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The Influence Of Digital Leadership and Work Motivation On Job Satisfaction Of Generation Z Employees In The Banking Sector In Surabaya City

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Abstract

The development of digital technology encourages organizations, including the banking sector, to adapt to digital transformation in managing human resources. One of the important factors in creating employee Job Satisfaction is the implementation of Digital Leadership and the level of Work Motivation possessed by employees. Generation Z, as a generation that grows up in the digital era, has different characteristics compared to previous generations, requiring leadership that is adaptive to technology and a work environment that can enhance employee motivation. Therefore, this study aims to analyze the effect of Digital Leadership and Work Motivation on Job Satisfaction among Generation Z employees in the banking sector in Surabaya. This research employed a quantitative approach using a survey method through questionnaires distributed to 96 Generation Z employees working in the banking sector in Surabaya. The data were analyzed using multiple linear regression analysis with the asksistance of SPSS software. The results of the study indicate that Digital Leadership and Work Motivation simultaneously have a positive and significant effect on Job Satisfaction. Partially, Digital Leadership has a positive and significant effect on Job Satisfaction, while Work Motivation also has a positive and significant effect on Job Satisfaction.

INTRODUCTION

Advances in the digital age have driven significant changes in the banking industry, both in terms of customer service and internal organizational systems. Banking digitalization is characterized by the use of technologies such as mobile banking, internet banking, integrated information systems, big data, and artificial intelligence, which require speed, accuracy, and security in every work activity. This transformation not only changes business processes but also affects employee work patterns, competency demands, and relationships between leaders and subordinates. Therefore, the success of digital transformation in the banking sector depends not only on technological sophistication but also on the organization's ability to manage its human resources effectively. In this context, employee job satisfaction becomes an important issue because it reflects employees' perceptions and attitudes toward their work environment and organizational support.

From the perspective of human resource management, organizations are required to implement leadership approaches and work systems that are able to adapt to the dynamics of the digital era. One leadership approach that has become increasingly relevant is digital leadership, which emphasizes the use of digital technology to support communication, collaboration, data-driven decision-making, and employee empowerment. Leaders who are capable of utilizing digital technology effectively can create a more adaptive and innovative work environment, which may positively influence employee satisfaction and performance. At the same time, work motivation

also plays an important role in shaping employee attitudes and behavior because motivated employees tend to demonstrate better engagement, productivity, and organizational commitment.

Several previous studies have examined the relationship between leadership, motivation, and job satisfaction in the workplace. Anggiani and Fatonah (2025) found that digital leadership has a positive influence on job satisfaction and employee performance, particularly among Generation Z employees who are highly familiar with technology. Their findings indicate that technology-based leadership practices are more aligned with the characteristics of younger employees who prefer flexibility, rapid communication, and collaborative working systems. In addition, Turangan et al. (2025) demonstrated that work motivation significantly contributes to employee job satisfaction, especially when organizations provide recognition, opportunities for self-development, and supportive work environments.

Other studies have also emphasized the importance of job satisfaction in organizational performance. Bińczycki et al. (2023) explained that employees with high job satisfaction generally exhibit stronger organizational commitment, lower turnover intention, and better performance outcomes. In the banking sector, job satisfaction is particularly important because employee performance directly affects service quality, customer trust, and organizational reputation. Furthermore, Santi Rimadias et al. (2025) highlighted that Generation Z employees tend to evaluate work not only from financial aspects but also from opportunities for personal growth, meaningful work, and work-life balance. These characteristics indicate that organizations must adopt leadership and motivational approaches that are more suitable for the expectations of younger employees.

Despite the growing number of studies discussing leadership, motivation, and job satisfaction, several limitations remain. Most previous studies have focused on conventional leadership styles rather than digital leadership, while others examined older generations instead of Generation Z employees. In addition, previous research generally analyzed digital leadership and work motivation separately, rather than examining their simultaneous influence on job satisfaction. Consequently, the existing literature has not fully explained how digital leadership and work motivation jointly influence the job satisfaction of Generation Z employees, particularly in the Indonesian banking sector, which is currently experiencing rapid digital transformation.

This research aims to analyze the influence of digital leadership and work motivation on the job satisfaction of Generation Z employees in the banking sector in Surabaya. Based on the identified research gap, the research question addressed in this study is: "Do digital leadership and work motivation significantly influence the job satisfaction of Generation Z employees in the banking sector?" The novelty of this research lies in its focus on Generation Z employees within the Indonesian banking industry and in examining the simultaneous effects of digital leadership and work motivation on job satisfaction in the context of digital transformation.

METHODS

Types and Approaches to Reasearch

This study employs a quantitative research method with an associative approach, in which data is collected in numerical form and analyzed using statistical techniques. By using a quantitative method, the researcher aims to obtain accurate data based on rational, empirical, and systematic phenomena. This study also employs an associative approach, which involves research using at least two interconnected variables. The associative approach is a research method that seeks to

identify causal relationships between independent variables specifically digital leadership (X1) and work motivation (X2) and the dependent variable, job satisfaction (Y).

Data Types and Source

The data used in this study are primary data obtained directly from respondents through questionnaires. These data reflect employee perceptions of digital leadership, work motivation and job satisfaction. In addition to primary data, this study is supported by secondary data in the form of relevant documents and literature to strengthen the analysis and discussion.

Research Objects

The objects of this study are digital leaderships, work motivation and job satisfaction of generation Z employees in the banking sector in Surabaya City. Generation Z employees in the banking sector in Surabaya City serves as the research setting, while the focus of the study is on analyzing the influence between the variables.

Populations and Sampling Techniques

The population in this study consisted of 96 members of Generation Z working in the banking industry in Surabaya. The sampling technique used was non-probability sampling; specifically, the author employed purposive sampling, which is a method of selecting a sample based on specific criteria. In this study, the author focused on Generation Z employees in the city of Surabaya.

Data Collection Technique

Data collection was conducted by distributing questionnaires to the respondents. The questionnaire was designed based on indicators for each research variable, namely digital leadership, work motivation, and job satisfaction. A five-point Likert scale will be used in this study to measure the respondents' level of agreement with each statement.

Data Analysis Technique

The researcher will use descriptive analysis in this study. Before conducting multiple linear regression analysis, the researcher will perform validity and reliability tests, followed by tests of classical assumptions, including tests for multicollinearity, autocorrelation, heteroscedasticity, normality, and linearity. Hypothesis testing was performed using t-tests to examine partial effects and F-tests to examine simultaneous effects. The entire data analysis was conducted using statistical software.

RESULTS AND DISCUSSION

Validity Test

The steps in validity testing based on correlation coefficients are as follows: if the correlation coefficient obtained is positive, then the item being tested is valid. The significance of the resulting correlation coefficient is determined by comparing the calculated r value with the table r value. If the calculated r value is greater than the table r value, the item is deemed valid. Conversely, if the calculated r value is less than the table r value, the item is deemed invalid. The table r value can be found in the table r distribution at a significance level of 0.05 or 5% with a total of 42 respondents, where N-2 = 42 – 2 = 40, which is 0.304.

The validity testing of the research instrument was conducted on the variables Digital Leadership (X1), Work Motivation (X2), and Job Satisfaction (Y). The following are the results of the validity test for the questionnaire items on these variables, which have been processed by the researcher using SPSS.

Variable	Question Item	r_{value}	Sig.	R_{table}	Description
Digital Leadership	X1.1	0,915	0,000	0,304	Valid
	X1.2	0,919	0,000	0,304	Valid
	X1.3	0,881	0,000	0,304	Valid
	X1.4	0,893	0,000	0,304	Valid
	X1.5	0,901	0,000	0,304	Valid
Variable	Question Item	r_{value}	Sig.	R_{table}	Description
Work Motivation	X2.1	0,873	0,000	0,304	Valid
	X2.2	0,88	0,000	0,304	Valid
	X2.3	0,896	0,000	0,304	Valid
	X2.4	0,862	0,000	0,304	Valid
	X2.5	0,868	0,000	0,304	Valid
	X2.6	0,899	0,000	0,304	Valid
Variable	Question Item	r_{value}	Sig.	R_{table}	Description
Job Satisfaction	Y.1	0,883	0,000	0,304	Valid
	Y.2	0,857	0,000	0,304	Valid
	Y.3	0,868	0,000	0,304	Valid
	Y.4	0,804	0,000	0,304	Valid
	Y.5	0,877	0,000	0,304	Valid
	Y.6	0,82	0,000	0,304	Valid
	Y.7	0,848	0,000	0,304	Valid
	Y.8	0,822	0,000	0,304	Valid
	Y.9	0,859	0,000	0,304	Valid
	Y.10	0,853	0,000	0,304	Valid

As can be seen from the table above, the results of the validity test for all items of the Digital Leadership (X1), Work Motivation (X2), and Job Satisfaction (Y) variables indicate that they are all valid, since all items have a calculated r-value > table r-value or a calculated r-value > 0.304 at a significance level of 0.05. Therefore, all questionnaire items for each variable can be used as measurement tools for the variables under study.

Reliability Test

The reliability test was conducted by examining the Cronbach's alpha value, which was analyzed using SPSS; a variable is considered reliable if the Cronbach's alpha (α) > value is greater than 0.60. The following are the results of the reliability test in this study:

Variable	Cronbach's Alpha	N of Items	Description
Digital Leadership (X1)	0,938	5	Reliable
Work Motivation (X2)	0,941	6	Reliable
Job Satisfaction (Y)	0,956	10	Reliable

The reliability test results table shows that the five items in the Digital Leadership (X1) questionnaire have a Cronbach's Alpha value of 0.938. This means that the variable has a Cronbach's Alpha value > 0.60, indicating that the items in this variable can be considered reliable as a research measurement instrument.

It can be seen from the reliability test results table above that, out of the 6 questionnaire items for the Work Motivation variable (X2), the Cronbach's Alpha value is 0.941. This means that the variable has a Cronbach's Alpha value > 0.60, indicating that the items in this variable can be considered reliable as a research measurement instrument.

Classical Assumption Test

Multicollinearity Test

Multicollinearity testing is a statistical procedure used to ensure that there are no strong linear relationships among the independent variables in a regression model. Multicollinearity testing is generally performed by examining the Tolerance and Variance Inflation Factor (VIF) values; a regression model is considered free of multicollinearity if the Tolerance value is greater than 0.10 and the VIF value is less than 1.0. If these criteria are met, it can be concluded that the independent variables in the study are not highly correlated with one another and the regression model is suitable for further analysis.

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	2.376	2.174		1.093	.277		
Digital Leadership	1.054	.083	.617	12.760	.000	.990	1.010
Work Motivation	.793	.069	.557	11.508	.000	.990	1.010

a. Dependent Variable: Job Satisfaction

Based on the results of the multicollinearity test, the regression model does not exhibit multicollinearity issues. This is indicated by the tolerance values for all independent variables—Digital Leadership and Work Motivation—which are 0.990 each, far exceeding the minimum threshold of 0.10. Furthermore, the Variance Inflation Factor (VIF) values for both variables are also very low, at 1.010, which is below the critical threshold of 10. Since both criteria are met, it can be concluded that there is no high linear correlation among the independent variables, making the regression model suitable for analyzing the effects of Digital Leadership and Work Motivation on Job Satisfaction.

Autocorrelation Test

The purpose of the autocorrelation test is to determine whether there is a correlation between the residuals in one observation period and the residuals in other periods within the regression model. The Durbin-Watson test was used for autocorrelation testing in this study. A regression model is considered to have no autocorrelation if the Durbin-Watson value

falls between the lower limit (dL) and the upper limit (dU) or falls within a range of values indicating no correlation among the residuals.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.873[a]	.761	.757	3.17583	2.017

a. Predictors: (Constant), Work Motivation , Digital Leadership
b. Dependent Variable: Job Satisfaction

Based on the results of the autocorrelation test, a Durbin-Watson statistic of 2.017 was obtained. This value is close to 2, indicating that the regression model does not exhibit autocorrelation. This means that there is no relationship between the residuals of one observation and those of another. Thus, the assumption of no autocorrelation in the model has been met.

Heteroscedasticity Test

The heteroscedasticity test is a step in regression analysis that aims to determine whether there is unequal variance in the residuals across all values of the independent variables in the model. Heteroscedasticity can lead to inefficient regression coefficient estimates and compromise the accuracy of hypothesis testing. Heteroscedasticity is generally tested using the Glejser test or by observing the pattern of the scatterplot between residual values and predicted values. A regression model is considered free of heteroscedasticity if the significance level of the test result is greater than 0.05; it can then be concluded that the residual variance is constant and the regression model satisfies the classical assumption of heteroscedasticity.

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5.024	1.097		4.579	.000
Digital Leadership	-.081	.042	-.188	-1.949	.054
Work Motivation	-.045	.035	-.124	-1.292	.199

a. Dependent Variable: Job Satisfaction

Based on the results of the heteroscedasticity test, it can be concluded that the regression model does not exhibit heteroscedasticity. This is evident from the significance values of each independent variable, namely Digital Leadership at 0.054 and Work Motivation at 0.199, both of which are greater than the significance level of 0.05 (except for Digital Leadership, which is close to 0.05 but is generally considered insignificant). This indicates that the independent variables do not significantly affect the absolute residual values, so the residual variance can be considered constant. Thus, the regression model satisfies the assumption of homoscedasticity and is suitable for multiple linear regression analysis and subsequent hypothesis testing.

Normality Test

A normality test is used to determine whether the data in the model follows a normal distribution between the dependent and independent variables. If the data distribution is normal or close to normal, the model is considered valid. To determine whether the data is normally distributed, a non-parametric statistical test is used. The non-parametric statistical test used is the

One-Sample Kolmogorov-Smirnov (1-Sample K-S) test. If the results show a significant probability value above 0.05, then the variable is normally distributed.

One-Sample Kolmogorov-Smirnov Test

			Unstandardized Residual
N			106
Normal Parameters[a,b]	Mean		.0000000
	Std. Deviation		3.14543639
Most Extreme Differences	Absolute		.079
	Positive		.047
	Negative		-.079
Test Statistic			.079
Asymp. Sig. (2-tailed)[c]			.107
Monte Carlo Sig. (2-tailed)[d]	Sig.		.111
	99% Confidence Interval	Lower Bound	.103
		Upper Bound	.120

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 221623949.

Based on the SPSS output table above, it can be seen that the Asymp. Sig. (2-tailed) value of 0.107 is greater than 0.05. Therefore, the data in this study can be said to be normally distributed.

Linearity Test

The linearity test aims to determine whether the relationship between the independent and dependent variables is linear or not. In this study, the linearity test was conducted by analyzing the significance value of the test. The relationship between the variables is considered linear if the significance value is greater than 0.05.

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Job Satisfaction * Digital Leadership	Between Groups	(Combined)	2296.778	12	191.398	8.662	.000
		Linearity	1977.224	1	1977.224	89.480	.000
		Deviation from Linearity	319.555	11	29.050	1.315	.229
	Within Groups		2054.995	93	22.097		
	Total		4351.774	105			

Based on the results of the linearity test between the Digital Leadership variable and Job Satisfaction, a significance value of 0.000 was obtained for the Linearity component, which is less

than 0.05. This indicates that there is a significant linear relationship between the two variables. Furthermore, the significance value for Deviation from Linearity is 0.229, which is greater than 0.05, indicating that there is no significant deviation from a linear relationship. Thus, it can be concluded that the relationship between Digital Leadership and Job Satisfaction meets the assumption of linearity, so a linear regression model can be used to analyze the effect of Digital Leadership on Job Satisfaction.

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Job Satisfaction * Work Motivation	Between Groups	(Combined)	2129.229	15	141.949	5.748	.000
		Linearity	1670.885	1	1670.885	67.661	.000
		Deviation from Linearity	458.344	14	32.739	1.326	.208
	Within Groups		2222.545	90	24.695		
	Total		4351.774	105			

Based on the results of the linearity test between the Work Motivation variable and Job Satisfaction, the significance value for the Linearity component was 0.000 ($p < 0.05$), indicating a significant linear relationship between the two variables. Meanwhile, the significance value for Deviation from Linearity was 0.208 ($p > 0.05$), indicating that there was no significant deviation from a linear form. Thus, it can be concluded that the relationship between Work Motivation and Job Satisfaction is linear, making a linear regression model appropriate for analyzing the effect of Work Motivation on Job Satisfaction.

Multiple Linear Regression Analysis

Multiple linear regression analysis is used to determine the simultaneous effects of independent variables on the dependent variable. In this study, multiple linear regression analysis was used to examine the effects of Digital Leadership and Work Motivation on Job Satisfaction. A multiple linear regression model was constructed to determine the direction of the effects and the magnitude of each independent variable's contribution to the dependent variable.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	2.376	2.174	
	Digital Leadership	1.054	.083	.617
	Work Motivation	.793	.069	.557

a. Dependent Variable: Job Satisfaction

Based on the results of the multiple linear regression test, a regression equation was obtained from the unstandardized coefficients (B). The regression equation is $Y = 2.376 + 1.054 (X1) + 0.793 (X2)$. This equation illustrates the influence of Digital Leadership (X1) and Work Motivation (X2) on Job Satisfaction (Y). From this equation, the direction and magnitude of each independent variable's contribution can be observed.

a. The constant term of 2.376 indicates that if Digital Leadership and Work Motivation are held constant or set to zero, the value of Job Satisfaction is 2.376. This value is the baseline value of the dependent variable.
b. The regression coefficient for Digital Leadership of 1.054 means that every 1-unit increase in Digital Leadership will increase Job Satisfaction by 1.054, assuming all other variables remain constant. This indicates a positive influence of Digital Leadership on Job Satisfaction.
c. The regression coefficient for Work Motivation is 0.793, meaning that a 1-unit increase in Work Motivation will increase Job Satisfaction by 0.793, assuming all other variables remain constant. This indicates that Work Motivation also has a positive effect on Job Satisfaction.
d. Based on the magnitude of the regression coefficients, the most dominant variable is Digital Leadership, as it has a coefficient of 1.054, slightly larger than that of Work Motivation at 0.793. Thus, Digital Leadership is the variable that most strongly influences Job Satisfaction in this study.

Hypothesis Test

F Test

The F-test is used to determine whether the independent variables collectively influence the dependent variable in a regression model. This test is conducted to evaluate the validity of the regression model used in the study. A regression model is considered significant if the p-value is less than 0.05, indicating that the independent variables collectively influence the dependent variable.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3312.928	2	1656.464	164.236	.000[b]
	Residual	1038.846	103	10.086		
	Total	4351.774	105			

a. Dependent Variable: Job Satisfaction
b. Predictors: (Constant), Work Motivation , Digital Leadership

Based on the results of the F-test in the multiple linear regression analysis, it was found that the calculated F-value was 164.236 with a significance level of 0.000, which is less than 0.05. This indicates that the variables Digital Leadership and Work Motivation together have a significant effect on Job Satisfaction. It is concluded that these two independent variables are capable of simultaneously explaining variations in job satisfaction; therefore, the multiple linear regression model used is suitable for predicting and analyzing the influence of these factors on job satisfaction levels.

t Test

The t-test is used to determine the partial effect of each independent variable on the dependent variable. This test is conducted to determine whether each independent variable has a significant effect on the dependent variable. An independent variable is considered to have a significant effect if the p-value is less than 0.05.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.376	2.174		1.093	.277
	Digital Leadership	1.054	.083	.617	12.760	.000
	Work Motivation	.793	.069	.557	11.508	.000

a. Dependent Variable: Job2 Satisfaction

Based on the results of the partial test, the sample size is 96 with 2 independent variables, resulting in df = 93. The critical t-value at a 5% significance level is approximately 1.986. This test was used to determine the partial effect of each independent variable on Job Satisfaction. The results indicate that both independent variables have a significant effect.

a. Digital Leadership has a calculated t-value of 12.760, with a significance level (sig.) of 0.000. Since the calculated t-value is greater than the critical t-value of 1.986 and the significance level is less than 0.05, Digital Leadership has a positive and significant effect on Job Satisfaction.
b. The coefficient B value of 1.054 indicates a positive direction of influence. This means that the better the Digital Leadership, the more likely Generation Z employees' Job Satisfaction is to increase.
c. Work Motivation has a calculated t-value of 11.508, with a significance level of 0.000. Since the calculated t-value is greater than the critical t-value of 1.986 and the significance level is less than 0.05, Work Motivation has a positive and significant effect on Job Satisfaction.
d. The coefficient B value of 0.793 indicates a positive direction of influence. This means that the higher the Work Motivation, the higher the Job Satisfaction of Generation Z employees will be.

DISCUSSION

The Impact of Digital Leadership and Work Motivation on Job Satisfaction

Based on the results of the F-test in this study, the calculated F-value was 164.236 with a significance level of 0.000. This significance level is less than 0.05, indicating that Digital Leadership and Work Motivation simultaneously have a significant effect on Job Satisfaction among Generation Z employees in the banking sector in Surabaya. With a sample size of 96 respondents and two independent variables, the degrees of freedom (df) are df1 = 2 and df2 = 93, resulting in a critical F-value of ±3.09. Since the calculated F-value (164.236) is greater than the critical F-value (3.09), the regression model in this study is deemed significant. Thus, the first hypothesis (H1), which states that Digital Leadership and Work Motivation simultaneously influence Job Satisfaction, is accepted.

The findings of this study align with the research by Fitriani and Yuliantoro (2024), which states that Digital Leadership has a positive influence on employee job satisfaction within an organization. Digital Leadership implemented by leaders can enhance the effectiveness of communication, work coordination, and support for the use of technology in the workplace,

thereby increasing employee job satisfaction. Additionally, the study by Anggiani and Fatonah (2025) also indicates that Digital Leadership has a positive effect on Job Satisfaction among Generation Z employees in Indonesia. This suggests that leaders capable of integrating digital technology into work processes can create a more adaptive and innovative work environment, thereby increasing employee job satisfaction.

In addition to Digital Leadership, Work Motivation also plays a crucial role in enhancing Job Satisfaction. Employees with high work motivation tend to exhibit greater work enthusiasm, commitment to the organization, and a positive perception of their work. This aligns with the research by Septianingtyas and Purwanto (2026), which states that work motivation has a significant impact on employee job satisfaction. Based on the results of this analysis, it can be concluded that Digital Leadership and Work Motivation simultaneously have a significant effect on the Job Satisfaction of Generation Z employees in the banking sector in the city of Surabaya.

This indicates that the effective implementation of Digital Leadership, combined with high work motivation, can enhance employee job satisfaction. Thus, the better the implementation of Digital Leadership and the higher the work motivation, the greater the job satisfaction among Generation Z employees will be. Based on the analysis results, it can be concluded that Digital Leadership and work motivation together have a significant impact on job satisfaction among Generation Z employees in the banking sector in Surabaya.

The Impact of Digital Leadership on Job Satisfaction

Based on the results of the t-test in this study, it was found that the Digital Leadership variable had a calculated t-value of 12.760 with a significance level of 0.000. This significance level is less than 0.05, indicating that Digital Leadership has a positive and significant effect on the job satisfaction of Generation Z employees in the banking sector in Surabaya. With 96 respondents and two independent variables, the critical t-value is ±1.986. Since the calculated t-value (12.760) is greater than the critical t-value (1.986), Digital Leadership is proven to have a significant effect on Job Satisfaction. Thus, the second hypothesis (H2), which states that Digital Leadership influences Job Satisfaction, is accepted.

The results of this study indicate that digital leadership plays a crucial role in enhancing employee job satisfaction. Leaders who can leverage digital technology in work processes can improve communication effectiveness, team collaboration, and provide better support to employees. This aligns with the research by Anggiani and Fatonah (2025), which states that Digital Leadership has a positive influence on the job satisfaction of Generation Z employees. Digital Leadership can help organizations adapt to digital transformation, thereby creating a more innovative work environment and enhancing employee job satisfaction.

Based on the results of this analysis, it can be concluded that digital leadership has a positive and significant effect on job satisfaction among Generation Z employees in the banking sector in Surabaya. This indicates that the better digital leadership is implemented within an organization, the higher the level of employee job satisfaction will be. Thus, the effective implementation of digital leadership is a key factor in enhancing employee job satisfaction in today's era of digital transformation.

The Impact of Work Motivation on Job Satisfaction

Based on the results of the t-test in this study, it was found that the Work Motivation variable had a calculated t-value of 11.508 with a significance level of 0.000. This significance level

is less than 0.05, indicating that Work Motivation has a positive and significant effect on Job Satisfaction among Generation Z employees in the banking sector in Surabaya. With a sample size of 96 respondents and two independent variables, the critical t-value is ±1.986. Since the calculated t-value (11.508) is greater than the critical t-value (1.986), Work Motivation is proven to have a significant effect on Job Satisfaction. Thus, the third hypothesis (H3), which states that Work Motivation influences Job Satisfaction, is accepted.

The findings of this study align with research conducted by Fitriani and Yuliantoro (2024), which states that Digital Leadership has a positive influence on employee job satisfaction within an organization. Digital Leadership implemented by leaders can encourage the use of technology in work processes, improve faster and more effective communication, and facilitate coordination among employees, thereby leading to increased job satisfaction. Additionally, research by Anggiani and Fatonah (2025) also indicates that Digital Leadership has a positive impact on Job Satisfaction among Generation Z employees. This suggests that leaders who can integrate digital technology into the organization's work systems can create a more flexible, innovative, and adaptable work environment in response to technological advancements, thereby enhancing employee job satisfaction.

In addition to Digital Leadership, Work Motivation also plays a crucial role in enhancing Job Satisfaction. Employees with high work motivation tend to be driven to perform better, demonstrate commitment to the organization, and hold a more positive perception of the work they do. This aligns with research by Septianingtyas and Purwanto (2026), which states that work motivation significantly influences employee job satisfaction. The results of the study indicate that work motivation has a positive and significant influence on job satisfaction; the higher an employee's work motivation, the higher their level of job satisfaction while performing their duties. Based on the analysis, it can be concluded that work motivation has a significant impact on job satisfaction among Generation Z employees in the banking sector in Surabaya.

CONCLUSION

Based on the results of a study on the influence of Digital Leadership and Work Motivation on Job Satisfaction among Generation Z employees in the banking sector in Surabaya, the following conclusions can be drawn:

1. Digital Leadership and Work Motivation simultaneously have a significant effect on Job Satisfaction among Generation Z employees in the banking sector in Surabaya.
2. Digital Leadership has a positive and significant effect on Job Satisfaction. This indicates that the better Digital Leadership is implemented within an organization, the higher the level of job satisfaction among employees will be.
3. Work Motivation has a positive and significant effect on Job Satisfaction. This indicates that the higher the work motivation of employees, the higher the level of job satisfaction among Generation Z employees in the banking sector in Surabaya.

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