

THE IMPACT OF TRANSFORMATIONAL LEADERSHIP AND DIGITAL CULTURE ON ORGANIZATIONAL PERFORMANCE

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ABSTRACT

This research endeavors to delve into various critical dimensions of PT Telkom Corporate University, spanning from the assessment of transformational leadership to the examination of the prevailing digital culture and the overarching evaluation of organizational performance. Moreover, it seeks to dissect the nexus between transformational leadership and organizational performance, as well as the intricate relationship between digital culture and organizational efficacy. Employing a descriptive verification research approach, data were meticulously gathered through a combination of questionnaires, interviews, and scrutiny of pertinent documents. The research cohort encompassed the entirety of PT Telkom Corporate University's workforce, with a comprehensive sampling method yielding a sample size of 84 respondents. Through the lens of multiple linear regression analysis, the findings illuminate that while transformational leadership and digital culture exhibit commendable attributes individually, they wield significant influence on organizational performance both independently and synergistically.

Keyword: Transformational Leadership, Digital Culture, Organizational Performance, PT Telkom Corporate University.

1. INTRODUCTION

In today's fiercely competitive global landscape, the workforce increasingly relies on individuals who possess foresight, intelligence, innovation, and a fervent drive to adapt to the ever-evolving demands of the era. Within this context, achieving excellence is not only a goal for companies to remain competitive but also vital for their sustained success and longevity. Assessing company performance involves a dual-pronged approach, drawing insights from both financial and non-financial indicators. This practice is integral across organizations of varying scales, including PT Telkom Corporate University. At Telkom Group and specifically at Telkom Corporate University, a robust performance evaluation system is in place, conducted quarterly. This system meticulously scrutinizes performance vis-à-vis pre-established targets set at the onset of each fiscal year, serving as a compass to gauge progress and align efforts towards overarching objectives.

According to Figure 1, Telkom CorpU experienced a notable increase in quarterly performance from 2018 through the 4th quarter of 2019. This surge coincided with the initiation and activation of cultural integration within the Telkom CorpU environment, a process that commenced in 2018 and persisted into 2019. The endeavour involved a concerted effort to internalize corporate values across the organization, facilitated by the establishment of cultural communities within each unit. However, the onset of the Covid-19 pandemic in early 2020 precipitated a decline in performance, deviating from the targeted 100%. This downward trajectory persisted throughout 2020 and into 2021 as the pandemic continued to disrupt company operations and adversely impact business performance.

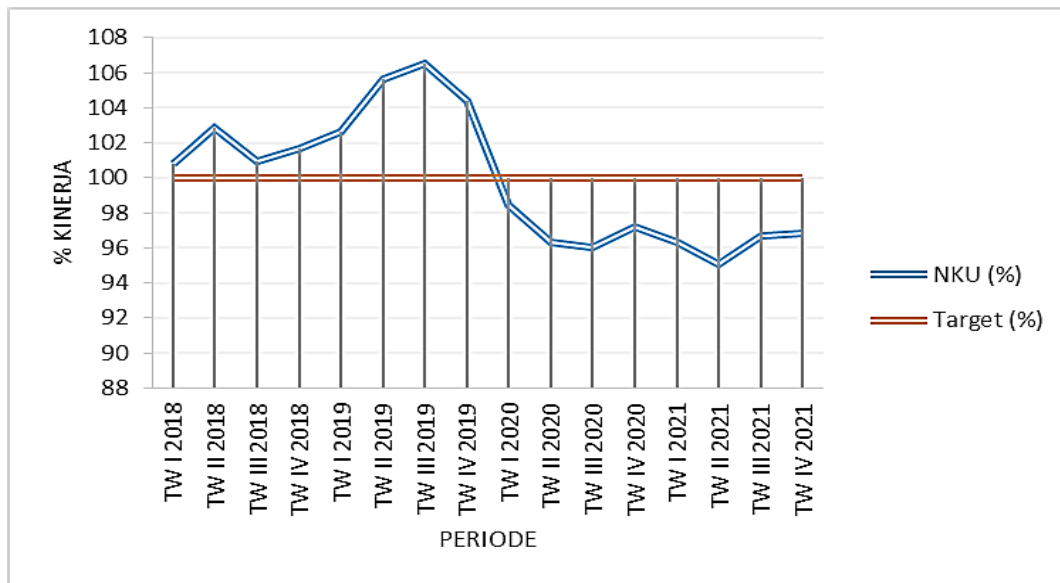


Fig-1: Telkom CorpU Business Performance (2018-2021)

According to Figure 1, Telkom CorpU experienced a notable increase in quarterly performance from 2018 through the 4th quarter of 2019. This surge coincided with the initiation and activation of cultural integration within the Telkom CorpU environment, a process that commenced in 2018 and persisted into 2019. The endeavour involved a concerted effort to internalize corporate values across the organization, facilitated by the establishment of cultural communities within each unit. However, the onset of the Covid-19 pandemic in early 2020 precipitated a decline in performance, deviating from the targeted 100%. This downward trajectory persisted throughout 2020 and into 2021 as the pandemic continued to disrupt company operations and adversely impact business performance.

Company performance can be significantly influenced by various factors, among which transformational leadership stands out as a pivotal aspect. Transformational leadership represents a contemporary paradigm in leadership theory and practice, aimed at steering organizations towards novel developmental trajectories. James McGregor Burns and Bernard M. Bass are prominent figures credited with seminal contributions to this transformative approach. The efficacy of any leadership framework hinges on its effectiveness in driving tangible outcomes. Therefore, the effectiveness of transformational leadership assumes paramount importance in organizational contexts [1].

According to Wiyono, a leader epitomizes transformational leadership when they embody the fundamental components of transformational leadership behaviour [2]. Firstly, individualized influence encompasses leadership actions that are recognizable, trustworthy, and worthy of emulation by employees. Secondly, inspirational motivation entails leadership behaviour aimed at instilling high levels of motivation among employees. Thirdly, intellectual stimulation involves leadership practices that foster innovation and constructive engagement. Lastly, individualized consideration denotes the leader's attentiveness to the unique needs and concerns of individual team members.

Beyond transformational leadership, another critical factor shaping organizational performance is digital culture. In today's digital age, rapid technological advancements necessitate organizations to adapt and embrace digital transformation. In this landscape, individuals are inherently intertwined with electronic devices, and technological innovations have streamlined processes that were once cumbersome, rendering tasks quicker and more efficient [3]. Digital culture embodies a culture of continuous self-improvement, enabling organizations to adeptly navigate evolving market dynamics, shifts in governmental policies, emergence of new technologies, and other pertinent factors [4].

PT Telekomunikasi Indonesia Tbk. (Telkom), through Telkom Corporate University (Telkom CorpU), is once again organizing PluggedIn, a knowledge-sharing event showcasing best practices for corporate universities in Indonesia. PluggedIn 2019 aims to serve as a platform for learning and exchanging experiences in managing corporate universities within the industrial sector. One standout innovation from Telkom CorpU is VIRAL (Virtual Reality Learning), a pioneering initiative implemented in both classroom and online learning environments. VIRAL leverages Virtual Reality (VR) technology to enhance the training of IndiHome technicians, particularly in installation procedures. This utilization of VR underscores Telkom CorpU's commitment to digital education, which

has garnered significant traction among training participants. The overarching objective of PluggedIn is to bolster the digitalization efforts of corporate universities, equipping them to cultivate adept individuals poised to thrive in the digital realm. Specifically, PluggedIn aims to enhance employee proficiency in digital innovation and cultural competence, crucial for the success of digital business services. Moreover, the event seeks to fortify organizational resilience by fostering synergy among corporate universities in championing a culture of digital innovation, thus empowering the workforce to meet the demands of Industry 4.0 and contribute positively to society.

2. METHOD

The research method employed in this study is quantitative, focusing on descriptive verification. The research population consisted of 84 employees affiliated with PT Telkom Corporate University Bandung. Utilizing a saturated sampling technique (census), the study encompassed the entire population, resulting in a total research sample of 84 respondents. Data collection methodologies encompassed a variety of approaches including questionnaires, interviews, documentation analysis, and literature review. The data were subsequently analysed using multiple linear regression analysis to elucidate relationships and patterns within the dataset.

3. RESULTS AND DISCUSSION

3.1 Transformational leadership at PT. Telkom Corporate University Bandung

Based on the results of calculating respondents' responses, you can see a summary of the assessment of the transformational leadership variable in Table 1 below:

Table -1: Recapitulation Results and Transformational Leadership Variable Categories

No	Dimension	Score	Category
1	Idealized Influence	304.8	Good
2	Inspirational Motivation	230.3	Moderate
3	Intellectual Stimulation	322.3	Good
4	Individualized Consideration	258.3	Moderate
Average		278.9	Moderate

Source: Primary data, processed (2024)

Based on the average value of respondents' answers to indicators on questions about transformational leadership, an average value of 278.9 was obtained from the total value of indicators across the four dimensions. This indicates a generally positive perception of transformational leadership among the respondents at PT Telkom Corporate University Bandung.

Based on data provided in Table 1, the Intellectual Stimulation dimension boasts the highest average value of 322.3, while the Inspirational Motivation dimension registers the lowest average value of 230.3. The overall calculation yields an average value of 278.9 for the transformational leadership variable, categorizing it as "moderate." This suggests that, overall, the leadership of PT Telkom Corporate University Bandung demonstrates a transformational leadership style. Despite variations in effectiveness across different dimensions, the collective assessment indicates a moderate level of transformational leadership.

Transformational leadership at PT Telkom Corporate University has garnered an overall score of 278.9, categorizing it as "sufficient." This signifies that leaders have exhibited commendable leadership qualities, as reflected across various dimensions used in measuring transformational leadership, namely idealized influence, inspirational motivation, intellectual stimulation, and individual consideration. Notably, the highest-scoring dimension is idealized influence, indicating that leaders have adeptly demonstrated behaviours capable of evoking emotions and enthusiasm among their subordinates. Conversely, the lowest-scoring dimension is inspirational motivation, suggesting room for improvement in motivating subordinates to perform optimally. Analysis reveals that within the inspirational motivation dimension, several indicators have received less favourable evaluations from employees, such as leaders' failure to effectively communicate work targets to their subordinates. Insufficient communication by leaders may lead to decreased employee performance due to the lack of motivation provided in striving toward work objectives.

Furthermore, there is a perceived deficiency in the optimistic attitude demonstrated by the leadership, which is a separate concern for employees. The lack of optimism in achieving work targets may be attributed to the ongoing impact of the Covid-19 pandemic, leading to decreased company profits and subsequent implications for organizational performance. Additionally, it has been observed that indicators related to the leadership's ability to

listen to employees' complaints are still lacking. Employees feel that the leadership has not been attentive enough to the complaints submitted by their subordinates, indicating a need for improvement in fostering open communication and addressing employee concerns.

3.2 Digital Culture at PT. Telkom Corporate University Bandung

Based on the results of the assessment of respondents' responses regarding digital culture variables in the following table:

Table -2: Recapitulation of Digital Culture Variable Assessment Results

No	Statements	Score	Category
1	A climate for exploring new ideas using technology	242	Moderate
2	Demands for decision making based on existing data	333	Good
3	Demands collaboration between departments in achieving organizational goals	256	Moderate
4	Demand to be open with external parties	295	Good
5	The demand to get used to using digital solutions to help complete work	336	Good
6	The demand to adapt technology quickly	256	Moderate
7	The demand to adapt to technological changes	344	Good
8	The demand to expand the customer base using technology	337	Good
Average		299,9	Good

Source: Primary data, processed (2024)

Based on the average value of respondents' answers to indicators regarding digital culture, an average score of 299.9 was derived from the total indicator value of the eight indicators. This indicates a generally positive perception of digital culture among the respondents.

Based on the data presented in Table 2, it is evident that in the digital culture variable, the indicator with the highest average value is the demand to adapt to technological changes, scoring 344. Conversely, the indicator with the lowest average value is the climate for exploring new ideas using technology, with a score of 242. The average value calculated for the digital culture variable is 299.9, classifying it within the "good" category. This suggests an overall positive assessment of the digital culture at PT Telkom Corporate University Bandung.

The digital culture at PT Telkom Corporate University has achieved a score of 299.9, categorizing it as "good." This indicates the university's effectiveness in fostering a robust digital culture within the organization. Evidence of this proficiency is observed through various indicators, including the climate for generating new ideas through technology, utilizing data-driven decision-making processes, openness to collaboration with external stakeholders, leveraging technological solutions for problem-solving, employees' adeptness in swiftly adapting to technological advancements, and utilizing technology to expand customer outreach. Despite the overall positive assessment, there are areas that warrant attention, notably in the aspect of fostering a climate for exploring new ideas through technology, which is perceived as comparatively weaker than other indicators.

3.3 Organizational Performance at PT. Telkom Corporate University Bandung

Based on the results of calculating respondents' responses, you can see a recapitulation of the assessment of organizational performance variables in Table 3 below:

Table -3: Recapitulation Results and Categories of Organizational Performance Variables

No	Dimension	Score	Category
1	Financial Perspective	306.3	Good
2	Customer Perspective	262.7	Moderate
3	Internal Business Process Perspective	294.5	Good
4	Learning and Growth Perspectives	240.7	Moderate
Average		276.1	Moderate

Source: Primary data, processed (2024)

Based on the average value of respondents' answers to indicators regarding organizational performance, an average score of 276.1 was derived from the total value of the four dimensions. This suggests a moderate perception of organizational performance among the respondents.

Based on the data presented in Table 3, we can witness that regarding the organizational performance variable, the dimension with the highest average value is the financial perspective, scoring 306.3. Conversely, the dimension with the lowest average value is the learning and growth perspective, with a score of 240.7. The average value calculated for the organizational performance variable is 276.1, categorizing it within the "moderate" category. This implies that overall organizational performance at PT Telkom Corporate University Bandung is deemed quite good, although there may be areas for improvement, particularly in the learning and growth perspective.

The overall organizational performance at PT Telkom Corporate University attained a score of 276.1, categorizing it as "moderate" This designation suggests that the university's performance is quite commendable, as evidenced by several dimensions used to measure organizational performance: financial perspective, customer perspective, internal business process perspective, and learning and growth perspective. Notably, the financial perspective achieved the highest score of 306.3, indicating a "good" performance level and signifying the company's robust capabilities in financial management. Conversely, the learning and growth perspective obtained a score of 240.7, categorized as "moderate" This suggests that while the company excels in certain areas, there are opportunities for improvement in fostering growth and development within the organization. Identified areas for enhancement include the ability to enhance employee knowledge through training initiatives and to retain employees, thereby mitigating turnover rates.

3.4 The Influence of Transformational Leadership on The Organizational Performance of PT Telkom Corporate University Bandung

Multiple linear regression analysis was carried out to test the influence of the independent variable on the dependent variable. The form of the regression equation is as follows:

$$Y = a + b_1X_1 + b_2X_2$$

Information:

- Y = Independent Variable (Organizational Performance)
- A = Constant
- B1, b2 = line direction coefficient
- X1 = Transformational Leadership
- X2 = Digital Culture

Based on data processing using SPSS 20.0, the results of multiple linear regression analysis are as follows:

Table -4: Results of Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	6.281	1.657		4.117	.000
Transformational Leadership	1.481	.109	1.842	13.573	.000
Digital Culture	-1.305	.162	-1.091	-8.041	.000

The regression equation is as follows:

$$Y = 6,821 + 1,481 (X1) - 1,305 (X2)$$

The interpretation of the regression model above is as follows:

- a. The constant value is 6.821, meaning that if the variables transformational leadership (X1) and digital culture (X2) have a value of 0 then organizational performance has a constant value of 6.821.
- b. The line direction coefficient (b1) for X1 is 1.481, meaning that if transformational leadership (X1) increases by 1 unit it will increase organizational performance by 1.481. This shows that the better the transformational leadership demonstrated, the better the achievement of good organizational performance.
- c. The line direction coefficient (b2) for X2 is -1.305, meaning that if digital culture (X2) increases by 1 unit it will reduce organizational performance by 1.305. This shows that the better the implementation of digital culture in the company, the better the achievement of good organizational performance.

The Determination Coefficient (R²) is the coefficient used to determine the magnitude of the contribution of the independent variable to the dependent variable.

Table -5: Results of Coefficient of Determination Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.904*	.818	.813	2.97645

Based on the table above, it is known that the R Square value is positive 0.818. This can be interpreted as saying that organizational performance variables are influenced by transformational leadership and digital culture variables together, amounting to 81.8%, the remaining 18.2% is influenced by other variables such as work discipline, organizational commitment, etc.

The results of hypothesis testing on the influence of transformational leadership on organizational performance, as depicted in Table 4, indicate that the t-table value with degrees of freedom (df) equal to 84 and $\alpha = 0.05$ is 1.988. Comparatively, the calculated t-count value (13.573) exceeds the t-table value (1.988) with a significance level less than 0.05. Consequently, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_a) is accepted. This outcome implies that transformational leadership exerts a significant effect on organizational performance at PT Telkom Corporate University.

Transformational leadership is characterized as a leadership approach capable of igniting employee motivation, thereby enabling them to surpass their previous performance expectations and achieve at elevated levels. A transformational leader's proficiency in altering subordinates' value systems to align with organizational goals is achieved through the cultivation of one or more of the dimensional factors of transformational leadership, namely: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration [5].

Leadership style serves as a conceptual framework guiding organizational leaders in their roles and responsibilities. However, it's essential to recognize that every leader within an organization possesses distinct characteristics and personalities, each of which influences employee performance differently. The extent to which a leader's characteristics and personality impact employee performance largely hinges on the leader's ability to enact behaviours that motivate employees to continually enhance their performance [6]. In essence, effective leadership is not solely determined by a prescribed style but rather by the leader's capacity to inspire and empower their team members to achieve their full potential.

The explanation above highlights the intimate connection between leadership style and organizational performance. A transformational leadership style signifies a leader's ability to effectively fulfil their role by motivating and inspiring organizational members to work towards shared goals. Consequently, it can be inferred that a stronger presence of transformational leadership will likely lead to improved performance within the organization [7]. This suggests that leaders who exhibit transformational leadership behaviours are better positioned to drive positive outcomes and foster a culture of excellence and achievement among their team members.

The explanation provided is substantiated by research findings, such as those conducted by Pattiasina [8], which demonstrate a positive correlation between leadership style and service performance. This underscores the pivotal role of leadership in achieving enhanced performance outcomes. Furthermore, research conducted by Sonni [7] concluded that the transformational leadership style exerted a significant positive influence on organizational performance within banking companies in the city of Padang. These findings underscore the notion that transformational leadership possessed by leaders contributes to improved organizational performance. Transformational leaders consistently motivate their employees to exhibit exemplary behaviour and performance, fostering an environment conducive to optimal productivity and achievement.

3.5 The Influence of Digital Culture on The Organizational Performance of PT Telkom Corporate University Bandung

The results of the hypothesis test on the influence of digital culture on organizational performance, as depicted in Table 4, indicate that the t-table value with degrees of freedom (df) equal to 84 and $\alpha = 0.05$ is 1.988. Comparatively, the calculated t-count value (-8.041) exceeds the t-table value (-1.988) with a significance level less than 0.05. Consequently, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_a) is accepted. This implies that digital culture exerts a significant influence on organizational performance at PT Telkom Corporate University.

Digital culture is founded upon fundamental assumptions that serve as the bedrock for beliefs and norms within an organization, fostering an environment that champions and facilitates the utilization of technology to accomplish tasks in the most optimal and efficient manner [9]. It emerges as a manifestation of human thought processes, creativity, and innovation driven by internet-based technologies, underpinned by mastery of scientific knowledge and technological advancements. Digital culture is a product of the ongoing evolution of digitalization, wherein

daily human life is increasingly intertwined with technology, serving to streamline and enhance various aspects of human activities.

Digital culture possesses the transformative capacity to reshape resource capabilities, particularly among employees, instilling a fresh mindset conducive to fostering a more agile, innovative, and collaborative organizational transformation [10]. Cultivated within the digital realm, this culture embodies openness and a willingness to embrace risks, becoming inherent traits of companies operating in the digital landscape [10]. In the digital era, companies exhibit characteristics such as rapid decision-making, creativity, innovation, and productivity [11]. These attributes empower organizations with the agility to swiftly adapt and respond to dynamic changes in their operating environment [11].

Digital culture stands in contrast to analogue culture, which often prioritizes employee comfort. Unlike analogue culture, digital culture necessitates a departure from the status quo in decision-making processes. It not only seeks to optimize existing resources but also encourages innovation and risk-taking, acknowledging that mistakes provide valuable learning opportunities. Therefore, there is a pressing need to bolster leadership capabilities to develop clear and dependable work programs and make informed decisions. Moreover, effective digital culture thrives on delegation and empowerment of authority across hierarchical levels. Consequently, leaders play a pivotal role in providing guidance and training to employees within their purview, aiding management in devising strategies to attain organizational goals.

This research is reinforced by findings from Putri & Ferdian [12], which reveal a positive impact of digital culture on the performance of employees at Astra Credit Companies. Additionally, research conducted by Azhary [13] concludes that a digital organizational culture yields positive effects on overall organizational performance. These findings underscore the significance of effectively implementing digital culture, as it is poised to enhance organizational performance. The integration of technology within companies holds promise for improving employee productivity and addressing work-related challenges.

3.6 The Influence of Transformational Leadership and Digital Culture on The Organizational Performance of PT Telkom Corporate University Bandung

The following are the results of simultaneous hypothesis testing:

Table -6: F-Test Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	3214.880	2	1607.440	181.441	.000 ^b
Residual	717.602	81	8.859		
Total	3932.482	83			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

The calculation results in the ANOVA table indicate that the F-table value, with degrees of freedom $df_1 = 2$ and $df_2 = 81$, is 3.11. Comparatively, the F-count value (181.441) exceeds the F-table value (3.11) with a significance level less than 0.05. Therefore, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_a) is accepted. This signifies that both transformational leadership and digital culture together exert a significant influence on organizational performance at PT Telkom Corporate University.

Transformational leadership leverages the moral values of followers to heighten awareness of ethical considerations and galvanize their energy and resources towards institutional reform. This leadership style significantly impacts employee performance by virtue of its key indicators, including charisma, inspiration, individual attention, and intellectual stimulation. These facets foster a supportive and motivating environment for employees, devoid of undue pressure, thereby empowering them to achieve desired performance outcomes set forth by the leader.

In today's rapidly evolving landscape, characterized by the advent of Industry 4.0, organizations are increasingly recognizing the pivotal role of digital culture in driving successful transformation. At its core, digital culture embodies the collective mindset, values, and behaviours within an organization that embrace and promote digitalization. As companies transition towards embracing digital technologies and processes, cultivating a strong digital culture becomes imperative.

Digital culture serves as the cornerstone of digital transformation initiatives, acting as the driving force behind organizational agility, innovation, and resilience. It encompasses a spectrum of elements, including a proactive attitude towards technology adoption, a willingness to experiment and iterate, and a commitment to continuous

learning and adaptation in the face of evolving technological landscapes. A robust digital culture empowers employees at all levels to embrace digital tools and platforms, fostering a collaborative and innovative environment where creativity flourishes. It instils a sense of ownership and accountability, encouraging employees to proactively seek out opportunities to leverage digital solutions to enhance efficiency, streamline processes, and drive growth. Moreover, a strong digital culture promotes open communication and knowledge sharing, breaking down silos and fostering cross-functional collaboration. It encourages a culture of transparency and experimentation, where failure is viewed as a valuable learning experience rather than a setback. This fosters a culture of agility, where organizations can quickly respond to market changes, customer needs, and emerging technological trends. By fostering a strong digital culture, organizations can unleash the full potential of their workforce, driving productivity gains and innovation to maintain a competitive edge in an increasingly digitalized marketplace. It enables organizations to adapt and thrive amidst digital disruption, positioning them for long-term success in the digital age. The validity of this research is bolstered by findings from various studies conducted by reputable researchers. For instance, research by Putri & Ferdian [12] underscores the positive impact of digital culture on the performance of employees within Astra Credit Companies. Similarly, Azhary [13] concludes that a digital organizational culture correlates positively with overall organizational performance. These studies collectively highlight the pivotal role of digital culture in driving organizational success in today's digitalized landscape. Furthermore, the research findings of Pattiasina [8] emphasize the significance of leadership style in influencing service performance. This underscores the critical role that effective leadership plays in fostering improved performance outcomes within organizations. Additionally, research conducted by Sonni [7] highlights the significant positive effect of transformational leadership style on organizational performance, particularly within banking companies in the city of Padang. By drawing upon these corroborating research findings, the current study strengthens its credibility and contributes to the growing body of knowledge surrounding the interplay between digital culture, leadership style, and organizational performance. This holistic understanding serves to inform organizational strategies aimed at enhancing performance and navigating the complexities of today's digital business environment.

4. CONCLUSIONS

Based on the comprehensive analysis conducted in this research, several key conclusions can be drawn regarding the performance of PT Telkom Corporate University Bandung. Firstly, the leadership at PT Telkom Corporate University Bandung falls within the "sufficient" category, indicating effective demonstration of characteristics associated with transformational leadership. This suggests that leaders have succeeded in inspiring emotions and enthusiasm among subordinates, fostering a conducive work environment. Secondly, the digital culture implemented at PT Telkom Corporate University Bandung is categorized as "good," signifying successful integration and application of digital technologies within the organization. This empowers employees to leverage technology effectively in their work processes. Thirdly, the organizational performance of PT Telkom Corporate University Bandung is deemed "sufficient," particularly in financial management, indicating prudent fiscal stewardship within the organization. Hypothesis testing reveals a significant positive effect of both transformational leadership and digital culture on organizational performance at PT Telkom Corporate University Bandung. This underscores the importance of effective leadership and digitalization in driving organizational success. Overall, these findings emphasize the significance of nurturing transformational leadership and fostering a robust digital culture within organizations to enhance performance and ensure competitiveness in today's dynamic business landscape.

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