The Influence of Digital Leadership, Technology Use, and Culture on Employee Performance

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A R T I C L E I N F O

A B S T R A C T

This study examines the influence of digital leadership transformation, digital technology utilization, and organizational culture on employee performance at PT. Plambo Pratama Joyosantoso Pemalang. Using a quantitative approach with 75 respondents, data were analyzed through multiple linear regression. Results show that digital leadership (sig. 0.000), technology utilization (sig. 0.000), and organizational culture (sig. 0.002) significantly affect performance. Simultaneously, all three variables have a significant effect (F = 289.266, sig. 0.000). In conclusion, digital transformation in leadership, technology, and culture positively impacts employee performance.

INTRODUCTION

The rapid development of information and communication technology in recent decades has transformed the face of the industrial world, including the distribution sector. In this digital era, companies are required to optimize their available resources, especially in improving employee performance to face increasingly complex challenges. Along with the fast pace of digitalization, companies must be able to transform in various aspects, starting from leadership, the use of technology, to the formation of an organizational culture that supports such changes (Azwina and Yusuf, 2020).

Employee performance is a fundamental element in determining the success and competitiveness of an organization. It reflects the level of achievement of tasks and responsibilities carried out by individuals within the organization. Optimal performance is the goal of every company in order to remain competitive amidst the dynamic global market and rapid technological advancement. In today's digital era, employee performance is influenced not only by individual capabilities but also by how the organization facilitates technology and provides supportive leadership (Hasibuan, 2019: 56).

PT. Plambo Pratama Joyosantoso Pemalang, a distributor of various consumer goods such as Nestle, Garudafood, Cussons, and Miwon, faces challenges in implementing digital transformation to enhance competitiveness and performance in a competitive market. A combination of Digital Leadership Transformation, Utilization of Digital Technology, and a supportive Organizational Culture can be key factors in optimizing operational efficiency and improving employee performance. Digital Leadership Transformation plays a crucial role in leading change and motivating employees to adopt new

technologies, while the utilization of digital technology can enhance productivity and efficiency. An organizational culture that supports innovation and collaboration will accelerate the adaptation process to such changes.

Based on preliminary surveys, it was found that employee performance at PT. Plambo Pratama Joyosantoso Pemalang tends to be less than optimal. This can be seen from attendance and tardiness data throughout 2024, as shown in the table below:

Table 1
Employee Absenteeism and Tardiness Data at PT. Plambo Pratama Joyosantoso Pemalang in 2024

No.	Month	Total Employees (Persons)	Absentees (Persons)	Tardiness (Persons)
1	January	75	5	2
2	February	75	5	3
3	March	75	2	0
4	April	75	3	2
5	May	75	2	1
6	June	75	1	2
7	July	75	4	0
8	August	75	5	1
9	September	75	6	5
10	October	75	8	3
11	November	75	7	4
12	December	75	11	7

The attendance and tardiness data of PT. Plambo Pratama Joyosantoso Pemalang employees in 2024 show an increasing trend in absenteeism and lateness, especially towards the end of the year. Although the number of permanent employees remained constant at 75 each month, the number of absences varied, with the lowest in June (1 person) and the highest in December (11 people). Tardiness followed a similar pattern, with no instances in March and July, but a significant increase in September (5 people), November (4 people), and a peak in December (7 people). This trend has become a concern for the company in evaluating strategies to improve employee attendance and punctuality, with the aim of enhancing overall employee performance.

RESEARCH METHOD

This research uses a quantitative approach because the data involved consists of numerical values. The quantitative method is referred to as traditional, as it has long been used and has become a standard method in research. It is considered a scientific method because it adheres to scientific principles—being concrete/empirical, objective, measurable, rational, and systematic (Sugiyono, 2019:14).

The population in this study consists of 75 employees at PT. Plambo Pratama Joyosantoso Pemalang. A saturated sampling technique was used, meaning the entire population was used as the sample, totaling 75 employees. Data collection methods included questionnaires and interviews. The data analysis techniques applied in this study were validity test, reliability test, Mean Score Interval (MSI), classical assumption test, multiple linear regression, hypothesis testing, and coefficient of determination test.

RESULTS AND DISCUSSION

1. Uji Asumsi Klasik

a. Normality Test

The results of the normality test are shown in the following table:

Tabel 2
Hasil Uji Normalitas
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		75
Normal Parameters[a,b]	Mean	,0000000
	Std. Deviation	1,02954162
Most Extreme Differences	Absolute	,067
	Positive	,067
	Negative	-,053
Test Statistic		,067
Asymp. Sig. (2-tailed)		,200[c,d]

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source: SPSS Output, 2025

Based on the results of the normality test above, the significance value is 0.200, which is greater than the determined threshold of 5%. The Kolmogorov-Smirnov test in the table shows a test statistic value of 0.092 and an Asymp. Sig. value of 0.200 > 0.05. Therefore, it can be concluded that the data distribution is normal.

b. Multicollinearity Test

The results of the multicollinearity test are shown in the following table:

Tabel 3
Hasil Uji Multikolonieritas
Coefficients[a]

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Digital Leadership Transformation	,172	5,801
	Pemanfaatan Teknologi Digital	,123	8,105
	Budaya Organisasi	,146	6,837

a. Dependent Variable: Kinerja Karyawan

Source: SPSS Output, 2025

In the table above, the results of the multicollinearity test for the variables Digital Leadership Transformation, Utilization of Digital Technology, and Organizational Culture

show tolerance and VIF values of 0.172, 0.123, 0.146 and 5.801, 8.105, 6.837, respectively. The tolerance values are greater than 0.1 and the VIF values are less than 10, indicating that there is no multicollinearity issue.
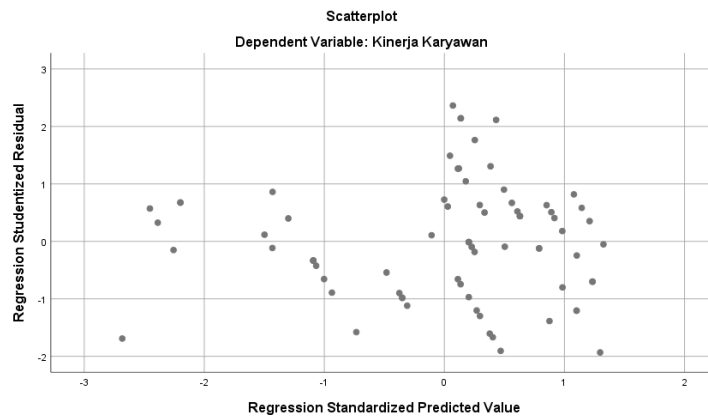
c. Heteroscedasticity Test

Figure 1

Heteroscedasticity Test Results

Based on the results of the heteroscedasticity test shown in the image above, there is no clear pattern, and the data points are randomly scattered above and below the value of 0 on the Y-axis. Therefore, it can be concluded that there is no heteroscedasticity.

2. Multiple Linear Regression Analysis

Multiple linear regression analysis is shown in the following table:

Table 4
Results of Multiple Linear Regression Analysis
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-1,585	1,800		-,881	,382
	Digital Leadership Transformation	,329	,077	,337	4,286	,000
	Pemanfaatan Teknologi Digital	,242	,057	,391	4,215	,000
	Budaya Organisasi	,236	,075	,268	3,138	,002

a. Dependent Variable: Kinerja Karyawan

Source: SPSS Output, 2025

Based on the results of the multiple linear regression analysis shown in the table above, the following regression equation can be formulated:

$$Y = -1.585 + 0.329X_1 + 0.242X_2 + 0.236X_3$$

a. The regression equation can be interpreted as follows:

The constant value of -1.585 indicates the baseline of Employee Performance (Y) before being influenced by Digital Leadership Transformation (X_1), Utilization of Digital Technology (X_2), and Organizational Culture (X_3).

b. The regression coefficient β_1 is 0.329, which is positive. This means Digital Leadership Transformation has a positive effect on Employee Performance at PT. Plambo Pratama Joyosantoso Pemalang. In other words, the better the digital leadership transformation, the better the employee performance, and vice versa.

c. The regression coefficient β_2 is 0.242, which is also positive, indicating that Utilization of Digital Technology positively affects Employee Performance. This implies that increased use of digital technology will lead to improved employee performance, and reduced utilization will result in lower performance.

d. The regression coefficient β_3 is 0.236, also positive, meaning Organizational Culture has a positive impact on Employee Performance. This shows that a stronger and more supportive organizational culture contributes to better employee performance, while a weaker culture may lead to lower performance.

3. **Significance Test Results**

a. Partial Significance Test (t-Test)

The **t-test** is used to assess the significance of the relationship between the independent and dependent variables. The decision criterion is based on a significance value less than 0.05, which also implies that the t-calculated value is greater than the t-table value. The results of the partial significance test are shown in the following table:

Table 5
Partial Significance Test (t-Test)
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1,585	1,800		-,881	,382
	Digital Leadership Transformation	,329	,077	,337	4,286	,000
	Pemanfaatan Teknologi Digital	,242	,057	,391	4,215	,000
	Budaya Organisasi	,236	,075	,268	3,138	,002

a. Dependent Variable: Kinerja Karyawan

Source: SPSS Output, 2025

Based on the data in the table above, the following conclusions can be drawn:

1) The t-value for Digital Leadership Transformation (X_1) is 4.286 > 1.666, with a significance value of 0.000 < 0.05. This indicates that Digital Leadership Transformation has a significant effect on Employee Performance at PT. Plambo Pratama Joyosantoso Pemalang.

2) The t-value for Utilization of Digital Technology (X₂) is 4.215 > 1.666, with a significance value of 0.000 < 0.05. This means that Utilization of Digital Technology has a significant effect on Employee Performance at PT. Plambo Pratama Joyosantoso Pemalang.

3) The t-value for Organizational Culture (X₃) is 3.138 > 1.666, with a significance value of 0.004 < 0.05. This shows that Organizational Culture also has a significant effect on Employee Performance at PT. Plambo Pratama Joyosantoso Pemalang.

b. Simultaneous Significance Test (F Test)

The results of the simultaneous significance test appear in the table on the following page:

Table 6
Simultaneous Significance Test (F Test)
ANOVAª

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	960,683	3	320,228	289,866	,000ᵇ
	Residual	78,437	71	1,105		
	Total	1039,120	74			

a. Dependent Variable: Kinerja Karyawan

b. Predictors: (Constant), Budaya Organisasi, Digital Leadership Transformation, Pemanfaatan Teknologi Digital

Source: SPSS Output, 2025

Based on the results of the simultaneous significance test shown in the table above, the F-count value is 289.266 with a significance value of 0.000. This indicates that Digital Leadership Transformation, Utilization of Digital Technology, and Organizational Culture together have a significant effect on Employee Performance at PT. Plambo Pratama Joyosantoso Pemalang.

4. **Analysis of the Coefficient of Determination**

The results of the coefficient of determination are shown in the following table:

Table 7
Coefficient of Determination Analysis Test
Model Summaryᵇ

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,962ª	,925	,921	1,05107

a. Predictors: (Constant), Budaya Organisasi, Digital Leadership Transformation, Pemanfaatan Teknologi Digital

b. Dependent Variable: Kinerja Karyawan

Source: SPSS Output, 2025

Based on the table above, the R Square value is 0.925 or 92.5%. This means that 92.5% of the Employee Performance at PT. Plambo Pratama Joyosantoso Pemalang is influenced by the independent

variables (Digital Leadership Transformation, Utilization of Digital Technology, and Organizational Culture), while the remaining 7.5% is influenced by other factors not included in the model.

CONCLUSION

This study concludes that digital leadership transformation, utilization of digital technology, and organizational culture each have a positive and significant effect on employee performance at PT. Plambo Pratama Joyosantoso Pemalang, both individually and simultaneously.

For the management of PT. Plambo Pratama Joyosantoso Pemalang, it is recommended to enhance digital leadership competencies through training and development in soft skills such as adaptability, communication, critical thinking, problem-solving, and digital literacy to effectively lead teams in the digital era. The company should also optimize the use of digital technology in daily operations by providing adequate and user-friendly digital infrastructure, while ensuring employees have the necessary technical skills. Furthermore, strengthening a positive organizational culture by embedding values of collaboration, integrity, innovation, and openness is essential to motivate employees and boost productivity. These three aspects—digital leadership, technology, and culture—should be integrated into managerial policies and organizational strategies to create synergy that supports sustainable performance improvement.

For future researchers, since this study was limited to one company, it is suggested to broaden the research scope to other sectors or companies to increase the generalizability of the findings. Additionally, future studies may consider including other variables such as work motivation, job satisfaction, or organizational communication style that could also influence employee performance.

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