The Influence of Digital Mindset, Digital Competence and Leadership Style on Employee Career Development

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Abstract: The effect of Digital Mindset, Digital Competence and Leadership Style on Career Development is a scientific article in the literature study within the scope of the field of science. **The purpose** of this article is to build a hypothesis of the influence between variables that will be used in further research. **Research objects** in online libraries, Google Scholar, Mendeley and other academic online media. **The research method** with the research library comes from e-books and open access e-journals. **The results** of this article: 1) Digital Mindset has an effect on Career Development; 2) Digital Competence has an effect on Career Development; and 3) Leadership Style has an effect on Career Development.

Keyword: Career Development, Digital Mindset, Digital Competence, Leadership Style

INTRODUCTION

In the context of increasingly tight global competition, organizations need to improve their performance with quality and knowledgeable human resources. The rapid development of digital technology has changed the outlook on jobs and the skills required. It is difficult to make efforts to recruit personnel who can adapt to changes in the workplace. Therefore, interventions are carried out to build HR competency so that they can carry out work effectively and efficiently. So, it is important to improve employee competency if companies want to recruit talented and competent personnel (Agustiani, 2019).

Many jobs require strong digital competencies to be able to adapt and innovate. Digital transformation in public services must be followed by a change in mindset. This digital mindset is needed not only by changing services online or by using digital applications, but also by changing work behavior and culture. Digital governance is a solution and a necessity in optimizing public services. This digital mindset also includes how to integrate all service areas so that they can create added value that provides satisfaction to the community as service users.

In the Garuda Digital Transformation Framework 1.0, it is stated that in the initial stages of digital transformation, it is necessary to prepare digital leadership and culture. At this

preparation stage, the organization can carry out a Digital Transformation Readiness Assessment to determine the readiness of leadership, culture, commitment and Digital Mindset for all organizational stakeholders.

The development of digital technology, such as the internet, computers and mobile devices, has changed the way we work and daily life. Digital competence is becoming increasingly important in facing the challenges and opportunities offered by this technology. Organizations are currently increasingly prioritizing employees who have strong digital competencies. The ability to use digital technology effectively and efficiently is a determining factor in career development. Change in Work Paradigm: Digital competency allows employees to work flexibly, independently and collaboratively. Employees who have good digital competence can face changes in work paradigms, such as working remotely or using digital tools in their work. Digital competence can increase productivity and work efficiency. Employees who are able to use digital tools well can optimize their available time and resources, thereby contributing to their career development.

Nair stated that half of the organizations surveyed in his research agreed that there is a significant gap in employee digital capabilities compared to organizational needs and this gap increases every day with the introduction or adoption of new technology (Liu et al., 2024a). Barinova discusses that traditional human resource management strategies have proven to be inefficient in attracting professionals with digital competencies who can quickly adapt to the digital environment (Liu et al., 2024a). Digital competency in organizational management refers to the integration of digital technology, skills, and digital mindset in the discipline of organizational management. Lukianov stated this includes proficient use of organizational management software, digital communication tools, data analysis, virtual collaboration, understanding digital security risks, and the ability to manage an organization in a digital environment (Liu et al., 2024b)).

Rubach & Lazarides, states the concept of digital competence as a reflection of confidence in the knowledge, skills, abilities and other characteristics that enable the efficient completion of work-related tasks using digital means in a safe manner for information and data handling, communication and collaboration, and problem solving (Smolag et al., 2023).

Everyone in the organization is required to have good abilities at work, especially leaders who will be responsible for all their employees. Leadership style also has a significant influence on employee career development. Leadership is the ability a person has to influence other people so they can work to achieve goals and targets (Handoko, 2020). A democratic leadership style can encourage employee career development because they feel valued and involved in decision making. Employees who feel appreciated and involved will be more motivated to work well and develop their careers. An authoritarian leadership style, on the other hand, can hinder employees' career development because they feel unappreciated and not involved in decision making. Employees who feel unappreciated and uninvolved may not be motivated to work well and will not be enthusiastic about developing their careers. Leaders who provide career development opportunities to employees and encourage participation in programs to increase digital competency tend to facilitate the development of employees' digital mindset, thereby facilitating better career development.

Every period there is a change of leadership who will bring their own leadership style. Leadership styles change each period with different rules or policies, different communication styles, requiring employees to adapt again to suit the latest policies. This change also affects employee career development. When a leader whose administrative leadership style is replaced by autocratic leadership and continues with paternalistic leadership, and is not supported by the ability to improve and adapt to a digital mindset where digital technology becomes very necessary, and the lack of opportunities for employees to improve digital competence can lead to career development. Even employees are having problems.

In accordance with the context of the problem above, this article aims to review literature regarding talent management, career development and talent development on employee performance. Through a comprehensive literature review, it is hoped that this article can provide a broad insight into the importance of the influence of Digital Mindset, Digital Competency and Leadership Style on Employee Career Development in a significant or positive way.

Apart from that, the aim of writing this article is to build a hypothesis for further research, namely to formulate: 1) The Influence of Digital Mindset on Career Development; 2) The Influence of Digital Competence on Career Development; and 3) The Influence of Leadership Style on Career Development;

METHOD

The method for writing Literature Review articles is the Library Research and Systematic Literature Review (SLR) methods, analyzed qualitatively, sourced from the online application Google Scholar, Mendeley and other online academic applications.

Systematic Literature Review (SLR) is defined as the process of identifying, assessing and interpreting all available research evidence with the aim of providing answers to specific research questions (Kitchenham, 2009).

In qualitative analysis, literature reviews must be used consistently with methodological assumptions. One of the reasons for conducting qualitative analysis is that the research is exploratory in nature (Ali, H., & Limakrisna, 2013).

RESULT AND DISCUSSION

Based on the background, objectives and methods, the results of this article are as follows:

Career Development

The definition of career development according to Handoko is personal improvements that a person makes to achieve a career plan (Handoko, 2008). And according to Mondy, career development is a formal approach used by organizations to ensure that people with the right qualifications and experience are available when needed (Mondy, 2008). Rivai said career development is the process of increasing individual work abilities which is achieved in order to achieve the desired career (Rivai, 2009).

Based on the definition above, it can be concluded that career development is a process of improving and adding to an employee's abilities which is carried out formally and continuously to achieve his career goals and objectives. Career development is the responsibility of an organization that prepares employees with certain qualifications and experience, so that when needed the organization already has employees with certain qualifications.

According to Sinambela, there are seven factors that influence employee career development (Sinambela, 2017), namely:

a. Satisfactory work performance

The starting point for a person's career development is his work performance in carrying out the tasks entrusted to him.

b. Introduction by other parties

What is meant by introduction by other parties is that various parties with authority decide whether a person is worthy of promotion, such as direct superiors and heads of HR departments who know the employee's abilities and work achievements.

c. Loyalty to the organization

This is the dedication of an employee who wants to continue working in the organization where he works for a long period of time.

d. Mentors and sponsors
A mentor is a person who provides advice and suggestions to employees in an effort to develop their career. Meanwhile, a sponsor is someone within the company who can create opportunities for employees to develop their careers.
e. Support of subordinates
The support provided by subordinates in the form of success in the task of the manager concerned.
f. Opportunity to grow
Opportunities given to employees to improve their abilities, such as through training, courses and continuing their education.
g. Stop at your own request and will
An employee's decision to stop working and move to another organization that provides greater opportunities for career development.

Several career development indicators (Handoko, 2008) are as follows:
1. Work performance
Work performance is an activity that underlies all career development activities, where good work performance is important for advancing a career.
2. Exposure
Exposure is being well known to the people who decide on promotions, transfers and other opportunities.
3. Organizational opportunities
In many organizations, people place career advancement on organizational loyalty, with long-term dedication to the same company lowering turnover rates.
4. Mentors and sponsors
A mentor is a person who offers informal career guidance, while a sponsor is a person in an organization who can create career opportunities for other people. If a mentor can nominate employees for career development activities then he becomes a sponsor.
5. Management support
Encouraging career development programs is greatly influenced by the support of managers.

This career development has been studied by many previous researchers, including: (Arueyingho et al., 2023), (Prastyaningtyas et al., 2023), (Junianti & Rony, 2023), (Adiputra & Milleny, 2024), (AlQershi et al., 2023), (Amalah et al., 2023), dan (Zaini & Kurnianingsih, 2022).

Digital Mindset
According to Don Tapscott, a digital mindset is defined as a way of thinking and acting that is fully adapted to digital technology. This involves the ability to use technology intuitively, collaboratively, and innovatively (Tapscott, 2008).

The notion of Mindset (Lankshear & Knobel in (Tour, 2015) seems useful for thinking about participants' approaches to digital technology because it allows a focus on the assumptions participants have and their role in digital literacy practices without narrowing down discussions about their complex experiences to a particular type of mindset.

A digital mindset is a set of attitudes and behaviors that enable people and organizations to see how data, algorithms, and AI open up new possibilities and chart a course for success in a business landscape increasingly dominated by data-intensive and intelligent technologies (Neeley & Leonardi, 2022).

Digital mindset is defined by (Albinson et al., 2019) as a way of thinking and acting that is adapted to current and future developments in digital technology. Encompasses a set of attitudes, behaviors, and skills that enable individuals and organizations to effectively utilize digital tools and platforms to achieve their goals.

In simple terms, digital mindset can be understood as a way of thinking that is oriented towards digital technology, which encourages individuals and organizations to utilize the transformational potential brought by digital technology in a strategic and innovative manner. This involves understanding the opportunities, capabilities and culture required to adapt and innovate in an ever-changing digital environment.

A digital mindset has several important characteristics (Albinson et al., 2019), including:

a. Technology-oriented: People with a digital mindset view technology as the main tool to achieve goals and increase productivity.

b. Adaptive and flexible: They quickly adapt to technological changes and are open to learning new things.

c. Innovative and proactive: People with a digital mindset are always looking for new ways to do things better by taking advantage of technological advances.

d. Collaborative: They understand the importance of working together and sharing information in a connected digital environment.

e. Data-focused: Decision making is based on data analysis and evidence, not just intuition.

f. User experience oriented: People with a digital mindset understand that a good user experience is the key to technological success.

Overall, a digital mindset reflects a way of thinking and acting that is adapted to current and future advances in digital technology. This is important to drive successful digital transformation in organizations and personal lives.

The belief that the primary capability of technology is to "support" and "enhance" existing routines. Being in the mindset of technology as a tool to achieve this, his digital mindset shapes his practice in these two domains in a similar way: he primarily uses technology to accomplish activities usually in specific contexts. However, his assumption of three other affordances (connectedness, empowerment, and multimodality) as part of a digital mindset also plays a role in people's personal lives: access to information on demand, taking the initiative when using digital technologies, engaging constantly with digital texts and continuous activities. continuously and alternately engage in online browsing, social networking, reading e-books, and playing games. These digital literacy practices are ongoing and continue to change in different contexts, texts and digital spaces (Merchant in (Tour, 2015). Assumptions about the connectedness provided by technology are at the core of the digital mindset. Digital Mindset consists of assumptions about the affordances of digital technology that encourage participants to use technology in certain ways in various domains (Tour, 2015).

Specifically, (Tour, 2015) can be identified seven interrelated affordances of digital technology according to the participants' views despite differences in how the participants perceive and use them: (a) support and enhancement: technology is seen as making things better, more efficient and interesting; (b) connectedness: related to opportunities to stay connected to activities, networks and resources; (c) experimentation: related to independent exploration and creative play with what is possible in digital spaces; (d) sharing: refers to the distribution of different digital ideas and commodities through various social channels; (e) collective intelligence: assumes joint or collaborative activity, decision making, generation, collection, and use of resources; (f) empowerment: relating to opportunities to voice concerns, express opinions, take, or lead action to address specific problems; (g) multimodality: involves the possibility of interaction and representation in different modes

Based on research by experts, here are several important indicators to determine a person's level of digital mindset:

a. Interest and Openness to New Technology. How enthusiastic and fast a person is in adopting new technology. How active you are in finding out and learning about the latest technology.

b. Adaptability and Learning. How easily a person adapts to changes in technology and business processes. How quickly and effectively a person can learn and master new technology.

c. Creativity and Innovation. How often does someone propose creative ideas to utilize technology? How proactive a person is in seeking innovative technology-based solutions.

d. Digital Collaboration and Communication. How often does someone utilize digital communication and collaboration tools? How effective a person is in interacting and sharing information digitally.

e. Data-Driven Problem Solving. How often a person uses data and analytics to support decision making. How skilled a person is at collecting, processing, and drawing insights from data.

f. Awareness and Understanding of Technology Trends. How up-to-date a person is about the latest technological developments and ongoing trends. How well a person can relate technology trends to their implications for business and life.

These indicators can be used to evaluate and develop a digital mindset at the individual and organizational levels. Understanding a good digital mindset can help organizations face digital transformation more effectively.

This Digital Mindset has been studied by many previous researchers, including: (Tour, 2015), (Neeley & Leonardi, 2022), (Dingee, 2020), (Agarwal & Madaan, 2019), (Fisher, 2022), (Christy, 2023), dan (Sari et al., 2023).

Digital Competence

Gilster (Gilster, 1999), defines digital competence: the ability to understand and use information from various digital sources. The essence of digital competency is the ability to think critically in evaluating and using digital information.

According to Martin & Grudziecki (Martin & Grudziecki, 2006), there are three levels of digital competence, namely

a. Digital literacy: basic ability to use digital technology.

b. Digital competence: the ability to use ICT for various purposes.

c. Digital transformation: the ability to innovate and create something new with ICT.

Janssen & Stoyanov (Janssen et al., 2013), stated that digital competence consists of 5 dimensions, namely: Information and data literacy, Communication and collaboration, Digital content creation, Security, and Problem solving,

According to van Deursen & van Dijk in (Christy, 2023), he differentiates digital competence into:

a. Operational competency: basic ability to use digital devices.

b. Formal competencies: ability to navigate and structure digital information.

c. Information competency: the ability to search, select, and evaluate digital information.

d. Strategic competence: the ability to use ICT to achieve goals.

In general, these theories emphasize the importance of critical thinking skills, technical abilities, and the ability to manage digital information as the core of digital competence. A comprehensive understanding of digital competency is very important in today's digital era.

Based on research by experts, there are several main indicators that can be used to measure digital competence:

a. Information and data literacy. Ability to access, manage, evaluate and use digital information. Ability to understand the concepts and practices of storing, processing and disseminating digital data

b. Communication and collaboration. Ability to communicate and interact via digital media. Ability to work collaboratively using digital tools

c. Digital content creation. Ability to create and manipulate digital content. Ability to understand and apply intellectual property rights

d. Security. Ability to protect devices, content and digital identity. Understanding of digital security risks and threats

e. Solution to problem. Ability to identify and resolve problems using digital tools. Ability to adapt and innovate in using technology

f. Critical thinking. Ability to evaluate the credibility and reliability of digital information sources. Ability to analyze, synthesize, and draw conclusions from digital information

These indicators can be used as a frame of reference for designing, implementing and evaluating digital competency development programs.

This Digital Competency has been researched by many previous researchers, including: (Ongena, 2023), (Steens et al., 2024), (Smolag et al., 2023), (By-sa, 2012), (Antonietti et al., 2022), (Chiu et al., 2024), (Liu et al., 2024a), (Dai, 2023), dan (Alieto et al., 2024).

Leadership Style
The following is the definition of leadership style according to experts (Abdi, 2021):

a. William G. Scott in Sagir (1962): According to Scott, leadership is the process of influencing activities carried out in groups, in their efforts to achieve set goals

b. Weschler and Massarik (1961): According to Weschler and Massarik, leadership is interpersonal influence, which is exercised in certain situations, and directed through the communication process, to achieve certain goals

c. Rauch and Behling (1984): According to Rauch and Behling, leadership is the process of influencing the activities of an organized group towards achieving goals

d. P. Pigors (1935): According to Pigors, leadership is the process of encouraging and encouraging through the successful interaction of individual differences, the control of one's strengths in the pursuit of common goals

e. F. A. Nigro (1965): According to Nigro, leadership is a special way of influencing the activities of others

f. Ordway Tead (1929): According to Tead, leadership is a combination of temperament that makes one person likely to be able to encourage other people to get the job done

g. Hemphill and Coon (1995): According to Hemphill and Coon, leadership is the attitude of individuals who lead various group activities towards goals that will be achieved together

From these definitions, it can be concluded that leadership style is the behavior and strategies implemented by a leader in influencing, directing and moving his subordinates to achieve organizational goals.

Leadership type can be defined as a form or pattern or type of leadership that implements one or more leadership styles that support it. And leadership style is the method or behavior used or chosen by the leader to influence the thoughts, feelings, attitudes and behavior of each member of the organization. The following types of leadership styles by Veithzal Rivai (Lubis et al., 2024) are:

a. Charismatic Leadership

Charismatic leaders have great energy, attractiveness and authority to influence other people or employees so that they have many followers and trusted bodyguards or assistants. He has a strong character, a lot of inspiration, courage and unwavering belief in himself.

b. Paternalistic and Maternalistic Leadership

This leadership is fatherly leadership with the following characteristics:

1) Leaders who view their subordinates as people who don't understand or are immature or as children who need to be developed.

2) Leaders who are very protective

3) Leaders who rarely give subordinates the opportunity to make their own decisions regarding their work

4) Leaders who very rarely give their subordinates the opportunity to take initiative
5) Leaders who rarely provide opportunities to develop the creativity and imagination of their subordinates
6) Leaders who are used to always being right and knowing everything. Next, maternalistic leadership is almost similar to paternalistic with the difference being that there is a very prominent protective attitude and excessive affection for subordinates.

c. Militaristic Leadership
1) This leadership has the following characteristics:
2) Often uses a harsh, authoritarian, rigid command or command system and usually lacks wisdom towards his subordinates
3) Expect absolute obedience from every subordinate
4) Very fond of formalities, ceremonies, ritual activities and regalia that are busy and excessive
5) Always demands that his subordinates be disciplined, be strict and rigid
6) Reluctant to accept suggestions, opinions or criticism from subordinates
7) A communication system that only takes place in one direction

d. Autocratic Leadership
This leadership establishes itself as absolute authority and must be obeyed. Every policy or order must be implemented without regard to the opinions or responses of subordinates. His subordinates did not receive detailed information regarding plans or actions that had to be taken.

e. Populistic Leadership
This leadership is strongly based on traditional community values, does not believe in support or assistance from foreign debt and prioritizes nationalism to succeed.

f. Administrative or Executive Leadership
This leadership is able to complete administrative tasks effectively whose leaders are democrats and administrators who can carry out the dynamics of modernization and development

g. Laissez Faire Leadership
Leaders let their subordinates act and make their own decisions and do not participate with their subordinates

h. Democratic Leadership
This leadership really appreciates the potential of each subordinate and recognizes their expertise in their field. Leaders involve and give subordinates the opportunity to make decisions on organizational problems.
Involved leadership behavior encourages the implementation of human resource management that is human-oriented and has a direct impact on employee performance (Junianti & Rony, 2023). Good leadership and efficiency are needed by all organizations in order to achieve their goals. Because leadership is a person's ability to influence and motivate other people to carry out organizational goals. Leadership includes the process of influencing in determining organizational goals, motivating follower behavior to achieve goals, influencing to improve groups and individuals. A great leader must be able to openly listen to his employees and actively seek solutions related to developing his employees' abilities, not seeing his employees as low ranking but trying to be an extension of his employees and prioritizing his employees' career development.

Leadership Style Indicators include:
a. Employee satisfaction with the leadership style applied.
b. Motivation and involvement of employees in their work.
c. Trust and communication that exist between leaders and employees.
d. The success of a team or organization in achieving set goals.
e. High employee retention can indicate effective leadership

This leadership style has been studied by many previous researchers, including: (Arif, 2021), (Sagir, 2017), (Fitroliana, Suriansyah, 2022), (Lubis et al., 2024), (Zaini & Kurnianingsih, 2022), (Junianti & Rony, 2023), (Rahmadhani & Susanti, 2022), (Sari et al., 2023), (Handoko, 2020), dan (Banmairuroy et al., 2022).

Relevant Previous Research Result

Reviewing relevant articles as a basis for establishing research hypotheses by explaining the results of previous research, explaining similarities and differences with the research plan, from relevant previous research as in table 1 below.

Table 1: Relevant Research Result

No	Author (Year)	Research Result	Simmilarities with this article	Differences with this article	H
1	Dr.Suganda Agarwal, Dr.Raj Kamal and Dr Garima Madaan Dua (2020)	Digital Mindset and Hybrid Learning have a positive and significant influence on Educator Career Development	Digital Mindset influences Career Development	Hybrid Learning influences Educator Career Development	H1
2	Tsedal Neeley and Paul Leonardi (2022)	Digital Mindset and Digital Transformation have a positive and significant influence on career development	Digital Mindset influences Career Development	Digital Transformation influences Career Development	H1
3	Oritsetimeyin Arueyingho, Ruzanna Chitchyan and Caroline Bird (2023)	Digital Competence and Career Facilitating Factor have a positive and significant influence on career development	Digital Competence influences Career Development	Career Facilitating Factors influence Career Development	H2
4	Yan Liu, Ningshuang Zeng, Eleni Papadonikolaki, Kirk Maritshane, and Paul W.Chan (2024)	Digital Competency and Talent Management have a positive and significant influence on Career Development	Digital Competence influences Career Development	Talent Management influences Career Development	H2
5	Emmy Junianti, Zahara Tussoleha Rony (2023)	Leadership Style and Organizational Culture have a positive and significant influence on Career Development	Leadership style influences career development	Organizational culture influences career development	H3
6	Zaman Zaini, Lilis Kurnianingsih (2022)	Leadership Style and Work Motivation have a positive and significant influence on Career Development	Leadership style influences career development	Work motivation influences career development	H3

Discussion

Based on theoretical studies, the discussion of this literature review article is to review relevant articles, analyze the influence between variables and create a conceptual thinking research plan:

The Influence of Digital Mindset on Career Development

Digital mindset expert, Benke in (Christy, 2023) states that digital mindset is a set of knowledge-mental experience structures that are formed due to living in a digital society that is in contact with digital technology every day.

Bathia in (Hendarman, 2021) categorizes that digital mindset has two main components, namely the cognitive component and the action component. The cognitive component refers to knowledge, while the action component relates to acceptance or rejection and use of digital technology. These decisions are based on the cognitive components that individuals have about digital technology. Furthermore, in a digital mindset, confidence is one of the factors that makes someone have the ability and willingness to learn and use new technology (Solberg in (Christy, 2023).

Developing a digital mindset is necessary, but it is worth the effort. Leaders who have a digital mindset are better able to manage their organizations to achieve success and build workforce resilience. And companies that have employees with the ability to react more quickly to changes in the marketplace are in a good position to take advantage of new business opportunities. The ability to develop a digital mindset depends on the extent to which employees internalize these efforts. Think about how employees will interact with and use new tools and how the tools will help achieve excellence. Leaders must identify influencers among employees who have a digital mindset and recruit them to champion the transformation and serve as role models for reluctant employees (Neeley & Leonardi, 2022).

Based on research and analysis by experts, several main factors that influence digital mindset are:

a. Technology Adaptability. An individual's ability to adopt and adapt to new, continuously developing technologies. Willingness to learn and explore digital technology.

b. Understanding Digital Innovation. Awareness and understanding of the potential for digital transformation in various aspects of life. Ability to see the opportunities and potential offered by digital technology.

c. Organizational culture. A work environment that encourages collaboration, creativity and adaptation to digital change. Management and leadership support that encourages the development of a digital mindset.

d. Decision Making Ability. Skills in analyzing data and digital information to make effective decisions. Readiness to take risks and experiment with digital approaches.

e. Connectedness and Collaboration. Ability to collaborate and interact with others via digital platforms. Understanding the importance of digital connection networks to achieve goals.

f. Digital Literacy. Ability to understand, use and utilize digital technology effectively. Knowledge of security, ethics and the impact of digital in everyday life.

Digital Mindset is formed due to living in a digital society where we are in contact with digital technology every day. Digital mindset involves a cognitive component and an action component, where the cognitive component is related to knowledge about digital technology, while the action component is related to acceptance, rejection and use of digital technology. Experts also say that digital mindset involves flexibility and the ability to adopt new technology. Individuals with a digital mindset have the ability to learn and use new technology with strong confidence. Digital mindset is also an important element in driving digital transformation. Humans as the main actors in digital transformation need to have a digital mindset to be able to adapt to technological changes and utilize them effectively. Organizations

need to prepare digital leadership and culture and integrate all service areas to create added value for service users (Hendarman, 2021).

Digital Mindset influences Career Development, if Digital Mindset is perceived well then Career Development will be perceived well too, and vice versa. Employees who adopt a digital mindset will be more successful in their work and have higher satisfaction at work, are more likely to be promoted, and develop skills that are useful for changing the way they work, thereby influencing their career development.

The efforts to foster a digital mindset for society in general, referring to the concept of Houghton & Neck (Hendarman, 2021), can be described as follows:

a. Self regulation. Encourage individuals to accept the existence of new technology, develop digital attitudes, change behavior towards digital behavior, eliminate individual silos, develop self-discipline regarding consistency with digital technology, and become lifelong learners. Because, the presence of any technology requires learning.
b. Self-motivation. Encourage individuals to have confidence and be able to capture the values from the presence of new technology, have confidence in using digital technology, think openly about change, grow your own innovative power through exploring new ways of thinking, acting and making decisions, think outside the box of the box, and develop a start-up mentality in the form of the ability to take risks and mitigate them.
c. Self-leadership. Encourage individuals to be able to lead themselves in changing their mindset and developing a digital mindset independently, optimistically and visionarily. Become a collaborative team player, have the ability to make digital decisions, and be able to become a digital leader yourself.

There are several things that management can do to develop a digital mindset and support digital transformation in the organization:
a. Creating a continuous learning culture:
1. Provide an adaptive and customized digital learning platform for employees
2. Encourage leaders to play an active role in learning programs, share knowledge and expertise
3. Collect data and analyze the correlation between continuous learning and employee performance
b. Adjusting organizational systems and processes:
1. Ensure that employee performance and incentives are closely linked to the development of digital capabilities
2. Align organizational systems and processes to support technology adoption and more effective work practices
c. Building a digital mindset throughout the organization:
1. Foster attitudes and behavior that enable employees to see the potential of data, algorithms and AI
2. Promote digital skills development across all functions, not just technical employees
3. Motivate employees to use their digital skills to create new opportunities

Digital Mindset influences Career Development, this is in line with research conducted by: (Tour, 2015), (Dingee, 2020), (Agarwal & Madaan, 2019), (Fisher, 2022), (Sari et al., 2023), dan (Christy, 2023).

The Influence of Digital Competence on Career Development

According to Ferrari, digital competence can be defined as a set of knowledge, skills, attitudes, abilities, strategies and awareness needed when using ICT and digital media to carry out tasks, solve problems, communicate, manage information, behave ethically and responsibly, collaborate, create and sharing content and knowledge for work, leisure, participation, learning, socializing, empowerment and consumerism (Dai, 2023).

Ilom¨aki et al. states that digital competence is a developing concept related to advances in the field of technology. Digital technology and the political goals and expectations of citizens in a knowledge society, and this is recognized as a frontier concept in policy and education research (Liu et al., 2024a). Digital competencies in management are increasingly important in today's rapidly evolving digital landscape, where technological advances and work dynamics require continuous competency updates (Liu et al., 2024a).

Digital Competence influences Career Development, if Digital Competency is perceived well then Career Development will be perceived well too, and vice versa. Employees develop their careers by taking competency progression paths to engage in new digital sectors. Professionals sketch career progression paths in various subsectors including discussing factors that encourage professional development with a series of actions desired by superiors, policy makers, teaching and training providers (Arueyingho et al., 2023).

Organizations play an important role in actively establishing digital competencies that align with changing project management demands. This also emphasizes the increasing importance of digital competence related to understanding digital technology and business models as well as talent management in carrying out transformations that are useful for achieving career advancement (Liu et al., 2024a).

According to experts, there are several factors that influence the development of digital competence:
a. Access and use of technology: Availability and affordability of digital devices, Frequency and intensity of use of digital technology in everyday life
b. Motivation and attitude: Awareness of the importance of digital competence, self-confidence in using technology and desire to continue learning and developing oneself
c. Cognitive skills: Critical thinking ability, problem solving ability and ability to adapt to change.
d. Demographic factors: Age, Gender, Educational Background and Socioeconomic Status
e. Social and cultural context: Social norms regarding the use of technology, Support from family, friends and community and Government and institutional policies regarding digital literacy
f. Learning experiences: Formal and informal training, Independent learning through exploration and experimentation and Opportunities to apply digital competencies in real contexts

Digital competency plays a role in career development, this is in line with research conducted by: (Liu et al., 2024a), (Ongena, 2023), (Steens et al., 2024), (Antonietti et al., 2022), (Dai, 2023), dan (Alieto et al., 2024).

The Influence of Leadership Style on Career Development.

The academic community in the United States states that leadership is a process of social influence in which a person can involve help and support from others in an effort to achieve a common task (Zaini & Kurnianingsih, 2022).

According to Sutrisno, leadership style is defined as behavior and strategy, as the result of a combination of philosophy, skills, traits, attitudes, which a leader often applies when he tries to influence the performance of his subordinates (Sutrisno, 2016). There are several types of leadership styles that specifically influence employee career development, namely:
a. Transformational leadership. Transformational leaders tend to encourage employees' self-development and motivate them to reach their best potential. This style can increase job satisfaction, organizational commitment, and employee willingness to take risks for career development.

b. Development Oriented Leadership. Leaders who focus on employee development tend to provide training, mentoring, and learning opportunities. This helps employees gain new skills and experiences that enhance their capabilities.

c. Participative Leadership. Participative leaders involve employees in decision making and encourage their involvement. This approach can increase employees' sense of ownership and responsibility for their career development.

d. Supportive Leadership. Supportive leaders provide emotional and instrumental support to employees. This style can create a safe and supportive work environment, so that employees feel confident to take steps in career development.

e. Task-Oriented vs. Task-Oriented Leadership People Oriented. People-oriented leaders tend to take employee development needs into greater consideration. Meanwhile, task-oriented leaders focus more on achieving organizational goals, which can influence employee career development.

Development-Oriented Leadership where leaders who focus on employee development tend to provide training, mentoring, and learning opportunities. This helps employees gain new skills and experiences that enhance their capabilities. Leadership style will have a significant impact on work performance and employee welfare. Involved leadership behavior encourages the implementation of human resource management that is human-oriented and has a direct impact on employee performance (Junianti & Rony, 2023).

Agile leaders do not only focus on results, but also pay attention to every ongoing process, not only focus on ways of solving problems that are outdated and no longer relevant, but will try to create new ways of solving problems that are more effective and fundamental. Muafi & Uyun in their writing stated that the results of implementing leadership agility will increase employee innovation so that the competitiveness of an organization will increase. Johnston revealed that career adaptation is needed as a scheme developed with the aim of forming employees so that the organization can face all existing challenges. Yang, Feng, Meng, & Qiu stated that career adaptation makes it easier for employees to adapt to changes when facing their career roles. Career adaptability can make employees always ready to face every challenge and make employees also more creative and innovative (Junianti & Rony, 2023). Leaders provide opportunities for employees to improve their abilities and innovate, which is very helpful in career development.

Leadership Style influences Career Development, if Leadership Style is perceived well then Career Development will be perceived well too, and vice versa. The leadership style of a manager or leader can have a significant influence on the career development of his subordinates. The following are some of the influences that can be had:

a. Employee Motivation and Engagement. Leadership styles that encourage participation, support, and empowerment tend to increase employee motivation. Employees who are motivated and feel appreciated will be more proactive in developing their competencies and abilities.

b. Feedback and Guidance. Leaders who provide constructive feedback and guidance for employees' career development can help them identify areas of improvement and advancement opportunities. Effective feedback allows employees to take appropriate steps in their career development.

c. Development Opportunities. Leaders who are oriented towards developing subordinates tend to provide training, promotional opportunities, and challenging assignments. This allows employees to gain new experiences and skills that support their career advancement.

d. Trust and Support. A leadership style that develops trusting and supportive relationships with employees can encourage them to take risks and seek development opportunities. Employees who feel supported by their leaders tend to be more motivated to develop their careers.

e. Organizational culture. Leadership style can shape an organizational culture that supports or hinders employee career development. A culture oriented towards learning, collaboration and individual growth will be more conducive to career development.

Organizational leaders can strategically develop leadership approaches that encourage and facilitate employee career development, ultimately contributing to the overall success of the organization.

The following are several main factors that influence leadership style, namely:
a. Personality characteristics: A leader's personality traits, such as self-confidence, empathy, assertiveness, and ambition, can influence his or her leadership style.
b. Values and beliefs: The values and beliefs held by a leader can also shape his or her leadership style, for example a style that focuses on participation and fairness.
c. Work experience and education: Extensive leadership experience as well as relevant leadership training can help a person develop an effective leadership style.
d. Organizational culture: Existing organizational culture, such as a hierarchical culture or a collaborative culture, can encourage leaders to adopt appropriate leadership styles.
e. Situational demands: Different organizational needs, such as innovation or stability, can influence the leadership style a leader chooses.

Overall, these factors interact with each other and influence the development of a person's leadership style. Understanding these factors can help a leader to adapt his leadership style according to the organizational context

Leadership Style plays a role in Career Development, this is in line with research conducted by:(Arif, 2021), (Sagir, 2017), (Fitroliana, Suriansyah, 2022), (Lubis et al., 2024), (Zaini & Kurnianingsih, 2022), (Junianti & Rony, 2023), (Handoko, 2020), dan (Banmairuroy et al., 2022).

Conceptual Framework

Based on the problem formulation, discussion and relevant research, a conceptual framework for this article has been developed as shown in Figure 1 below.
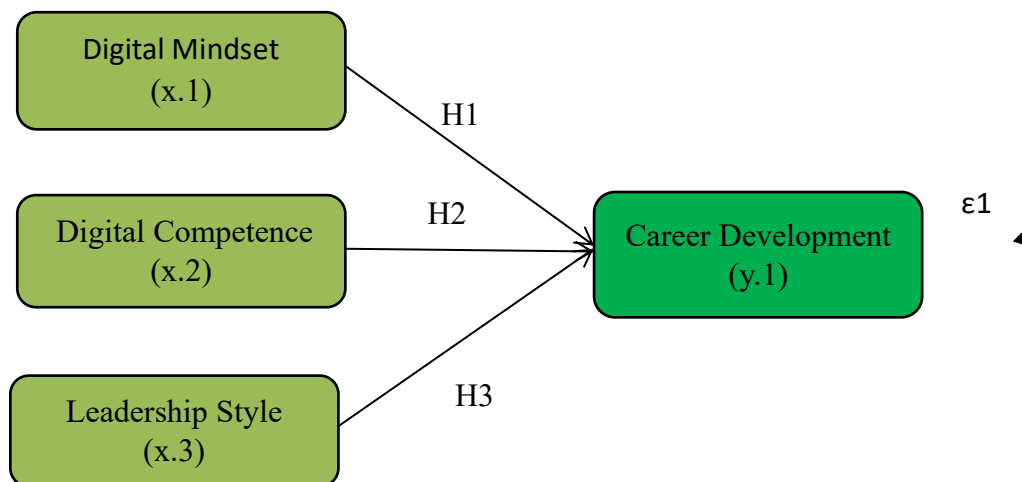

Figure 1: Conceptual Framework

Based on the conceptual framework image above, Digital Mindset, Digital Competency, and Leadership Style influence Career Development. Apart from the three exogenous variables that influence career development, there are many other variables, including:

1) Digital Learning: (Marín & Castañeda, 2023), (Tour, 2015), (Lan & Huang, 2023), (Nowacka, 2023), dan (Antunes & Pinheiro, 2020).
2) Digital Transformation: (Christy, 2023), (Nowacka, 2023), dan (Li et al., 2024).
3) Talent Management: (Agustiani, 2019), (Liu et al., 2024a), (Agustiani, 2019), (Hendri et al., 2023), (Brannstrom et al., 2022), dan (Basuki et al., 2024).
4) Organization Culture: (Junianti & Rony, 2023), (Rahman et al., 2024), dan (Pratiwi, 2019),
5) Work Motivation: (Zaini & Kurnianingsih, 2022), (Rahmadhani & Susanti, 2022), (Hidayat et al., 2022), dan (Rahman et al., 2024).
6) Technology: (Alieto et al., 2024), (Tour, 2015), (Albinson et al., 2019), (Antonietti et al., 2022), (Prastyaningtyas et al., 2023), (Hidayat et al., 2022), (Khan et al., 2024), dan (Primawanti et al., 2022).

CONCLUSION

Based on the objectives, results and discussion, the conclusion of this article is to formulate a hypothesis for further research, namely:
1) Digital Mindset influences Career Development;
2) Digital Competence influences Career Development. And
2) Leadership style influences career development.

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