

INDICATOR ANALYSIS OF EMPLOYEE PERFORMANCE BASED ON THE EFFECT OF DIGITAL LEADERSHIP, DIGITAL CULTURE, ORGANIZATIONAL LEARNING, AND INNOVATION

(CASE STUDY OF PT. TELKOM DIGITAL AND NEXT BUSINESS DEPARTMENT)

Muniroh¹, Hamidah², Thamrin Abdullah³

^{1,2,3} Universitas Negeri Jakarta, UNJ Jakarta, Indonesia
Email: Dsn.Niroh@gmail.com

ABSTRACT

The development of digital technology and the rapid transformation of information companies require skilled and innovative workers in the telecommunications industry, so companies must plan for the development of quality human resources to prepare for the era of free competition as an era of digital change. This study aims to analyze the indicators of aspects of Digital Leadership, Digital Culture, Organizational Learning, and Innovation on Employee Performance at PT. Telkom Digital Next Business Department. This study uses a quantitative approach method with the Partial Least Square (PLS) technique with one of the alternative methods of Structural Equation Modeling (SEM). The research sample is employees at the company PT. Telkom Digital and Next Business Department. Empirically the research results show that Digital Leadership does not directly affect employee performance, digital culture does not directly affect employee performance, organizational learning does not directly affect employee performance, innovation has a direct positive effect on employee performance. The results of this study imply that PT. Telkom Digital and Next Business Department need to develop Digital Leadership, Digital Culture, Organizational Learning, and Innovation in improving employee performance of PT. Telkom Digital and Next Business Department.

Keyword: Employee Performance, Digital Leadership, Digital Culture, Organizational Learning.

1. INTRODUCTION

In an increasingly globalized world of information and a skilled workforce is needed, in the industrial world must plan for the development of quality human resources in improving internal conditions to improve and prepare for the era of free competition as an era of change, exchange of goods and services by improving organizational performance systems through performance improvement by improving special skills for human resources. This is very meaningful that Change Management can be pursued and is very closely related to human resources who can compete, and grow together following

changes that occur in the company environment.

Performance is the result of work that can be achieved by a person or group of people, in an organization both quantitatively and qualitatively, following the authority, duties, and responsibilities of each to achieve organizational goals. Effective leadership is needed to encourage employee performance so that employees are willing and able to express their opinions and ideas, survive in various working conditions, and strive to produce maximum personal performance so that company goals can be achieved and can

compete in the current Digital Age (Marinda, 2018).

The same opinion according to Madanchian, Hussein, Noordin, & Taherdoost, (2016) regarding effective organizational development, states that the relationship between transformational leadership and organizational performance is an important factor. While on the other hand, finding approaches and methods to develop employee performance is an important task for today's leaders, from the literature review there is a positive relationship between transformational leadership style and organizational performance.

Progress in the workplace is one of the supports that need to be considered by managers by providing structured time to discuss progress, achieving organizational goals, a good manager regularly meets with individuals, both to learn and exchange information as well as to guide, give and receive so that employees become even better (Azizah & Gustomo, 2015).

With the development of digital technology and corporate transformation, TelkomGroup has a new vision and mission that has been implemented since 2016, namely, the Vision "Be the King of Digital in the Region and Mission" TelkomGroup has strategic objectives as "Top 10 market capitalization Telco in Asia pacific by 2020 and maintain its stronghold position" and TelkomGroup has formulated a corporate strategy by creating sustainable competitive growth in encouraging the ideals of the Indonesian nation to become the largest digital economy power in Southeast Asia.

To support the vision and mission of PT. Telkom Digital and Next Business Department, it is necessary to increase HR performance. Employees who have good performance will be able to carry out their work following the duties and functions that have been assigned them, the role of employees is very important in maintaining job stability to improve the quality of work through the potential of each employee by having high innovation and creativity, establishing good communication with internal and external parties, as well as maintaining the good name of the company.

Company PT. Telkom Indonesia (Persero) is a State-Owned Enterprise (BUMN) that is engaged in information and communication technology services and telecommunications networks in Indonesia. Telecommunication issues influence on Digital Leadership, Digital Culture, Organizational Learning, Innovation on Employee Performance at PT. Telkom Digital and Next Business Department, which plays a very important role as a digital locomotive and at the same time acts as a digital product factory to realize product digitization and process digitization in the Telkom group, product digitalization is to produce digital products through adequate development while process digitization is an effort to transform from a manual process into an automatic or digital process developed through various research, design development, insurance and finally ready to be delivered to customers.

The problem that occurs is the level of employee performance at PT. Telkom Digital and Next Business Department are still not

optimal. This statement is supported by a summary of the data recapitulation of employee assessments of PT. Telkom Digital Division and Next Business Department during 2016 – 2018 by resource persons at PT. Telkom. So, this study aims to find out how to analyze Digital Leadership Indicators, Digital Culture, Organizational Learning, Against Employee Performance Through Innovation at PT. Telkom Digital and Next Business Department. It is very necessary to determine how the best policy can be taken by the Management of PT. Telkom and Next Business Department to improve the performance of its employees.

This research is expected to provide contributions and input, can provide benefits to all interested parties, in general, related to Human Capital in increasing knowledge and skills and supporting the development of organizations or companies, useful for encouraging employees to continuously innovate in improving their performance at work. Telecommunications Industry at PT. Telkom Digital and Next Business Department, and very useful both theoretically and practically.

2. MATERIALS AND METHODS

2.1. Employee Performance

The term performance (performance) is often associated with employee performance to support achievement at the level of organizational performance and related to the final product of the results of a series of processes that are passed in stages, namely the level of achievement of results to realize company goals, which are influenced by many factors, both internal and external.

Likewise, the definition of Lebas & Euske in (Sobirin, 2014) defines employee performance as follows: "performance is the of all processes that will lead managers to take appropriate actions in the present that will create a performing organization in the future"

In Lebas & Euske's statement, it can be interpreted that performance is a set of processes that encourage a manager to take appropriate action today to produce organizational information in the future (ie organizational effectiveness and efficiency). According to Nassazi (2013) states that employee performance is defined as the result or contribution of employees to make them achieve their goals. While the opinion (Igbal 2013) defines performance as the achievement of certain tasks measured against predetermined or identified standards of accuracy, completeness, cost, and speed.

Muda (2014) in wong states that the quality, quantity, knowledge, or individual creativity of the work achieved is following the responsibilities for a certain period – which is following the assessment system that already has several reliable standard parameters. While the opinion of Farooqui (2014) states that performance is the relationship between the suitability of resources with organizational activities running well, so that job satisfaction and performance can be achieved.

2.2. Digital Leadership

Inadequate past leadership and higher capabilities need to be improved in, the 4.0 revolution era due to global influences, both macro, and micro which make business situations more complex in changes that are difficult to predict with faster changes. In the

organization, the nature and attitude of a leader's leadership to influence others is very decisive in achieving organizational goals. There are several definitions of leadership including leadership according to Stephen

(2017), Leadership is a science that continues to evolve with contemporary theory built on a foundation that was established to find new ways a leader can influence, by guiding employees and the organization.



Figure 1. Dimensions of Digital Leadership (Stephen J., 2017)

According to Eric (2014) "Digital leadership can thus be defined as establishing direction, influencing others, initiating sustainable change through the access to information, and establishing relationships to anticipate changes pivotal to school success in the future. Leaders must learn to better anticipate the learning needs of students and staff, their desire for information from stakeholders, and the necessary elements of school culture that address both the Common Core Standards and essential skill sets. They must also be "change savvy". In his statement, Eric (2014) stated that Digital leadership can be defined as setting direction, influencing others, initiating sustainable change through access to information, and

building relationships to anticipate changes that are critical to the company's future success. Leaders must learn to better anticipate company and staff needs, their desire for information from stakeholders, and the elements of corporate culture required to address the Common Core Standards and critical skill sets with changing intelligence for them.

2.3. Digital Culture

According to Uzelac (2015), current corporate organizations are characterized by very fast developments related to communication and information resources as the information age. In improving organizational performance, there are many

communication infrastructures, for the business and community sectors, while the opinion of Alsina (2010) The definition of digital culture as a dynamic system with the flow of people, information and products, adopts various forms in response to the dynamic model of the relationship between individuals, society, and society. region.

Meanwhile, according to ZA Russell et al (2018) Digital culture is a change in corporate culture in a successful transformation, most industrial companies today have an existing (established) culture that values a single, focused skill that can be developed over decades of working in a different environment.



Figure 2. Dimensions of Digital Culture (Buffard P., 2014)

The same opinion according to Hemerling et al, (2018) Digital culture consists of values and a set of behavioral characteristics that determine how things are done in an organization. A healthy culture provides guidelines, codes of behavior that can direct individuals to act appropriately and make choices that advance the goals and strategies of the organization. According to Kinicki (2016), "The set of shared, taken-for-granted implicit assumptions that a group holds and that determines how it perceives, thinks about, and reacts to its various environments". that is taken for granted by a

group and which determines how it perceives, thinks about, its various environments.

2.4. Organizational Learning

Organizational Learning is constantly changing, every organization must learn from the past, both from competitors, and experts to stay competitive. Learning is a key ingredient in growing, becoming more effective and socially responsible, and maintaining a business value proposition. According to Jr. Domelly (2012) describes that learning organizations proactively create, use, and transfer knowledge to change their behavior by sharing knowledge, experiences,

and ideas into a habit in learning organizations. Meanwhile, according to Senge (2012) the definition of organizational learning: "organizations where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning to see the whole together". That is a situation of rapid change only those who are flexible, adaptive, and productive will excel. For this to happen, because organizations need to find ways to harness the commitment and capacity of people to learn at all levels.

An organization whose members continuously improve their ability to achieve the expected performance. As for the opinion of Lin & Lee (2017) that organizational learning as an assessment criterion includes:

- a. Commitment to learning: Learning should be viewed as a deeply rooted value for the company and must be deeply rooted in the culture of the organization. This value also affects how actively members will act with a learning attitude
- b. Shared vision: Management must share the company's vision for future development and further provide learning direction to make commitments to the company and achieve goals.
- c. Open mind: It deals with creative thinking beyond the rules and levels of belief and assumptions to actively challenge existing conventions that have been held for the long term.
- d. Sharing knowledge within the organization

e. The overall confidence of the organization can be increased by learning and diffusion of knowledge across departments.

2.5. Relevant Research

After searching for several sources of research results, previous studies that are relevant to the title of this study have been found as reference material for building a theoretical model of research and research hypotheses, including:

- a. Michael, G. (2018). Why People Matter Far More Than Digital Technology Or Capital. *Strategic HR Review*, 17(1). Research conducted by Michael, G, with in-depth interviews in collaboration with the Economist Intelligence Unit, relates to, Organizations that succeeded in digital transformation by cutting Opex three times more effectively than other organizations, Organizations succeeded in changing Digital by 56% by looking at sales performance and customer satisfaction increasing concurrently, as many as 42% of organizations exposed to new digital challenges as never before., as many as 87% of organizations saw an increase in demand. There is five key employee performance related to digital transformation including Rolling up sleeves" leadership is key in the new digital world, People need to be trained differently, Everybody has to be responsible to each to innovate, experiment and thrive, Strategy in the new digital world is always only one step ahead, Adaptive learning matters and Mindset training is essential for success. The results of the study state that there is a significant relationship between digital leadership and employee performance.

b. Sow, (2018), Impact of Leadership on Digital Transformation, 8(3), Phenomenal qualitative research based on interview and evaluation methods, using methods to provide direct insight into the role of leaders in the digital transformation of contributing health care organizations from the perspective of personally, during the selection process, the leader was selected into several groups including, the leader was considered as a group having a level of experience with the application of technology, the leader did not have direct experience related to the practice of digital transformation, each individual was interviewed for 30 – 45 minutes with a series of questions that has been determined, the results of the study show that leadership style has an impact on organizational transformation and employee involvement in improving employee performance.

c. Junita, (2019), Transformational Leadership in Digital Era: Analysis of Nadiem Makarim (Founder of GO-JEK Indonesia) Leadership Figure. Munich Personal RePEc Archive. The study uses a phenomenological approach by collecting data and literature review from various off-line and online media related to Makarim and Go-JEK seen from 2016 to 2018, this study describes the concept of transformational leadership as the hallmark of a digital business leader in the future and can contribute to increasing the effectiveness of employee work and organizational performance, by specializing in the ride, holding, logistics, and digital payments. The results of the study describe the concept of transformational leadership as a characteristic of digital business leaders who have contributed to increasing the effectiveness of

both employee and organizational performance.

d. Aisling Curtis, (2018), Digital culture: Your competitive advantage. Microsoft's research through an online survey of 21 on the European market stratified a random sample of 20,476 workers consisting of 250 large business staff and 50 -250 small businesses with a sample size of 1,000 respondents taken from Ireland. Experienced knowledge of teams, divisions, and geography. The results of the study state that digital culture can have access to all information in adopting new technologies and can increase a productive and effective workforce

2.6. Research Methods

This research was conducted in PT. Telkom Digital and Next Business Department. The address is Menara Multimedia Lt. 15. Jalan Kebon Sirih No. 12 Jakarta. The research was conducted from 26, April 2018 to April 2021. This research includes several stages, starting with observation in the form of consultation with the leadership of PT. Telkom Digital and Next Business Department and continued with Pre survey to find out the problems of the research topic which will be discussed further by distributing questionnaires to conduct a series of instrument tests both validity and reliability and finally by distributing questionnaires to all 160 respondents for groups IV, V and VI on staff officers.

The research design is a blueprint for carrying out further research. This research refers to testing a certain theory that is within the scope of science by having theoretical significance and practical significance which

aims to test a theory or hypothesis in strengthening or rejecting hypothetical theories from research results that have been carried out previously. This study examines the causal relationship between the variables of Digital Leadership, Digital Culture, Organizational Learning, Innovation, and Employee Performance.

Structural Equation Modeling (SEM) analysis is used to analyze the relationship between variables and measure the effect of one variable on another variable. There are two types of SEM, namely Covariance Base SEM (CB-SEM) and Variance Base SEM (VB-SEM), CB-SEM is used to confirm or reject a theory, through the explanation of theoretical models through explanatory research. VB-SEM focuses on the dependent variable variance when explaining the model (Hair, 2014). Based on what Hair said regarding the Rule of thumb (Hair, 2014), the CB-SEM or Partial Least Square SEM method will be used in the next analysis stage. The purpose of CB-

SEM or Partial Least Square (PLS) is for prediction, therefore it focuses more on data with limited estimation procedures. PLS-SEM consists of two sub-models, namely the Outer model/measurement model and the Inner Model or Structural Model (Haryono, 2017).

3. RESULT AND DISCUSSION

3.1 System Description

Based on the results of the analysis of research data using the CB-SEM or Partial Least Square (PLS) approach, it is obtained an analysis of employee performance indicators based on the influence of aspects of Digital Leadership, Digital Culture, Organizational Learning, and Innovation at PT. Telkom Digital and Next Business Department). The results of the analysis on the combination of the average value and the outer loading or Loading Factor or the influence value of these aspects are divided into 4 quadrants as shown in Table 1. Below:

Table 1. Recommendation Quadrant Based on Loading Factor Performance Aspect
Source: Mulin and Besty (1987)

Quadrant II “Possible Over Skill” <i>(Outer loading atau loading Factor rendah, nilai rata – rata tinggi)</i>	Quadrant I “Keep up the Good Work” <i>(Outer loading atau loading Factor tinggi, nilai rata – rata tinggi)</i>
Quadrant III “Low Priority” <i>(Outer loading atau loading Factor rendah, nilai rata –rata rendah)</i>	Quadrant IV “Concentrate Here” <i>(Outer loading atau loading Factor tinggi, nilai rata –rata rendah)</i>

Table 1 is the Recommended Quadrant of the Loading Factor Performance aspect which consists of 4 quadrants, namely: Quadrant I “Keep up the Good Work”,

Quadrant II “Possible Over Skill”, Quadrant III “Low Priority”, Quadrant IV, “Concentrate Here ” The values from these quadrants provide recommendations that must be

carried out by company management based on an analysis of the influence of indicators aspects of Digital Leadership, Digital Culture, Organizational Learning, and Innovation on Company Employee Performance.

3.1. Analysis of Indicators and Recommendations Aspects of Digital Leadership on Employee Performance.

The results of the first hypothesis analysis provide findings that digital leadership has no direct effect on employee performance. This can mean that the better digital leadership will cause employee performance to increase and vice versa the

lower Digital Leadership will lead to decreased employee performance. The results showed a negative value in the Original Sample of -0.065, this means that Digital Leadership has no direct effect on Employee Performance which can be seen from the P-Values of 0.595.> 0.05, meaning that the effect is not significant.

Meanwhile, to improve digital leadership, it is also necessary to pay attention to indicators of employee performance variables that are high or low priority, as well as indicators that need to be maintained so that performance remains consistent, simply can be seen in Table 2. Below:

Table 2. Recommended Indicators on Digital Leadership

Variable	Indicators	Quadrant	Recommendation
Digital Leadership	Influence others	Quadrant II	<i>Possible Over Skill</i>
	Have a vision for the future	Quadrant III	<i>Low Priority</i>
	Communicate well internally	Quadrant I	<i>Keep up the Good Work</i>
	Communicate well	Quadrant I	<i>Keep up the Good Work</i>
	external	Quadrant IV	<i>Concentrate Here</i>

3.2 Analysis of Digital Culture Aspect Indicators and Recommendations on Employee Performance

The results of the second hypothesis analysis provide findings that Digital Culture does not have a direct positive effect on Employee Performance, this can mean that the higher the digital culture will lead to an increase in employee performance, the lower the digital culture will cause a decrease in employee performance. From the results of the calculation of Structural Equation Modeling, it is empirically proven that the

Digital Culture variable does not affect Employee Performance. It can be seen from the results of the study that Digital Culture has no direct effect on employee performance as seen from the P-Values of 0.656. > 0.05.

The results show that the creation of digital culture by providing trust and empowering employees with technology follows changes and balances between workers and management by making clear and directed work plans related to organizational goals, making digital culture a competitive advantage in supporting employee performance.

Changes in culture by trusting employees empowering them to use technology due to changes in the balance between workers and

management, such as Recommendations for Digital Culture indicators in Table 3. Below:

Table 3. Recommended Indicators of Digital Culture

Variable	Indicators	Quadrant	Recommendation
Digital Culture	Application available	Quadrant III	<i>Low Priority</i>
	Easy to access	Quadrant III	<i>Low Priority</i>
	Flexible	Quadrant IV	<i>Concentrate Here</i>
	Fast at work	Quadrant I	<i>Keep up the Good Work</i>

3.3. Analysis of Indicators and Recommendations Aspects of Organizational Learning on Employee Performance

The results showed that organizational learning had no direct effect on employee performance as seen from the P-Values of $0.145 > 0.05$. The results of the study stated that learning affected performance (Rani, 2017) The results showed that organizational learning influenced performance in terms of quality, timeliness, knowledge resulting in an organization focused on making employees take advantage of the knowledge available in the organization by providing training so that employees perform a better job. (Descriptive

statistics), (La hatani, Muh. Hikmal, 2018), The results show that organizational learning increases positively and significantly can contribute to increasing organizational commitment and employee performance mediated through organizational commitment partially. The research method uses (PLS), the research department of agriculture in Sulawesi.

Thus, it can be said that organizational learning can assist leaders and employees in facing learning challenges by providing them with tools to pursue a creative vision of learning and working together effectively, and adapting to change, such as the Recommendations for Organizational Learning indicators in Table 2. Below:

Table 4. Recommended Indicators of Organizational Learning

Variable	Indicators	Quadrant	Recommendation
Organizational Learning	Develop Ability	Quadrant II	<i>Possible Over Skill</i>
	Develop Skills	Quadrant IV	<i>Concentrate Here</i>
	Learn to see whole together	Quadrant I	<i>Keep up the Good Work</i>
	Developing sustainable capacity	Quadrant I	<i>Keep up the Good Work</i>

3.4. Analysis of Indicators and Recommendations Aspects of Innovation on Employee Performance

The results show that innovation has a direct effect on employee performance seen from the P-Values of $0.007 < 0.05$. This can be interpreted that the better the increase in innovation, the higher the performance produced by employees. Innovations in this research are shaped and influenced by Value creation using knowledge, Value creation of relevant resources, Searching for adaptive

value of companies, Developing national networks, Developing international networks. Thus it can be said that innovation can create the role of the company in providing motivation and encouraging employees to create new ideas, motivation can be seen directly from the character of employees who are naturally enthusiastic and happy in carrying out their work-related tasks. to create products and services that provide a competitive advantage.

Table 5. Recommended Indicators on the Innovation variable

Variable	Indicators	Quadrant	Recommendation
Innovation	Value creation using knowledge	Quadrant III	<i>Low Priority</i>
	Relevant resource value creation	Quadrant III	<i>Low Priority</i>
	Enterprise adaptive value search	Quadrant IV	<i>Concentrate Here</i>
	Developing a national network	Quadrant IV	<i>Concentrate Here</i>
	Developing international network	Quadrant I	<i>Keep up the Good Work</i>

3.5. Research Findings

Based on the analysis and findings in this study, there are several differences with previous research both in terms of the context of variables, indicators, and research results so that novelty is obtained as follows:

- a. Research studies on employee performance were conducted on employees of PT. Telkom Digital and Next Business Department. While previous research is generally carried out on large companies such as consultants, transportation, nursing homes, hospitals, industry, universities, etc.
- b. This study examines and analyzes the indicators of the Influence of Digital

Leadership, Digital Culture, Organizational Learning, Innovation on Employee Performance at PT. Telkom Digital and Next Business Department. Previous research examined transformational leaders who encourage employee innovation through organizational learning, knowledge sharing, and the use of social media in public organizations.

- c. The research findings show that Digital Leadership does not directly affect employee performance, digital culture does not directly affect employee performance, organizational learning does not directly affect employee performance, innovation has a

direct positive effect on employee performance. Leaders in carrying out digital transformation as change requires inculcating a culture that supports change through a comprehensive strategy within the company by using appropriate and clear methodologies in changing the behavioral characteristics of employees, especially those who are more senior, by changing their mindset and behavior in implementing and following the cultural path. digital-related innovation in improving performance. PT. Telkom Digital and Next Business Department. Innovation has a partial mediating role in the causal relationship of digital leadership, digital culture, organizational learning to employee performance at PT. Telkom Digital and Next Business Department.

d. Through the analysis of employee performance indicators based on the influence of aspects of digital leadership, digital culture, organizational learning, and innovation, recommendations are then obtained on which things must be improved based on the Quadrant concept in the methodology of this research approach.

4. CONCLUSION

Based on the results of the analysis and discussion in this study, it can be concluded as follows:

a. Digital Leadership does not directly affect Employee Performance. Digital leadership variables must be characterized as visionary leadership, good at speaking, able to convince and give confidence to others and motivate employees in achieving employee performance goals. Digital leadership variables have indicators: Influence others,

have a vision for the future, communicate well internally, Communicate both externally and Ability in technology leadership.

b. Digital Culture variable has no significant effect on employee performance. Digital Culture Transformation requires the cultivation of a supportive culture related to changes in employee activities, as well as changes in individual behavior by the way they interact with others both inside and outside the organization. Digital Culture Variables have indicators: Application available, Easy to access, Flexibility, and Fast in work

c. Organizational learning variable does not affect employee performance. The suitability of providing learning and training provided to employees must be oriented towards organizational and individual needs to support employee creativity. Variables Organizational learning has indicators: Developing Capabilities, developing skills, learning to see the whole together, and developing sustainable capacities.

d. Innovation variable has a direct effect on employee performance. This means that the better the increase in innovation, the higher the performance generated by developing to the international level. Variables Organizational learning has indicators: Value creation using knowledge, Value creation of relevant resources, searching for company adaptive value, developing national networks, and developing international networks.

DECLARATION OF CONFLICTING INTERESTS

The authors declared no potential conflicts of interest concerning the research, authorship, and/or publication of this article.

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