

Antecedent Digital Culture Terhadap Employee Performance in Msmes in Tangerang and Bogor

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ABSTRACT

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The purpose of this study is to examine how digital employee performance in SMEs in Tangerang and Bogor is impacted by digital leadership, employee digital capabilities, and digital culture. Non-probability sampling is the sampling strategy used in this investigation. In the meanwhile, the analytical approach tests the link between the variables under study using SEM AMOS 26 and SPSS Statistics 21. In the meanwhile, 125 responders to a questionnaire poll provided the data. The study's findings demonstrate that Digital Leadership positively affects Digital Culture, Employee Digital Capabilities positively affect Digital Culture, Digital Culture positively affects Employee Performance, Digital Culture is a variable that can mediate the positive effects of Digital Leadership on Employee Performance, and Digital Culture is a variable that can mediate the positive effects of Employee Digital Capabilities on Employee Performance. The research's management ramifications are to prevent a decline in Employee Performance within the company by implementing good Digital Leadership according to the work environment faced, creating strong Employee Digital Capabilites, maintaining a high level of Digital Culture, and additionally, the company needs to pay attention to a high level of concern for Employee Performance

INTRODUCTION

MSMEs as the core of Indonesia's economy face major challenges in digital transformation, especially in maintaining and improving employee performance. Businesses must adapt to technological changes that have changed the work landscape, including in HR management.

This study examines two MSMEs in Tangerang and Bogor, namely MSMEs XYZ and MSMEs ABC, which are engaged in the food and beverage industry. XYZ MSMEs, established in May 2019 with 100 employees, produce foods such as Seblak, Bakso Aci, Cilok, and Chili Oil Dumplings. *Digital Leadership* is implemented by utilizing digital platforms such as GoFood, WhatsApp, and Shopee Food. *Employee Digital Capabilities* include manual service using paper menus and payment via cash, QRIS, or debit. However, the obstacle faced is that paper menus are often missing or damaged, making it difficult for employees to process orders.

ABC MSMEs, established in December 2022 with 120 employees, produce Chinese chicken noodles. *Digital Leadership* is implemented through the GrabFood, GoFood, and WhatsApp platforms. *Employee Digital Capabilities* are more advanced with the use of barcode scanning for digital ordering and payment. However, obstacles occurred in the payment process that still had to be done at the cashier in cash, slowing down transactions due to refunds and damaged money conditions.

A comparison between MSMEs in Tangerang and Bogor shows that XYZ is still lagging behind in digitalization compared to ABC. If the manual system is maintained, the performance of employees in serving customers will be more difficult as the number of customers increases. Therefore, MSMEs need to improve the system by implementing ordering through barcode scanning and digital payments to improve service efficiency.

This study differs from previous research (Shin et al., 2023) conducted in South Korea with Organizational Performance variables. The novelty of this study is the addition of the Employee Performance variable, which shows that employee digital capabilities and digital leadership are important components of digital transformation (Alfarizi et al., 2023). are important for technology adaptation (Muhammad Asrun, 2023), and Digital Culture supports innovation in the work environment (Jayanti et al., 2024). All of these factors contribute to improving Employee Performance (Hameed & Waheed, 2011).

LITERATURE REVIEW

Digital Leadership is a leader's ability to direct an organization through digital technology to achieve strategic goals. Digital Leadership encompasses various aspects such as digital vision, digital empowerment, digital collaboration, and digital innovation. Effective digital leadership enables organizations to adapt to technological developments and increase business competitiveness (Sainger, 2018). Measurements for this variable include the leader's ability to understand and manage digital technology, data-driven decision-making and digitalization, a leadership style that encourages digital innovation and adaptation, and communication and collaboration skills in a digital environment.

Employee Digital Capabilities refer to an employee's ability to use and adapt to digital technology in carrying out their duties. These capabilities include digital technical skills, digital information management, digital communication, and digital problem-solving. Having good digital capabilities can make employees more productive and able to face challenges in an increasingly digitalized work environment (Zazira Hashim et al., 2024). This variable can be measured by employees' mastery of digital software and technology, ability to manage and analyze data, ability to adapt to technological changes, and awareness of digital security and ethics.

An organizational culture known as "digital culture" encourages the use of digital technologies in many facets of company operations. Innovation, data-driven decision-making, cross-functional cooperation, customer focus, and adaptability are all part of this digital culture. According to Leal-Rodríguez et al. (2023), companies that have a strong digital culture can foster a more inventive and flexible workplace. The degree of acceptability and receptivity to digital innovation, the use of technology in routine work procedures, digital cooperation across teams and departments, and corporate efforts to foster a digital mentality in the workplace are all indicators of this variable.

The term "employee performance" describes how well a worker completes duties. Task performance, adaptive performance, contextual performance, digital performance, and strategic performance are just a few of the variables that may be used to gauge employee success. Employee performance may be greatly enhanced with strong digital leadership, competent employee digital capabilities, and a positive digital culture. Work productivity and effectiveness in digital tasks, the capacity for innovation and technological adaptation, the caliber of work generated with the aid of digital technology, and the capacity to operate in a digital and collaborative work environment are all indicators of employee performance.

The conceptual framework in this study explains the connection between dependent, mediating, and independent factors. Employee performance is a dependent variable that is influenced by Digital Culture as a mediating variable, which is influenced by Digital Leadership and Employee Digital Capabilities as independent factors. Employee digital capabilities improve the organization's capacity to handle digital transition, while digital leadership helps create a digital culture that fosters creativity and productivity. As a result, digital culture plays a crucial role in enhancing employee performance and increasing the organization's competitiveness and technological adaptability.

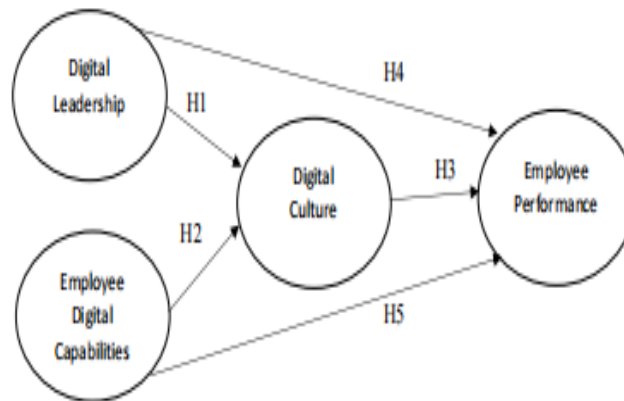


Figure 1. Conceptual Framework

Hypothesis 1 (H1): Digital Leadership has a positive impact on Digital Culture

In the age of digital transformation, digital leadership is becoming more and more crucial. According to study (Marcel De Araujo et al., 2021), digital leadership's capacity to direct the use of digital technology has a favorable effect on digital culture. The reality that digital leadership can increase employee productivity by 23%.

Hypothesis 2 (H2): Employee Digital Capabilities have a positive effect on Digital Culture

Employee digital capabilities are a key factor in improving performance. Research shows that employees with strong digital skills perform 30% better than those with less digital technology expertise. Research also confirms that digital capabilities contribute significantly to improved performance.

Hypothesis 3 (H3): Digital Culture has a positive effect on Employee Performance

Digital culture in an organization creates an environment that supports innovation and work efficiency. demonstrated that organizations with a strong digital culture experienced a 27% increase in employee performance. This aligns with findings on the importance of digital culture in driving productivity..

Hypothesis 4 (H4): Digital Leadership has a positive influence on Employee Performance, mediated by Digital Culture.

By promoting cooperation, flexibility, and a common goal among staff members, a strong digital culture increases the efficacy of digital leadership and improves employee performance outcomes (Nugroho et al., 2024). As a result, it is produced, found, or developed by certain personnel as they learn to deal with problems related to internal integration and outward adaptation. (Muniroh et al., 2022).

Hypothesis 5 (H5): Employee Digital Capabilities have a positive influence on Employee Performance, mediated by Digital Culture.

Employees must develop work standards to ensure professional performance. These standards, often referred to as Digital Culture, systematically guide employees in building work commitment to the organization (Nurul Khaira, 2023). Digital Culture also positively influences communication and interaction between organizational members, often conducted through digital media such as email, instant messaging, or online collaboration platforms (Jayanti et al., 2024).

METHODOLOGY

This research methodology refers to previous research and examines the impact of employee digital capabilities and digital leadership, mediated by digital culture, on employee performance in MSMEs in Tangerang and Bogor using a quantitative methodology and a hypothesis testing technique. Employees of MSMEs Seblak Jenk Rey and Yichan Indonesia were given surveys using Google Forms in order to collect data. Using a non-probability sampling technique called snowball sampling, 125 respondents made up the study sample.

The variables studied include Digital Leadership, Employee Digital Capabilities, Digital Culture sebagai variabel independen, and Employee Performance as the dependent variable. The measurement of variables was carried out using a 1-5 Likert scale. The Digital Leadership variable has 6 statement items taken from (Shin et al., 2023), the Employee Digital Capabilities variable has 5 statement items taken from (Shin et al., 2023), the Digital Culture variable has 5 statement items taken from (Shin et al., 2023), and the Employee Performance variable has 6 statement items taken from (Hanandeh et al., 2024). The collected data was analyzed using the Structural Equation Model (SEM) method with IBM SPSS AMOS 26 and SPSS Statistics 21 software to test the relationships between variables. The validity and reliability of the instruments were tested using factor loading values and Cronbach's Alpha. This study aims to provide insights into the influence of digital culture in enhancing employee performance through digital leadership and digital capabilities.

The variables studied include Digital Leadership, Employee Digital Capabilities, Digital Culture are independent factors, whereas the dependent variables are employee performance. Likert scales ranging from 1 to 5 are used for variable measurements. Six statement items are taken from (Shin et al., 2023) for the Digital Leadership variable, five from (Shin et al., 2023) for the Employee Digital Capabilities variable, five from (Shin et al., 2023) for the Digital Culture variable, and six from Hanandeh et al. (2024) for the Employee Performance variable. IBM SPSS AMOS 26 and SPSS Statistics 21 software were used to analyze the gathered data using the Structural Equation Model (SEM) approach in order to examine the association between variables. Cronbach's Alpha and factor loading scores were used to assess the instrument's validity and reliability. The purpose of this study is to provide light on how digital culture affects employee performance through digital leadership and digital capabilities.

RESULT AND DISCUSSION

A sample of 125 respondents was chosen as research data based on the information gathered and fulfilling the study's sample requirements. Data from respondents was categorized by age, gender, final level of education, and length of employment. It is evident that 66 respondents, or 52.8% of all respondents, are female. These findings suggest that women's participation is particularly important in the context of this study, which enables reflecting the gender distribution in the population under investigation or the particular traits of the MSME respondent group.

Table 1. Respondent Data by Gender

Gender	Frequency	Percent
Male	59	47,2%
Female	66	52,8%
Total	125	100.00%

Table 2. Age of Employees

Age	Frequency	Percent
>19-22 Years	22	17,6%
>22-27 Years	66	52,8%
27-40 Years	37	29,6%
Total	125	100.00%



Based on the table, it is shown that the age of >22-27 years has a higher level of engagement, which may be due to the demographic characteristics of the population or the relevance of the research context to that age group.

Table 3. Respondent Data by Last Education

Last Education	Frequency	Percent
Diploma/Akademik	56	44,8%
S1	59	47,2%
SMU/Sederajat	10	8.00%
Total	125	100.00%

Source: SPSS 21 Data Processing Results

This suggests that most of the respondents come from undergraduate higher education backgrounds, which may reflect the characteristics of the population being studied or the relevance of the research to this group. Overall, these findings indicate that the majority of respondents have a higher level of education, which can affect their perception, experience, or understanding of the issue being studied.

Table 4. How Long to Work

Long to Work	Frequency	Percent
>1-3 Years	55	44,0%
3-5 Years	70	56,0%
Total	125	100.00%

Source: SPSS 21 Data Processing Results

The majority of respondents in this study have a longer work experience, which is 3-5 years, which can provide more in-depth insight into the performance dynamics of employees with a higher level of experience. This difference in distribution can also be an important factor in understanding the overall results of the study

Table 5. Results of Digital Leadership Descriptive Statistical Test

No	Digital Leadership	Mean
1	Digital leaders increase institutional employees' awareness of information technology risks	4.31
2	Digital leaders determine the ethical behaviors required in informatics practice together with all their stakeholders	4.14
3	A digital leader has a variety of experiences about the possibilities of technology that help his colleagues learn the structure of the organization.	4.1
4	To increase participation in the company's vision, digital leaders guide institutional employees regarding the technology tools that can be used.	4.2
Total Mean		4.18

Source: SPSS 21 Data Processing Results

According to table 5, which displays the results of the descriptive statistical testing of the Digital Leadership variable, employees believe that Digital Leadership raises institutional employees' awareness of the risks associated with information technology, determines the ethical behavior required in informatics practice together with all stakeholders, and shares their experiences about the possibilities of technology that helps his colleagues learn the organizational structure and a Digital Leadership guides institutional employees on technology tools that can be used to increase participation in the vision of Yichan Indonesian MSMEs and Seblak Jenk Rey MSMEs..

Table 6. Results of Descriptive Statistical Test of Employee Digital Capabilities

No	<i>Employee Digital Capabilites</i>	<i>Mean</i>
1	The company offers diverse training (courses, literature, coaching) to enhance the digital skills of our team members.	4.3
2	Digital skills are an important selection criterion in recruiting new team members.	4.23
3	Our company members use all the digital services and products that the company offers.	4.27
4	The company's team has the necessary skills to further digitize our company	4.3
Total Mean		4.27

Source: SPSS 21 Data Processing Results

According to Table 6, employees have a favorable opinion of the company's efforts to enhance digital capabilities, as indicated by the average score (mean) of 4.27 received from respondents. Employees specifically believe that the organization has improved the team's digital abilities through coaching, books, and training. Additionally, digital abilities are regarded as a crucial requirement for hiring new team members. Additionally, respondents evaluated that all employees utilize the company's digital services and products and possess the necessary skills to facilitate the company's digital transition.

Table 7. Statistics Descriptive Digital Culture

No	<i>Employee Digital Capabilites</i>	<i>Mean</i>
1	Our company discusses failures openly with all team members	4.3
2	Decisions are based on the opinion of the entire team, not just one person's opinion	4.22
3	Our company works in cross-functional teams (combining people from IT, marketing, finance, etc.).	4.12
4	In our company, we avoid a strong hierarchy (job title) in project work.	4.28
5	Each employee of our company shares ideas and suggestions for digital products and services.	4.25
Total Mean		4.27

Source: SPSS 21 Data Processing Results

According to Table 7, respondents' mean score was 4.23, indicating that employees have a favorable opinion of their company's digital culture. Workers believe that the organization promotes candid conversations regarding team failures and group decision-making rather of relying just on one person's viewpoint. Additionally, the organization combines several departments, like IT, marketing, and finance, to execute cross-functional work. Additionally, respondents evaluated the company's avoidance of a too rigid hierarchy in work projects and its provision of opportunity for each employee to express thoughts and suggestions for digital goods and services.

Table 8. Statistics Descriptive Employee Performance

No	Employee Performance	Mean
1	Do you agree if the company assesses your overall performance at work	4.29
2	Do you think you agree about the impact of companies' push for digital literacy on your career progression	4.14
3	Do you agree if the company provides you with opportunities for professional growth and training within the company to help employees improve their digital competencies and performance	4.2
Total Mean		4.21

Source: SPSS 21 Data Processing Results

The average score (mean) collected from respondents was 4.21, according to the findings of the descriptive statistical analysis on the Employee Performance variable, indicating that workers had favorable opinions on their performance reviews at the firm. Workers believed that their performance was thoroughly assessed by the organization. Additionally, they believed that the corporation pushed them to become more digitally literate, which hindered their ability to progress in their careers. Additionally, the organization gave staff members the chance to participate in internal professional training to improve their performance and digital capabilities.

In this study, hypothesis testing sought to determine a definitive solution by employing a suitable methodology. The hypothesis is verified if the facts support it. The Structural Equational Model (SEM) approach, which is helpful for concurrently testing complicated hypotheses and hierarchical models, was used for the investigation. Junaidi (2021) AMOS version 26 and SPSS version 21 were used to process the data. In the hypothesis test, decisions were made using a 95% confidence level and the p-value in relation to the 0.05 significance level ($\alpha = 5\%$). Decision criteria:

1. If the p -value ≤ 0.05 , then the hypothesis is supported
2. If the p -value > 0.05 , then the hypothesis is not supported

Hypothesis 1 (H1)

The first hypothesis test aims to test the influence of *Digital Leadership* on *Digital Culture*. The non hypothesis (Ho) states that there is no positive influence of *Digital Leadership* on *Digital Culture*, while the alternative hypothesis (Ha) states that there is a positive influence.

Table 9. Results of Hypothesis 1 Testing

Hypothesis	Estimate	P-Value	Decision
H1: <i>Digital Leadership</i> has a positive effect on <i>Digital Culture</i>	0,276	0,000	Supported

Source: Data Processed with AMOS 26

An alternate hypothesis was accepted as the test findings indicated that the p -value of 0.000 was less than the significance level of 0.05. The estimated 0.276 indicates that digital culture is positively impacted by digital leadership. As a result, the first hypothesis is validated, demonstrating that Digital Leadership significantly and favorably influences Digital Culture.

Hypothesis 2 (H2)

Summary of Hypothesis 2:

The second hypothesis test aims to test the influence of *Employee Digital Capabilities* on *Digital Culture*. The zero hypothesis (Ho) states that there is no positive influence of *Employee Digital Capabilities* on *Digital Culture*, while the alternative hypothesis (Ha) states that there is a positive influence.

Table 10. Hypothesis Testing Results 2

Hypothesis	Estimate	P-Value	Decision
H2: <i>Employee Digital Capabilities</i> has a positive effect on <i>Digital Culture</i>	0,987	0,000	Supported

Source: Data Processed with AMOS 26

The test results showed that the *p-value* of 0.000 was smaller than the significance level of 0.05, so an alternative hypothesis was accepted. The *estimated value* of 0.987 shows that Employee Digital Capabilities have a strong positive influence on *Digital Culture*. Thus, the second hypothesis is supported, proving that *Employee Digital Capabilities* have a positive and significant effect on *Digital Culture*.

Hypothesis 3 (H3)

Summary of Hypothesis 3:

The third hypothesis test aims to test the influence of *Digital Culture* on *Employee Performance*. The zero hypothesis (Ho) states that there is no positive influence of *Digital Culture* on *Employee Performance*, while the alternative hypothesis (Ha) states that there is a positive influence.

Table 11. Hypothesis Testing Results 3

Hypothesis	Estimate	P-Value	Decision
H3: <i>Digital Culture</i> has a positive effect on <i>Employee Performance</i>	0,963	0,000	Supported

Source: Data Processed with AMOS 26

An alternate hypothesis was accepted since the test findings indicated that the *p-value* of 0.000 was less than the significance level of 0.05. The calculated value of 0.963 indicates that employee performance is strongly positively impacted by digital culture. The third hypothesis is therefore validated, demonstrating that employee performance is positively and significantly impacted by digital culture.

Hypothesis 4 (H4)

Summary of Hypothesis 4:

The fourth hypothesis test aims to test the influence of *Digital Leadership* on *Employee Performance with Digital Culture mediation*. The zero hypothesis (Ho) states that there is no positive influence of *Digital Leadership* on *Employee Performance* mediated by *Digital Culture*, while the alternative hypothesis (Ha) states that there is a positive influence.

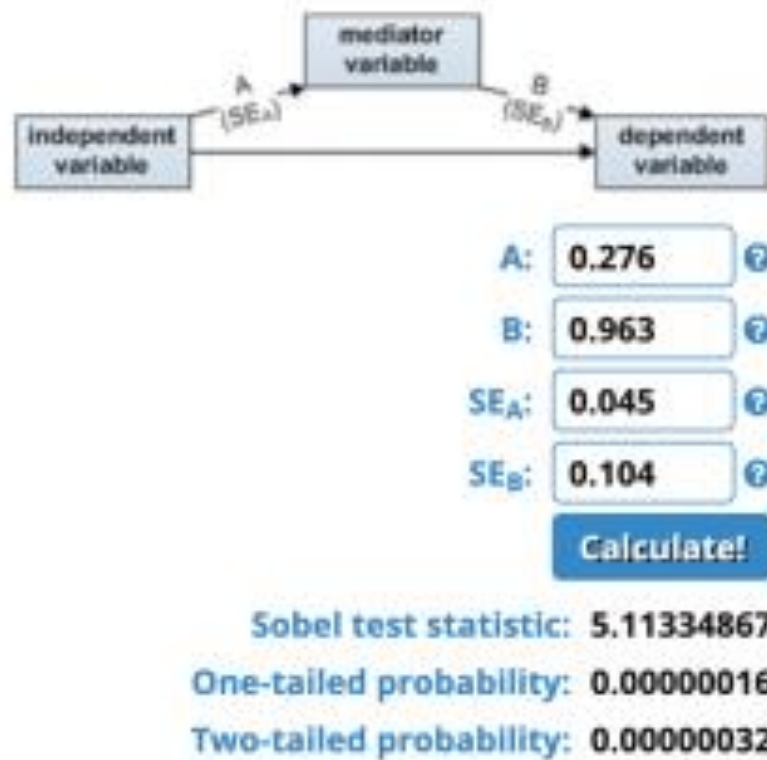


Figure 2. Results of Sobel Test Hypothesis 4

Table 12. Hypothesis Testing Results 4

Hypothesis	Estimate	P-Value	Decision
H4: Digital Leadership has a positive effect on Employee Performance through Digital Culture mediation	0,266	0,000	Supported

Source: Data Processed with AMOS 26

The results of the test using the Sobel Test showed that the *p-value* was 0.000, which is smaller than the significance level of 0.05, so an alternative hypothesis was accepted. The *estimated* value of 0.266 shows that *Digital Culture* plays a mediator in the relationship between *Digital Leadership* and *Employee Performance*. Thus, the fourth hypothesis is supported, proving that *Digital Leadership* has a positive effect on *Employee Performance* through the mediation of *Digital Culture*.

Hypothesis 5 (H5)

Summary of Hypothesis 5:

The fifth hypothesis test aims to test the influence of *Employee Digital Capabilities* on *Employee Performance* by mediating *Digital Culture*. The zero hypothesis (Ho) states that there is no positive influence of *Employee Digital Capabilities* on *Employee Performance* mediated by *Digital Culture*, while the alternative hypothesis (Ha) states that there is a positive influence.

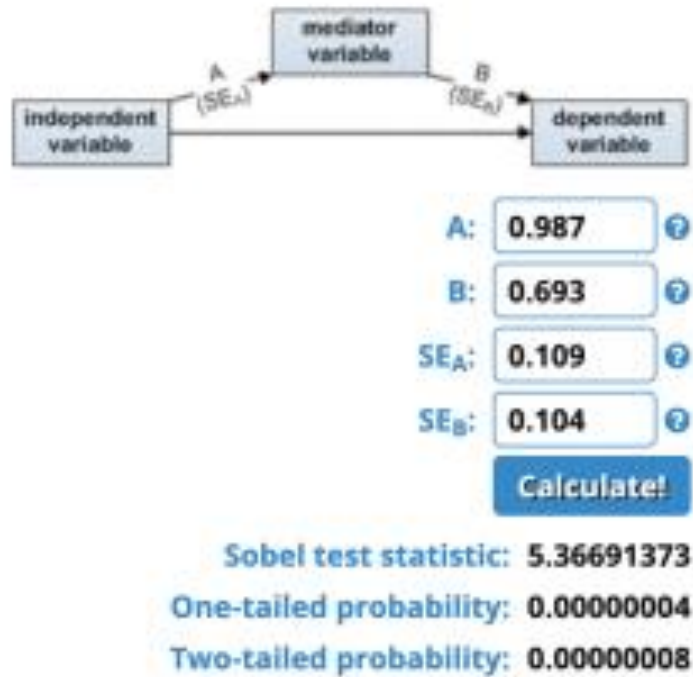


Figure 3. Sobel Test Results Hypothesis 5

Table 12. Hypothesis Testing Results 5

Hypothesis	Estimate	P-Value	Decision
H5: <i>Employee Digital Capabilites</i> have a positive effect on <i>Employee Performance</i> through <i>Digital Culture</i> mediation	0,952	0,000	Supported

Source: Data Processed with AMOS 26

An alternate hypothesis was accepted when the Sobel Test findings revealed that the p-value was 0.000, which is less than the significance criterion of 0.05. The calculated value of 0.951 indicates that the connection between employee digital capabilities and employee performance is mediated by digital culture. As a result, the fifth hypothesis is validated, demonstrating that employee digital capabilities positively impact employee performance through the mediation of digital culture.

The study's findings demonstrate that digital leadership positively impacts digital culture. An organization's digital culture grows in proportion to its level of digital leadership. Strong digital vision enables leaders to promote innovation and technology adoption in the workplace. Additionally, employees with strong digital skills may speed up the digitalization process and foster a more tech-friendly workplace culture. This is another way that employee digital capabilities positively impact digital culture.

Furthermore, it has been demonstrated that digital culture improves employee performance. Employee performance is enhanced by a strong digital culture that fosters efficiency, creativity, and teamwork. Additionally, the impact of digital leadership on employee performance is mediated by digital culture. This indicates that a supportive digital culture will enhance the effectiveness of competent digital leadership in raising employee performance. The same is true for employee digital capabilities, where the impact of digital culture on employee performance is similarly mediated.

All study hypotheses are supported by statistical analysis utilizing IBM SPSS AMOS 26 software and the Structural Equation Model (SEM) approach. There is a strong direct correlation between digital culture and employee digital capabilities and digital leadership. In the meanwhile, both directly and as a mediating factor that enhances the impact of digital leadership and workers' digital capabilities on their performance, digital culture is crucial to increasing employee performance.

In terms of management ramifications, this study demonstrates that firms, particularly MSMEs in Tangerang and Bogor, must improve their digital leadership in order to develop a more robust digital culture. Enhancing workers' digital skills must also be a top goal in order to make the workforce more technologically savvy. MSMEs may enhance employee performance by creating a strong digital culture, which will eventually affect their ability to compete and expand their businesses in the digital age.

CONCLUSION AND RECOMMENDATION

The study's result demonstrates the usefulness of digital leadership in fostering cooperation, knowledge, and proficiency with digital technology in the workplace. Effective digital leadership may enhance an organization's comprehension and use of technology, which eventually helps MSMEs overcome the hurdles of digitalization. Additionally, the company's preparedness for digital transformation is positively impacted by employee digital capabilities, demonstrating that employee technological proficiency is a critical component in boosting output and productivity.

Additionally, it has been demonstrated that digital culture plays a significant part in creating a welcoming and cooperative workplace. In the face of the rapidly evolving digital landscape, a company's ability to foster innovation and active employee participation is crucial. Additionally, a workplace that promotes digital culture enhances employee performance, which is demonstrated by the efficiency of performance reviews, encouragement of digital literacy, and the availability of professional training.

The hypothesis test findings indicate that there is a positive correlation between employee digital capabilities and digital culture, as well as between digital leadership and digital culture. Therefore, an organization's digital culture will be greater if its people have stronger digital leadership and digital skills. Furthermore, it has been demonstrated that the link between Digital Leadership and Employee Performance, as well as between Employee Digital Capabilities and Employee Performance, is strengthened by Digital Culture.

Overall, this study shows that employee digital capabilities and digital leadership have a major impact on employee performance, both directly and through the mediating effect of digital culture. Therefore, in order to establish a digital culture that fosters productivity and creativity in the workplace, businesses – especially MSMEs – need to bolster digital leadership and enhance workers' digital capabilities.

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