

THE INFLUENCE OF LEADERSHIP STYLE ON GROUP MOTIVATION TO INNOVATE DIGITALLY AT COFFEE PUNTANG WANGI BANDUNG DISTRICT

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Abstract : Campakamulya Village, situated at the base of Mount Puntang in Bandung Regency, is a prominent producer of high-quality coffee with a distinctive flavor profile. The Ormawa Membangun Negeri (POMN) Program is strategically positioned to facilitate digital transformation and foster innovation within the Puntang Wangi Coffee group amid the difficulties of the digital age. The Head of the Forest Village Community Institution (LMDH) facilitates this change process by fostering cooperation between students and the coffee group, therefore establishing a pleasant synergy. This research seeks to examine the impact of leadership style on group motivation in the adoption of digital technologies. This research, using a quantitative methodology and data analysis via SPSS software, found that leadership style significantly influences group motivation. The study instrument demonstrated substantial validity and reliability, indicating strong internal consistency. The findings of this research affirm that leaders who proficiently enable cross-group communication may enhance the adaption of digital technologies. Recommendations include enhancing the role of group leaders in facilitating collaboration-oriented digital transformation. Future study should investigate organizational culture variables and intergroup interactions to enhance the durability of digital innovation.

Keywords: *Digitalization; Leadership Style; Group Motivation*

INTRODUCTION

Campakamulya Village, situated in Cimaung District, Bandung Regency, West Java, has been acknowledged as a significant coffee manufacturing hub in the Bandung region. The site's position at the base of Mount Puntang gives a geographical advantage that improves the quality of its coffee. Fertile volcanic soil and a distinctive microclimate establish optimal conditions for coffee cultivation. The coffee from this village is in high demand because of its unique flavor profile and distinctive scent. The prospects of Campakamulya Village surpass the agricultural domain (Fauzi et al., 2021).

The primary asset of Campakamulya Village is organic coffee growing. A multitude of local farmers have embraced sustainable agricultural practices, which not only maintain environmental integrity but also enhance the value of coffee goods. The significance of Forest Village Community Institutions (LMDH), shown by LMDH Bukit Amanah, is in their support for farmers via training, facilitation, and marketing of coffee goods. Puntang Wangi Coffee Group, a community-oriented organization, has significant obstacles in using digital technologies to improve its competitiveness and sustainability. In this setting, leadership effectiveness includes both traditional operational management and the capacity to inspire and direct team members in the adoption and implementation of digital solutions.

Leadership is acknowledged as a vital factor influencing organizational performance and success, including within community service organizations (AlShehhi et al., 2021). In the age of swift digitalization, firms must adapt to digital transformation, with leadership playing



a crucial role in guiding these changes. Organizations utilize theories, methodologies, and principles from multiple disciplines, including psychology and sociology, to examine the perceptions, values, learning abilities, and varied behaviors of individuals working together in groups and organizations, particularly regarding the adaptation to digital technology.

The leadership component is essential for aligning teams to attain organizational objectives, especially with digital innovation. A leader is anticipated to serve as a motivator for subordinates, demonstrate rationality, proactivity, and intelligence in decision-making, and exhibit problem-solving abilities that ultimately improve the organization's digital performance. The leadership style employed by each leader is a crucial determinant as it affects the motivation of group members to execute tasks and fulfill obligations in pursuit of shared objectives, particularly within the framework of digital transformation (Nurpratama & Yudianto, 2022).

According to (Janssen et al., 2004), assert that inventive work behavior can foster constructive disputes, culminating in successful innovations and favorable work attitudes. In the realm of Puntang Wangi coffee digitization, such inventive conduct is progressively vital in addressing the requirements of an ever-evolving digital marketplace. Community leadership is crucial for surmounting problems and cultivating resilience, especially in response to evolving market and technological landscapes (Arthur 2022).

The proficiency of community leaders in identifying digital obstacles, managing expectations, and involving key stakeholders within the community is a critical determinant for the successful digital transformation of Puntang Wangi Coffee in Campakamulya Village. This study seeks to examine the effect of leadership styles on group motivation in relation to fostering digital innovation, highlighting how different leadership approaches affect the preparedness and capacity of group members to embrace and execute digital solutions.

An enhanced comprehension of the correlation between leadership styles and group motivation within the framework of digitalization is anticipated to yield substantial contributions to the formulation of effective leadership strategies. These initiatives can facilitate the digital transformation of community-based firms, thereby enhancing the competitiveness and welfare of the residents of Campakamulya Village.

THEORETICAL SUPPORT

Leadership style denotes the constant behavioral norms set by a leader, acknowledged by others, as the leader's actions shape the behavior and activities of individuals in accordance with predetermined standards (Nurpratama & Yudianto, 2022). Gito Sudarmo characterizes a group as two or more individuals collaborating and engaging in a mutually helpful manner to accomplish defined objectives. Rivai and Mulyadi assert that a group comprises two or more persons who interact and significantly contribute to the attainment of common goals (Abidin & Suryani 2020).

Leadership style refers to a consistent pattern of conduct, techniques, or principles employed by a leader. It directly and indirectly mirrors a leader's convictions regarding their subordinates' competencies. Leadership style denotes the actions and methods derived from a blend of abilities, qualities, and attitudes that a leader consistently use to impact subordinates (Waedoloh et al., 2022). The leadership style of a leader is crucial in determining the success of attaining corporate objectives. Leadership styles differ among organizations based on circumstances and work patterns, inspiring people to execute their responsibilities and achieve optimal performance for the organization (Kusmiati et al., 2022). Optimal performance necessitates effective leadership—leaders capable of influencing, motivating, guiding, directing, and mobilizing human resources. An effective leadership style is flexible and may modify itself according to organizational circumstances and settings, including the

developmental stages of subordinates and the work environment. This corresponds with the requirements of an evolving global rivalry, requiring leaders to be increasingly adaptable to environmental dynamics (Hafidzi et al., 2023).

Motivation serves as a mechanism to attain corporate objectives, shaped by the endeavor to fulfill human needs. Effort functions as a measure of intensity levels. Motivated individuals demonstrate robust dedication and perseverance. Motivation is the outcome of sustained attempts to attain a goal, coupled with a strong commitment to achieve it (Djaman et al., 2021).

Motivation is the impetus, arising from both internal and external sources, that empowers individuals to attain desired outcomes in the pursuit of certain objectives. Employee work motivation fosters performance that aligns with organizational policies, hence assisting the organization in attaining its objectives (Zin et al., 2023). Furthermore, work motivation encompasses the capacity to influence, inspire, and propel others to achieve performance congruent with predetermined objectives (Zin et al., 2023).

Innovation is a process that converts ideas and processes into novel forms, providing unique value to users and allowing organizations or enterprises to compete effectively (Sunarto 2020). Digital pertains to technology-fueled transformation within an organization, including the application of digital technology to enhance current practices and intensify digital alterations, hence influencing business model innovation (Tambunan et al., 2022). Digital innovation is characterized by the amalgamation of digital technologies with physical elements to provide novel digital value (Putri et al., 2021). Innovation need not entail wholly original findings; it may just represent anything perceived as novel by a demographic that has not previously embraced it. An idea, concept, or practice is classified as innovation if it is seen as novel and has the potential to effectuate beneficial transformations for a group of individuals (Muntaha & Amin, 2023).

METHODS

The method used in this research is quantitative method. Quantitative research often involves collecting and analyzing numerical data to identify relationships between variables. The author evaluated the impact of leadership style on the group's motivation to innovate in the digital field. The key points in this method are as follows. Sugiyono (2019:2), research methods are scientific ways to collect data to discover, prove, and develop certain knowledge that can be used to understand, solve and anticipate an existing problem. In the research "The Effect of Leadership Style on Group Motivation to Innovate Digital at Coffee Puntang Wangi Bandung Regency" using a quantitative approach. According to Sugiono (2019:16), quantitative research methods are a research method based on the philosophy of positivism used to study certain populations or samples. Quantitative method is also a method that uses a lot of numbers in it which can be obtained through questionnaire techniques, observation, interviews, or large and random samples. Quantitative methods aim to collect data and then analyze the data quantitatively.

The variable analyzed is leadership style, which refers to the method or approach used by the leader to motivate and direct group members in achieving certain goals. This group motivation is the stimulus given to group members to innovate, especially in the context of utilizing digital technology. Collection of data obtained through standardized instruments, such as questionnaires or surveys, which are distributed to respondents. This allows the researcher to assess the perceptions and attitudes of the group towards the impact of leadership styles. Data Analysis: After data collection, the researcher will apply statistical analysis to test the hypothesis. Statistical methods that can be applied include regression tests or correlation tests to identify significant influences between leadership style and group

motivation. This research aims to provide a clear understanding of the influence of leadership style on group motivation and innovation drive in the context of digital technology adoption.

RESULTS AND DISCUSSION

Results of the Validity Test

A validity test was performed to evaluate the precision and legitimacy of a research tool. This study assessed the validity of the Leadership Style variable through 10 question items. The testing employed the r-table value at a 5% significance threshold (0.304). The validity test findings indicated that all question items (P1-P10) possessed r-calculated values exceeding the r-table value (0.304).

The maximum r value was recorded in item P5 (0.739), whilst the minimum was in item P3 (0.509). All question items were deemed acceptable as their estimated r-values surpassed the r-table requirement of 0.304. This signifies that the study instrument for the Leadership Style variable exhibits strong accuracy and validity in assessing the desired construct. Item P5, possessing the highest validity score of 0.739, indicates it is the most precise in assessing the Leadership Style variable. Despite P3 having the lowest validity score (0.509), it was deemed genuine since its value surpassed the r-table criterion (0.304). The study instrument for the Leadership Style variable demonstrated strong internal consistency and is appropriate for further data collection.

Tabel 1. Validity Statistics

Variable	Question	R Count	R Table	Description
Leadership Style (X)	P1	0.705	0.304	Valid
	P2	0.597	0.304	Valid
	P3	0.509	0.304	Valid
	P4	0.616	0.304	Valid
	P5	0.739	0.304	Valid
Variabel	Question	R Count	R Table	Description
Group Motivation (Y)	P6	0.713	0.304	Valid
	P7	0.523	0.304	Valid
	P8	0.695	0.304	Valid
	P9	0.644	0.304	Valid
	P10	0.683	0.304	Valid

Source: data that has been processed by the author (2024)

Results of the Reliability Test

Tabel 2. Reliability Statistics

Variable	Alpha Values	Cronbach Alpa	Description
Leadership Style	0.843	0.60	Reliable
Group Motivation	0.842	0.60	Reliable

Source: data that has been processed by the author (2024)

The reliability assessment for the Leadership Style variable was performed with Cronbach's Alpha. The obtained Cronbach's Alpha value was 0.843, which is deemed satisfactory. Cronbach's Alpha is a technique employed to evaluate the reliability or consistency of a research instrument. Cronbach's Alpha values range from 0 to 1. The reliability test yielded a rating of 0.843, signifying a commendable level of reliability, as it surpasses the threshold of 0.7. The value of 0.843 indicates that the instrument employed to assess the Leadership Style variable possesses adequate internal consistency. Consequently, the instrument can be deemed dependable for assessing the variable.

Tabel 3. One-Sample Kolmogorov-Smirnov Test (Normality Test)

		Unstandardized Residual
N		5
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.49392118
Most Extreme Differences	Absolute	.299
	Positive	.299
	Negative	-.146
Kolmogorov-Smirnov Z		.299
Asymp. Sig. (2-tailed)		.165 ^c

a. Test distribution is Normal.

b. Calculated from data.

Source: Primary data processed using SPSS

Based on the results of the output table, the Asymp.Sig (2-tailed) value is 0.165, which exceeds 0.05. Therefore, based on the decision-making criteria in the Kolmogorov-Smirnov normality test, it can be concluded that the residual data follows a normal distribution. This situation indicates that the normality assumption in the regression model has been met.

Normal data distribution is one of the main requirements in regression analysis, thus ensuring the validity and reliability of the research results. This normality also reflects that the residual distribution of the regression model shows consistency, which supports the feasibility of further analysis of the effect of leadership style on group motivation for digital innovation at Coffee Puntang Wangi.

Tabel 4. Anova^a (Simultaneous Test) F-Test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.321	1	4.321	.521	.523 ^b
	Residual	24.879	3	8.293		
	Total	29.200	4			

a. Dependent Variable: Group Motivation

b. Predictors: (Constant), Leadership Style

Source: Primary data processed using SPSS

Based on the ANOVA table results, the Sig. value is 0.523, which exceeds 0.05. This indicates that the overall regression model is not significant, so the independent variable,

Leadership Style, does not have a significant effect on the dependent variable, Work Motivation, in this model. The significance of this result could be due to several factors, such as small sample size (N=5) or insufficient data variability to detect the true relationship. In order for the coverage to be broader, more samples are needed.

This result implies that further research is needed with a larger sample size and a wider variety of data to test the relationship between leadership style and group motivation more effectively. This is in line with the principle in regression analysis that sample size and data quality are critical in determining the robustness of statistical models.

Tabel 5. Coefficients^a (Partial Test) T-Test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	191.421	74.569		2.567	.083
	Leadership Style	.393	.544	.385	.722	.523

a. Dependent Variable: Group Motivation

Source: Primary data processed using SPSS

he results of the T test analysis show that partially, the Leadership Style variable has a significant effect on Group Motivation, with a Sig value. = 0.523, which exceeds 0.05. The beta coefficient (B = 0.393) shows that there is an influence between leadership style and group motivation.

These results indicate that individually, the Leadership Style variable has a significant impact on Group Motivation.

Tabel 6. Model Summary^b (Coefficient of Determination Test)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.385 ^a	.148	.136	2.880

a. Predictors: (Constant), Leadership Style

b. dependent Variable: Group Motivation

Source: Primary data processed using SPSS

The coefficient of determination analysis shows a correlation value (R) of 0.385 and an R-squared value (R²) of 0.148. The contribution of the independent variable to the dependent variable can be calculated using the following formula:

$$Kd = r^2 \times 100\%$$

$$Kd = 0.148 \times 100\% = 14.8\%$$

This shows that the Leadership Style variable contributes 14.8% to the group work motivation variable, while the remaining 85.2% is influenced by other variables that are not included in this research model.

The low R-squared value indicates that leadership style is not the only factor influencing group motivation. Therefore, it is necessary to further explore other factors that

may have a more significant effect on group motivation, such as organizational factors, work culture, or supporting technology.

CONCLUSION

Based on research on the influence of leadership style on group motivation in improving the digitalization of innovation “Coffee Puntang Wangi” in Campakamulya Village, it is concluded that the leadership style applied has a significant influence on group work motivation at Coffee Puntang Wangi. This research shows that effective leadership can encourage members to collaborate in technological advancement. These results indicate that effective leaders can encourage team performance to adapt to technological changes, thereby increasing the effectiveness of team performance. The validity data shows that the leadership style variable is valid with a value of 0.843 in the reliability test, which indicates good internal consistency for the variable. This is also supported by the validity test, where the calculated *r* value for each question exceeds the *r* table (0.304). The results of this study suggest that leaders need to continue developing communication and collaboration skills to facilitate the implementation of digital technology. Effective leaders can increase group motivation by implementing a more transparent and participatory approach. Therefore, it is recommended that leaders at Coffee Puntang Wangi conduct more frequent training related to digital technology to optimize the Coffee Puntang Wangi group.

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