations facing new challenges in maintaining the participation and commitment of their members.

In this context, Organizational Commitment is a very important aspect in determining the success of an organization. Organizational Commitment reflects the level of emotional attachment, loyalty, and willingness of members to actively contribute to achieve the organization's vision (Putro et al., 2023). Theoretically, organizational commitment influenced by various factors, including digital leadership, internal motivation, and organizational culture. Digital leadership is a form of leadership that requires the ability to adapt to technological developments, the ability to make quick and visionary decisions, and the ability to manage digital-based organizations (Fathorrahman, 2025) Leaders who are able to optimize digital technology can increase the effectiveness of communication, coordination, and innovation within the organization. Research (Kurniawati & Chalimah, 2024) shows that the better the digital leadership implemented, the higher the level of organizational commitment of members because members feel more directed and facilitated.

Furthermore, internal motivation is also a crucial factor influencing organizational commitment. Internal motivation is the drive that originates within an individual to engage in an activity without external pressure or influence (Uno, 2021) This drive is generally related to the need for self-actualization, personal satisfaction, and the desire for individual development. Individuals with high internal motivation tend to demonstrate greater levels of awareness, responsibility, and involvement in their roles within the organization. They not only participate formally but also have a drive to make their best contribution to the organization. Research (Jati et al., 2025) shows that strong internal motivation can increase member engagement and strengthen organizational commitment because individuals feel a sense of purpose and meaning in every activity they undertake.

On the other hand, Organizational Culture is a system of values, norms, beliefs, and habits that guide the behavior of members in an organization (Robbins & Judge, 2017). A strong organizational culture plays an important role in shaping the organization's identity as well as being the foundation in directing the attitudes and behavior of members. Organizations that have

a positive culture are able to create a sense of security, comfort, and increase a loyalty within the group. Research (Putro et al., 2023) demonstrate that organizational culture effects organizational commitment, especially when this values adopted are able match with what is demanded and expected by members. Accompanied by a clear and consistent culture, members will more easily understand the roles, responsibilities, and direction of the organization, so that emotional attachment to the organization can be formed more strongly.

Problems related to Organizational Commitment were also found in the Panorama Photography Student Activity Unit (UKM) at Universitas Islam Malang. Based on field observations, there were indications of weak implementation of digital leadership, as indicated by suboptimal technology-based coordination and delays in decision-making. Furthermore, there was a significant decrease in the number of new members in 2025 compared to the previous year, indicating a decline in student interest and motivation to join the organization. Furthermore, the level of member attendance at work program meetings also showed a fluctuating pattern, reflecting low levels of participation and member commitment to the organization. This indicates that member commitment is still unstable and has not yet been firmly established.

Furthermore, the organization's work programs and agendas tend to be routine and lack variety, despite several innovation efforts. Monotonous work programs can potentially lead to boredom among members, leading to a decline in their interest in active participation. This indicates that the existing organizational culture is not yet fully adaptive to the needs and characteristics of members in the digital era, where members tend to desire more flexible, creative, and relevant activities. This condition is an indicator that organizations face challenges in maintaining member commitment amidst changing social and digital dynamics.

Based on these various issues, it can be identified that low organizational. Commitment is influenced by several main factors, namely suboptimal digital leadership, internal motivation that is not yet directed towards the interests of the organization, and organizational culture that is not fully adaptive and innovative. This condition suggests the necessity for a more detailed study associated with the factors that effect organizational commitment, particularly in the context of student organizations in the digital era, which have different characteristics than for-profit organizations.

Based on the literature review, previous research has yielded mixed results. Furthermore, most studies focus on for-profit organizations and government agencies. Furthermore, some studies have examined non-profit student organizations, but none have examined digital leadership variables, reflecting the digital era, or internal motivation variables, reflecting the characteristics of non-profit student organizations. This creates a research gap, characterized by a lack of studies specifically examining the effects of digital leadership, internal motivation, and organizational culture on organizational commitment as part of the context of non-profit student organizations in the digital era. The originality of this study is in the integration of digital leadership variables as a form of technology-based modern leadership adaptation, and internal motivation as a key psychological factor in non-profit organizations, driven not by material incentives but by an individual's intrinsic drive.

Therefore, this study is crucial for a comprehensive analysis of the effects of digital leadership, internal motivation, and organizational culture on organizational commitment among members of the Panorama Photography Student Activity Unit (UKM) at Universitas Islam Malang. This research is assumed to not only give theoretical the impact on the development connected to business administration science, especially in the study of organizational behavior in the digital

era, but also provide practical contributions for student organizations in designing more effective strategies to increase participation, involvement, and commitment of members in a sustainable manner.

METHOD

This research used a quantitative methodology employing survey techniques. The aim was review in detail the effects of digital leadership, internal motivation, and organizational culture on organizational commitment. This approach was preferred since it facilitates the objective analysis of how variables interact via statistical methods.

The research location was the Panorama Photography Student Activity Unit (UKM) at Universitas Islam Malang, with the research subjects being active members of the UKM in 2025. The population of this research included of 45 members, therefore a saturated sampling technique was applied, whereby all members of the population were selected as sample.

The information obtained used consisted of primary and secondary data. Primary data was collected through surveys provided to participants, while secondary data was collected from files, records and additional supporting bases of information relevant in connection the research. Data collection was conducted through a questionnaire using a Likert scale to calculate participants' insights into the variables studied.

The variables analyzed in this research were the independent variables: digital leadership (X_1), internal motivation (X_2), and organizational culture (X_3), and the dependent variable: organizational commitment (Y). Each variable was operationalized into several indicators measured using the instrument used for data collection.

To analyze the data, multiple linear regression was applied. Prior to hypothesis testing, instrument testing was conducted, including validity and reliability tests, as well as classical assumption tests, including normality, multicollinearity, and heteroscedasticity. Furthermore, the testing of hypotheses utilized the t-test (partial), f-test (simultaneous), and coefficient of determination (R^2) with the aim of identifying the ability of the independent variables to explain the dependent variable.

FINDINGS AND DISCUSSION

Findings

Respondent Characteristics

Based on the data processing results, the characteristics of the respondents in this study showed a fairly diverse composition, both in terms of gender, age, faculty, and study program. In terms of gender, respondents were dominated by female members compared to male members, which indicates that female participation in UKM Panorama Photography activities is relatively higher. The respondents' age distribution shows that

most were 21 years old, which constitutes included in the early adulthood phase. When viewed from educational background, respondents were dominated from Faculty of Economics and Business and Management study programs.

Data Analysis Results

Instrument Testing

Validity Test

Table 1. Validity Test Result

Variable	Indicator	r Value	r Table	Description
Digital Leadership (X1)	X1.1	0,685	0,294	Qualify
	X1.2	0,748	0,294	Qualify
	X1.3	0,698	0,294	Qualify
	X1.4	0,779	0,294	Qualify
	X1.5	0,817	0,294	Qualify
Internal Motivation (X2)	X2.1	0,728	0,294	Qualify
	X2.2	0,600	0,294	Qualify
	X2.3	0,712	0,294	Qualify
	X2.4	0,625	0,294	Qualify
	X2.5	0,797	0,294	Qualify
Organizational Culture (X3)	X3.1	0,617	0,294	Qualify
	X3.2	0,726	0,294	Qualify
	X3.3	0,515	0,294	Qualify
	X3.4	0,507	0,294	Qualify
	X3.5	0,561	0,294	Qualify
Organizational Commitment (Y)	X3.6	0,458	0,294	Qualify
	X3.7	0,705	0,294	Qualify
	Y.1	0,824	0,294	Qualify
	Y.2	0,867	0,294	Qualify
	Y.3	0,868	0,294	Qualify

Source : SPSS,2026

All items have a calculated r value > r table (0.294) and a significance value < 0.05, so all indicators met the criteria for validity.

Reliability Test

Table 2. Reliability Test Result

Variable	Cronbach's Alpha	Standart	Description
Digital Leadership (X1)	0,796	0,600	Qualify
Internal Motivation (X2)	0,730	0,600	Qualify
Organizational Culture (X3)	0,656	0,600	Qualify
Organizational Commitment (Y)	0,810	0,600	Qualify

Source : SPSS,2026

All significance values > 0.05, so all indicators are declared reliable. Classical Assumption Test

Normality Test

Table 3. Normality Test Result

Asymp. Sig. (2-tailed)	0,200
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Source : SPSS,2026

The study's results indicate normality test using the Kolmogorov-Smirnov test collected a significance amount of Asymp.sig (2-tailed) of 0.200 > 0.05. Therefore, it is capable of being concluded that the residual distribution normally dispersed.

Multicollinearity Test

Table 4. Multicollinearity Test Result

Variable	Tolerance	VIF
Digital Leadership (X1)	0,698	1,433
Internal Motivation (X2)	0,471	2,125
Organizational Culture (X3)	0,455	2,200

Source : SPSS,2026

The results of multicollinearity test show that for each variable, there is a tolerance amount > 0.10 and the VIF for each variable < 10. So, the findings suggest the data do not multicollinearity.

Heteroscedasticity Test

Table 5. Heteroscedasticity Test Result

Variable	Sig.
Digital Leadership (X1)	0,706
Internal Motivation (X2)	0,686
Organizational Culture (X3)	0,974

Source : SPSS,2026

The heteroscedasticity test indicates that each variable exhibits a significance value of sig value > 0.05. Based on the analysis, reveals that the data do not exhibit heteroscedasticity.

Multiple Linear Regression

Based on the multiple linear regression findings, the resulting equation is as follows:

$$Y = 1,403 - 0,193X_1 - 0,002X_2 + 0,517X_3$$

The equation shows that the variables digital leadership (X_1) and internal motivation (X_2) have negative coefficients, while organizational culture (X_3) has a positive coefficient on organizational commitment (Y). The negative coefficient on digital leadership indicates that higher levels of this variable do not translate into increased organizational commitment, even tending to decrease, although not statistically significant. The same thing also occurs in the internal motivation variable which has a negative influence with a very small value. In contrast, organizational culture shows a fairly strong positive influence, which means that the better the organizational culture, the higher the level of member commitment to the organization.

Hypothesis Testing

T-test (Partial)

Table 6. T-test Result

Variable	t Count	t Table	Sig.
Digital Leadership (X1)	-1,990	2,019	0,053
Internal Motivation (X2)	-0,022	2,019	0,982
Organizational Culture (X3)	4,563	2,019	0,000

Source : SPSS,2026

Partial t-test results demonstrate that digital leadership and internal motivation do not effects organizational commitment due to sig amount > 0.005 and t count $< t$ table. On the other hand, the organizational culture variable is proven to have a effects organizational commitment because sig amount < 0.005 and t count $> t$ table.

F-test (simultaneous)

Table 7. F-test Result

f Count	f Table	Sig.
11,482	2,83	0,000

Source : SPSS,2026

Simultaneous f-test results indicate that three independent variables jointly have a effect on organizational commitment, as sig amount < 0.005 and calculated f count $> f$ table.

Coefficient Of Determination (R^2)

Coefficient of determination test results showed an adjusted R-square amount of 0.417. This value demonstrate that 41.7% of the diversity in organizational commitment can be described by the variables digital leadership, internal motivation, and organizational culture. On the other hand, the residual value 59.3% is attributed to factors beyond the research, for example the organizational environment, member satisfaction,

internal communication, and other external factors.

Discussion

The Effect of Digital Leadership on Organizational Commitment

This study suggest that digital leadership does not influence organizational commitment. The finding contradicts (Fathorrahman, 2025) theory, which emphasizes the adaptive, visionary, and innovative role of digital leaders in uniting collective spirit. This is due to the characteristics of student-centered organizations, where the commitment of Panorama Photography UKM members relies more on learning spaces and developing photography skills through concrete activities such as training, regular hunting trips, event documentation, and exhibitions. Therefore, digital leadership is seen as merely a supporting factor and not as a primary factor in fostering organizational commitment.

This situation can be explained by the characteristics of respondents, who were predominantly 21-year-olds or Gen Z, who already possess a high level of digital literacy and good technological adaptability (Ramadhani & Khoirunisa, 2025). At this stage of development, members tend to be able to access information, communicate, and complete tasks independently without relying heavily on leadership direction. Therefore, the role of digital leadership is less directly perceived in shaping organizational commitment, as Panorama Photography UKM members rely more on personal initiative in carrying out organizational activities. Furthermore, in Gen Z, digital technology usage become part of their daily habits. This is in line with the findings of (Purnama & Komara, 2019) that leadership style does not influence organizational commitment. They explained that whether or not leadership style is good or bad does not impact whether organizational commitment increases or decreases.

The Effect of Internal Motivation on Organizational Commitment

This study suggest that internal motivation had no significant effect on organizational commitment. This finding contradicts (Sutrisno, 2023) theory, which states that internal motivation, through need, achievement drive, and recognition, can foster long-term engagement. This discrepancy is due to members' individual motivations tending to be oriented toward self-development, such as improving skills and gaining experience, and building a personal portfolio. In the context of a non-profit student organization, this motivation often does not translate into long-term commitment to the organization, as Panorama Photography Student Activity Unit members are more focused on developing photography skills, perceived as beneficial for their future and career advancement.

This finding is supported by the characteristics of respondents, who were predominantly women aged 21, which reinforces this pattern (Arini, 2021). Modern

women use Student Activity Units as instrumental avenues for career and self-exploration (Siregar, 2023). Therefore, commitment is more influenced by activities, relationships between members, and experiences. Therefore, this confirms that the internal motivation of Panorama Photography Student Activity Unit members serves only as a tool for self-development, not a driver of organizational commitment. This finding is in line with (Budiman & Mochamad Siddiq, 2025), who stated that motivation does not always influence organizational commitment if it is not accompanied by adequate organizational support such as promotion or recognition.

The Effect of Organizational Culture On Organizational Commitment

Conversely, organizational culture has been shown influence on organizational commitment. in relation to (Sutrisno, 2018) theory, which emphasizes that the alignment of personal values with organizational culture fosters commitment and stability. This suggests that a strong organizational culture can provide clarity on roles, values, and norms that serve as guidelines for members in carrying out organizational activities. This clarity creates a sense of security and comfort, and enhances a sense of belonging to the organization.

This influence is reinforced by the characteristics of respondents, who were predominantly 21 years old (Arini 2021), as students of this age are more selective in choosing organizations that align with their personal values (Abrori et al., 2025) Therefore, cultural alignment within the Panorama Photography can strengthen the sense of belonging and integration of Panorama Photography members. The study's findings are also consistent with (Ismanda & Purba, 2025) who stated that organizational culture significantly increases member commitment, as a strong organizational culture can be key to an organization's long-term success.

The Effect of Digital Leadership, Internal Motivation, and Organizational Culture on Organizational Commitment

Simultaneously, digital leadership, internal motivation, and organizational culture have been shown to significantly influence organizational commitment. The results of this results corroborate theory organizational behavior (Robbins & Judge, 2017), which explains that the integration of individuals, groups, and structures within an organization can foster organizational effectiveness by focusing on integration across organizational levels. This suggests that these three variables have a complementary relationship in shaping member commitment. Digital leadership plays a role in providing direction and coordination, internal motivation drives individual engagement, while organizational culture serves as the primary foundation for maintaining organizational stability and sustainability. The integration among these three factors generates an organizational ecosystem capable of optimally supporting member engagement.

Therefore, it can be concluded that increasing organizational commitment is not

determined by a single factor alone but necessitates synergy between digital leadership, internal motivation, and overall organizational culture. Organizations need to develop an integrated approach by strengthening organizational culture, optimizing the role of digital leadership as a supporter of work systems, and directing members' internal motivation to align with organizational goals. This approach is expected to increase organizational engagement, loyalty, and sustainability amidst the dynamic changes of the digital era.

CONCLUSION

The study results suggest that partially, digital leadership and internal motivation do not significantly influence the organizational commitment of Panorama Photography UKM members at Universitas Islam Malang in 2025. This is due to the characteristics of members who tend to be independent in their use of technology and a personal motivational orientation. Conversely, organizational culture proved to have a significant influence because it was able to create role clarity, comfort, and member attachment to the organization. However, all three variables simultaneously showed a significant influence on organizational commitment, indicating that the combination of leadership, motivation, and organizational culture still plays a role in increasing member engagement. These research support the concept of organizational behavior theory (Robbins & Judge, 2017), which emphasizes that integration between individuals, groups, and organizational structures can increase overall effectiveness by emphasizing harmonization across organizational levels.

Organizations are advised to focus on strengthening organizational culture as a primary factor in increasing member commitment, while continuing to utilize digital leadership as a support for work systems and managing internal motivation to align with organizational goals. Furthermore, innovative work programs are needed that are more varied and relevant to member interests, thereby increasing participation, engagement, and long-term organizational sustainability.

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