




Nirwandani Marhum

(9) INFLUENCE OF LEADERSHIP, ORGANIZATIONAL CULTURE AND DIGITAL CAPABILITIES TO EMPLOYEE PERFORMANCE ...

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INFLUENCE OF LEADERSHIP, ORGANIZATIONAL CULTURE AND DIGITAL CAPABILITIES TO EMPLOYEE PERFORMANCE AT PT. PLN

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ABSTRACT

This study aims to determine the influence of leadership, organizational culture, and digital skills on employee performance at PT. PLN (Persero) ULP Palopo City. This study uses a quantitative method. Data collection techniques; primary data and secondary data. Primary data was taken by distributing questionnaires to respondents. The number of employees at PT. PLN (Persero) ULP Palopo Kota is 35 people. The total population in this study is 35 employees. The number of respondents in this research is 35 employees - all employees are made respondents (census). The measurement scale used is the Likert scale. The data analysis technique used is SPSS Statistical Analysis 22. The results of this study show that (1) leadership has a positive and significant effect on employee performance, (2) organizational culture has a positive and significant effect on employee performance, (4) digital skills have a positive and significant effect on employee performance, (4) leadership, organizational culture and digital capabilities simultaneously have a positive and significant effect on employee performance. Due to limitations in time, financial resources, and other factors, this research is not without its imperfections. Future studies can expand by incorporating additional variables, increasing the sample size, and covering a broader geographical area.

Keywords: Leadership, Organizational Culture, Digital Capabilities, Employee Performance

INTRODUCTION

Human resources have a very important role in determining the success of an organization or company, because human resources are life assets that are maintained, managed and developed continuously (Isach et al., n.d.). Human resources are one of the elements that play a role in organizational activities, which have the duty and responsibility to carry out organizational operations. Success in achieving the organization's goals, vision and mission is highly dependent on the role of employees as human resources that ensure the continuity of organizational activities (Wokas et al., 2022).

PT. PLN (Persero) is a state-owned enterprise (BUMN) that is responsible for the management of all aspects of electricity, from generation, transmission, to electricity distribution to meet the needs of the people in Palopo City, South Sulawesi. In today's modern era, PLN has a very important role in the daily lives of the Indonesian people, especially the people of Palopo City (A. P. Agustin et al., 2019). As the number of customers increases, the demand for electricity is

also increasing. Therefore, companies need to improve their performance for the convenience of customers (Yasin et al., 2023).

Leadership has a crucial role in an organization or company, because leadership is an effort to direct many individuals through communication to achieve a goal, provide instructions and actions that encourage people to act or respond, and encourage change (Sitompul, 2020). A leader needs to establish a good bond with the people he leads, so that mutual respect, mutual trust and mutual help are established. Effective leadership also requires the ability to think systematically and in an orderly manner, accompanied by experience, knowledge, and the ability to design a clear plan for what will be done (Muafi & Azim, 2019).

Organizational culture has implications for the performance of company employees. Employees who have internalized the organizational culture will make these values part of the organization's identity. Employees then apply it in their daily activities, resulting in good personal performance and all good individual performance creates good organizational performance (Safwani & Suryani, 2020). The importance of organizational culture lies in understanding that this culture is a value agreement that is embraced by all members and is used to determine the boundaries of regulation for the behavior of other members (Andayani & Cheats, 2024). Organizational culture is an important element in supporting employee performance in a company. Where this culture serves as a guideline for all employees in behaving and working. In addition, organizational culture also creates the ability to develop human resources through changes in attitudes and actions, so that employees can adjust to existing and upcoming challenges (Alfian & Susanti, 2023).

In the era of digital transformation, digital capabilities have become one of the most important factors affecting employee performance in any industry (Maijanen, 2020). Rapid changes within the commerce world and data innovation have changed the scene of cutting edge organizations, inciting expanded consideration to changing worker behavior and execution in reaction to modern challenges. The quick and effective advancement of knowledge-based innovation, coupled with progressively furious worldwide competition, requires each company to create modern approaches to saddle imaginative and inventive vitality among its representatives (Syafitri et al., 2024).

The development of technology and communication has brought changes in the way we work in various areas of people's lives such as the economy, culture, and the environment. Thanks to the help of technology, humans are now able to adapt themselves and create new innovations to overcome the various problems they face (Hidayah et al., 2024). To increase the strategic value of a company, employee performance is very important, especially in the digital era. Employees must have the ability to develop their careers so that they can take advantage of the latest technological systems. Therefore, knowledge of digital technologies is essential for every type of job (Indriyani et al., 2023).

The ability of an employee to fulfill their tasks and obligations in compliance with the company's requirements is known as employee performance (Santoso & Mariana, 2024). The Performance Concept refers to the level of success of an employee or organization in relation to job requirements (Nurmalita et al., 2024). According to Fadli, (2019) Employee performance is a development that can be achieved by individuals or groups in an organization in the form of their respective authorities and responsibilities with the intention of the organization that a government agency or company wants to achieve, influenced by the skills, abilities and characteristics of the individuals they have.

Employee performance is a crucial factor in achieving organizational goals, including in companies such as PLN (State Electricity Company) which has a strategic role in providing energy in Indonesia. Employee performance at PLN Palopo Kota is influenced by various factors, including leadership, organizational culture, and digital capabilities. Understanding the interactions between these factors is essential for improving work effectiveness and efficiency.

Previous research conducted Maduningtias et al., (2022) which aims to analyze the influence of organizational culture and leadership on employee performance at PT. Indomarco Pristama Kebayoran Lama and found that organizational culture and leadership have an influence and significance on employee performance, while the research Rosalina & Wati, (2020) finding leadership has no effect and is significant on Karwayan's performance. Research Lestari & Yuningsih, (2023) which states that digital skills have an effect and are significant on employee performance. While the research Baharrudin et al., (2021) stated that digital skills have no effect on employee performance.

The purpose of this study is to understand how leadership, organizational culture, and digital skills affect employee performance at PT. PLN (Persero) ULP Palopo Kota and to find out whether leadership, organizational culture and digital skills have a partial/simultaneous effect on employee performance at PT. PLN (Persero) ULP Palopo City.

OVERVIEW

Leadership

According to Robbins, (2019) Leadership is a process that affects the activities of individuals or groups in an effort to achieve certain goals. In leadership, there are various elements such as leaders, led groups, goals, activities, interactions and strengths. Leaders who perform their responsibilities effectively will help reach organizational goals (Sulaimiah & Supyateno, 2020). Leadership itself is an ability possessed by a leader that is influenced by various factors, both internal and external (Winardi, 2019). Results Brury, (2021) shows that leadership has an effect on employee performance. There are dominant characteristics in the application of leadership that aim to create a harmonious and comfortable work environment, and always prioritize the completion of tasks on time according to the specified schedule. This will encourage employees to feel responsible for their work.

Leadership Indicators

According to Khair & Harahap, (2019) Leadership indicators are as follows:

1. Decision-Making Skills

Decision-making is a structured process to understand the options we have and determine the actions that are considered the most appropriate.

2. Motivation ability

This motivational ability drives the members of an organization to carry out various activities included in the duties of their position and actively exert their abilities and time to achieve the organization's goals and various goals that have been defined beforehand.

3. Communication skills

Communication skills refer to the ability to convey information, ideas, and thoughts to others so that they can understand their meaning clearly and well

4. Ability to control subordinates

A leader needs to have the drive to utilize their functional strengths effectively to get others to follow their wishes for the good of the company in the long run.

5. Responsibility

Responsibility is one of the important characteristics that a leader must have, responsibility can be interpreted as having to shoulder all the burdens and be responsible for all the consequences.

Organizational Culture

According to Moeljono, (2019) Organizational culture is a value that is believed by all members of the organization that is studied, applied, and continuously developed over time. This culture plays a role in binding and serves as a code of conduct in achieving the company's goals that have been set. This means that company culture is a value that determines the direction of action of members in the organization. Research conducted by Beads & Bustomi, (2020) states that organizational culture has an influence on employee performance. Culture in an organization includes: values, norms, beliefs, and activities shared by the members of the organization that then affect the way they work (Mandasari & Safrizal, 2023).

Indicators of Organizational Culture

According to (Schein, 2021) Indicators of organizational culture are as follows:

1. Values and norms applied in the organization
2. Level of collaboration between employees
3. Diversity and inclusivity in the workplace
4. Openness to innovation and change
5. Ethics and social responsibility

Digital Capabilities

According to Redecker (2019), digital skills are a combination of the ability to use digital tools, understand digital information, and the ability to adapt to technological changes. Research by (O'Leary, 2020) Showing that employees who have good digital skills can complete tasks faster and more efficiently, contributing to an increase in overall productivity, the use of the right digital tools can improve employees' ability to innovate in their work. Digital capabilities also facilitate adaptability to change. According to Huang et al., (2021), tech-savvy employees are better able to adapt to the changing work environment and adopt new tools effectively. Leadership that supports digital transformation is influential. According to Zlate et al. (2021), leaders who are committed to digitalization create a culture that accelerates the development of digital capabilities among employees. A culture that supports the use of technology will improve employees' digital capabilities. Schein (2020) argues that an environment that encourages technological exploration and learning results in more competent employees.

Digital Capability Indicators

According to Carlisle et al., (2023) The indicators of digital capabilities are as follows:

1. Digital literacy
The ability to search, evaluate, and use information effectively in the era of digital platforms.
2. Cybersecurity
Knowledge of the best tactics in safeguarding personal data and online security.

3. Digital creativity
The ability to create new content, such as videos, blogs, or graphic design.
4. Online collaboration
The ability to collaborate with others using digital tools, such as project management apps.
5. Troubleshooting
The ability to use digital tools to solve various everyday problems.

Employee Performance

According to Shinta, (2020) Employee performance is an assessment of the comes about of work done by people or bunches, which is important to the usage of the most capacities that apply in an organization. Meanwhile, according to Latief et al., (2019) Performance refers to the indicator of the number and quality of work carried out by employees, in accordance with the duties and responsibilities that have been assigned to them. Performance is the effort made by a person in carrying out the tasks given to him based on skills, experience, seriousness and time. According to Adil et al., (2023) Employee performance is the key to the success and success of a company. Companies can only compete with high-performing employees. Loyalty determines the quality of employees and allows companies to operate proactively, effectively, and efficiently. According to Ismilasari et al., (2021) Performance is the result of endeavors made by people in understanding with the criteria set for a specialist. Each work has particular criteria that must be met to attain the required comes about, moreover known as work measures. Execution guidelines allude to the anticipated level of completion of a specific work and serve as a reference for the degree of objectives or destinations to be accomplished. According to Kusumawati, (2020) Employee performance, also known as work achievement, is the result of the quality and quantity obtained by an employee while carrying out tasks in accordance with his or her responsibilities. To make the research easier, employee performance can be assessed based on how far the achievements have been achieved.

Employee Performance Indicators

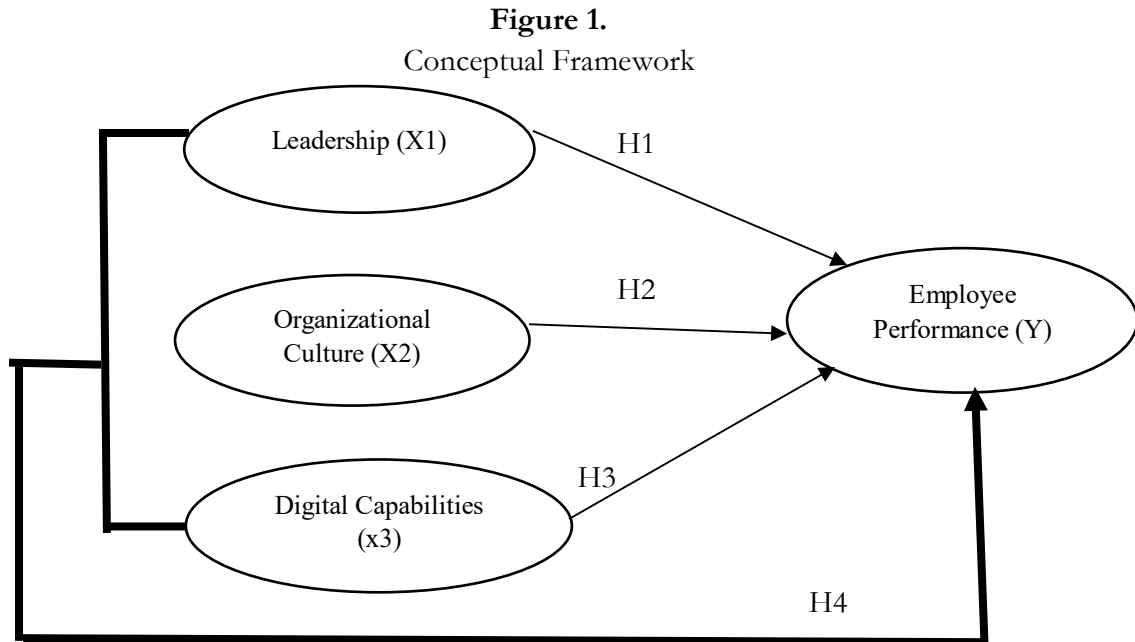
According to Aris et al., (2024) Employee performance indicators are as follows:

1. Work Quantity
This aspect refers to the quota of work generated by the individual or group that produces the size or standard of work.
2. Timeliness
All types of work have their own characteristics, and some types of tasks must be completed within the specified deadline because they relate to other tasks. Therefore, if a task is not completed on schedule, it will interfere with other tasks, thus having an impact on the quantity and quality of work results.
3. Initiative
Initiative is employees who are proactive in finding and completing tasks or projects, or whether they are waiting to be assigned a task.
4. Cooperative ability
This ability refers to the capacity of an individual or group to collaborate effectively with others in order to achieve a common goal. In a work environment, these skills include a variety of abilities, attitudes, and actions that support members to make a good contribution to the team.

5. Self-Development

Measure employees' willingness to continue learning, improving, and developing new skills that can improve their performance and contribution to the organization.

Conceptual Framework



Research Hypothesis

H1 : It is suspected that leadership has a positive effect on employee performance at PT. PLN (Persero) ULP Palopo City.

H2 : It is suspected that organizational culture has a positive effect on employee performance at PT. PLN (Persero) ULP Palopo City.

H3 : It is suspected that digital skills have a positive effect on employee performance at PT. PLN (Persero) ULP Palopo City.

H4 : It is suspected that leadership, organizational culture, and digital capabilities have a partial or simultaneous effect on employee performance at PT. PLN (Persero) ULP Palopo City.

Table 1.
Research Operational Variables

Variable	Items	Indicator	Source
Leadership (X1)	Decision-making skills	K1	(Khair & Harahap, 2019)
	Motivation ability	K2	
	Communication skills	K3	
	Ability to control subordinates	K4	
	Responsibility	K5	
Organizational culture (X2)	Values and norms applied in the organization	BO1	(Schein, 2021)
		BO2	
	Level of collaboration between employees	BO3	
		BO4	
	Diversity and inclusivity in the workplace	BO5	
	Openness to innovation and change		
Digital Capabilities (X3)	Ethics and Social Responsibility		(Carlisle et al., 2023)
	Digital literacy	KD 1	
	Cybersecurity	KD2	
	Digital creativity	KD3	
	Online collaboration	KD4	
Employee Performance (Y)	Troubleshooting	KD5	(Aris et al., 2024)
	Quantity of work	KK1	
	Timeliness	KK2	
	Initiative	KK3	
	Cooperative ability	KK4	
	Self-Development	KK5	

source: secondary data 2024

METHOD

This study uses a quantitative method. Data collection techniques; primary data and secondary data. Primary data was taken by distributing questionnaires to respondents. The number of employees at PT. PLN (Persero) ULP Palopo Kota is 35 people. The total population in this study is 35 employees. The number of respondents in this research is 35 employees - all employees are made respondents (census). The measurement scale used is the Likert scale. The data analysis techniques used are SPSS 22 Statistical Analysis; Validity Test, Reliability Test, T Test, Test F. This research was conducted at the office of PT. PLN (Persero) ULP Palopo Kota which is located at Jl. Veteran, Tomarundung, West Wara District, Palopo City, South Sulawesi. The time of this research will be carried out starting in November 2024.

RESULTS AND DISCUSSION

Responsive Features

Table 2.

Characteristics of Respondents				
It	Characteristic	Classification	Number of Respondents	Percentage (%)
1	Gender	Man	23	65,7%
		Woman	12	34,3%
		Total	35	100%
2	Age	18 – 25 years old	11	31,4%
		26 – 33 years old	7	20,0%
		34 – 42 years old	12	34,3%
		43 – 60 years old	5	14,3%
		Total	35	100%
3	Last education	High	18	51,4%
		School/Equivalent	4	11,4%
		Diploma	13	37,2%
		Total	35	100%

Source: Primary Data 2024

First, in table 2. Showing that the characteristic data of the respondents can be categorized by gender, male as many as 23 respondents or 65.7%, then female there are 12 respondents or 34.3%.

Second, in table 2. The characteristics of the respondents can be categorized by age: 18 – 25 years old, namely 11 respondents or 31.4%, respondents between 26 – 33 years old, 7 or 20.0%, for 34 – 42 years old there are 12 or 34.3% and respondents aged 43 – 60 years old as much as 5 or 14.3%.

Third, in table 2. showed that the characteristic data of the respondents could be categorized based on the last education: High School/Equivalent as many as 18 respondents or 51.4%, diploma as many as 4 respondents or 11.4% and bachelor (S1) as many as 13 respondents or 37.2%.

Validity Test Results

According to sugiyono (2016:177) in the research (Maszudi et al., 2021) The validity test shows the extent of the agreement between the data that actually exists on the object and the data taken by the researcher. To get the validity of an item, we correlate values, we correlate the value of the item with the total number of items in that item. This validity test was carried out to assess whether the data obtained after the research was valid/valid data with the instrument used, namely a questionnaire.

It is said to be valid if the calculated r value is greater than the r of the table, while on the other hand, if the calculated r is less than the r of the table, it is considered invalid. The validity test process was carried out using SPSS 22 and using 35 respondents. So that the r value of the table for $N=35$ with a significance of 5% (0.05) is obtained which is 0.333

Table 3.
Validity Test Results

Variable	No. Item	r calculate	R table	Information
Leadership (X1)	K1	0,528	0.333	Valid
	K2	0,771	0.333	
	K3	0,558	0.333	
	K4	0,697	0.333	
	K5	0,762	0.333	
Organizational Culture (X2)	BO1	0,735	0.333	Valid
	BO2	0,861	0.333	
	BO3	0,698	0.333	
	BO4	0,515	0.333	
	BO5	0,720	0,333	
Digital Capabilities (x3)	KD1	0,809	0.333	Valid
	KD2	0,857	0.333	
	KD3	0,789	0.333	
	KD4	0,620	0.333	
	KD5	0,675	0.333	
Employee Performance (Y)	KK 1	0,703	0.333	Valid
	KK2	0,733	0.333	
	KK3	0,776	0.333	
	KK4	0,773	0.333	
	KK5	0,779	0.333	

Source: Data processed by SPSS 22 (2024)

Based on the results of the calculation of the validity test in the table above, it is known that the significance value of the statement item of all variables shows that it is greater than 0.05 and the value of the calculation r is greater than the r of the table in this study is 0.333. Therefore, it can be concluded that the items of the variables Leadership, Organizational Culture, and Digital Ability and Employee Performance are declared valid.

Reliability Test Results

It is said to be reliable if Cronbach's Alpha > the limit value

Table 4.
Reliability Test Results

Variable	Cronbach's Alpha	Limit Value	Ket
Leadership	0,680	0,60	Reliable
Organizational Culture	0,752	0,60	Reliable
Digital Capabilities	0,808	0,60	Reliable
Employee Performance	0,805	0,60	Reliable

Source: Data processed by SPSS 22 (2024)

Based on table 1.4 above, the results of the reliability test on each variable item with a value above 0.60 were obtained so that all instrument items from each variable were declared realistic.

Partial Test Results (T-Test)

The T test aims to see the influence of independent variables on dependent variables separately.

Table 5.
T Test Results

Variable	t count	T table	Sig.
Leadership	4.202	2,039	.000
Organizational Culture	3.804	2,039	.001
Digital Capabilities	4.136	2,039	.000
a. Devendent Variable: Employee Performance			

Source: Data processed by SPSS 22 (2024)

1. For the leadership variable, a sig value of $0.000 < 0.05$ was obtained and a tcal value of 4.202 > table 2.039. Therefore, H1 can be declared acceptable, which identifies that the leadership variable (X1) partially has a positive and significant influence on the employee performance variable (Y).
2. For the organizational culture variable, the value of sig. $0.001 < 0.05$ and the calculation value of 3.804 > table 2.039. Therefore, H2 can be declared acceptable, which identifies that the organizational culture variable (X2) partially has a positive and significant influence on the employee performance variable (Y).
3. For the digital ability variable, the value of sig. $0.000 < 0.05$ and the tcount value is 4.136 > ttable value is 2.039. Therefore, H3 can be declared acceptable, which identifies that the digital capability variable (X3) partially has a positive and significant influence on the employee performance variable (Y).

Partial Test Results (Test F)

Furthermore, this study will test simultaneously which is used to test whether the variables are independent together against the dependent variables.

Table 6.
Test Result F

	Model	Sum of Squares	df	Mean Square	F	Mr.
1	Regression	50.452	3	16.817	9.196	.000b
	Residual	56.691	31	1.829		
	Total	107.143	34			
a. Variable Dependent: Employee Performance						
b. Predictors: (Constant), Digital Skills, Leadership, Organizational Culture						

Source: Data Processed by SPSS 22 (2024)

Based on the table above, with $n=35$, $df = 35-3-1 = 31$, then the F_{table} is 2.91 so from the data it is obtained that the sig value is $0.000 < 0.05$ and the F value_{is calculated} $9.196 > F_{table} 2.91$. Therefore, it can be concluded that H_0 is rejected and H_a is accepted which means that H_4 in this study is simultaneously influenced between the variable X_1 (leadership), X_2 (organizational culture), X_3 (digital skills) towards Y (employee performance).

DISCUSSION OF RESEARCH RESULTS

The Influence of Leadership on Employee Performance

In the results of the calculation of the T test, it was found that leadership had a positive and significant influence on employee performance. This can be seen from the significant value of the leadership variable, namely sig. A t-value was obtained which showed that the t-calculated in the leadership variable (X1) exceeded the t-value of the table, which was $4.202 > 2.039$ with a significant value of less than 0.05, which was 0.000. This shows that H_1 is accepted, i.e. leadership has an influence on employee performance.

The results of this study are in line with the research Puspitasari & Dahlia, (2020), Yapentra, (2021) which states that leadership has an influence and is significant on employee performance. However, in the research Rosalina & Wati, (2020) stated that leadership did not have a significant influence on employee performance.

The Influence of Organizational Culture on Employee Performance

In the results of the test calculation, it was found that organizational culture has a positive and significant influence on employee performance. This can be seen from the significant value of the organizational culture variable, namely sig. The t-value that shows the t calculation on the organizational culture variable (X2) exceeds the t-value of the table, which is $3.804 > 2.039$ with a significant value less than 0.05, which is 0.001. This shows that H_2 is accepted, namely organizational culture has an influence on employee performance at PT. PLN (Persero) ULP Palopo City.

The results of this study are in line with the research Jufri & Marimin, (2022) and Arman et al., (2024) which states that organizational culture has a positive and significant effect on employee performance. It can be said that the better the organizational culture, the higher the performance of employees. Therefore, it is important to maintain the harmony of the organizational culture with the individual culture of employees as members of the organization. In research Tutu et al., (2022) also stated that organizational culture does not have a significant influence on employee performance.

The Influence of Digital Skills on Employee Performance

In the results of the T test calculation, it was found that digital skills have a positive and significant influence on employee performance. This can be seen from the significant value of the digital capability variable, namely sig. The results of the t-test showed that the t calculation was greater than the table t, which was $4.136 > 2.039$ with a significant value less than 0.05, which was 0.000. This shows that H_3 is accepted, namely digital skills affect employee performance at PT. PLN (Persero) ULP Palopo City.

The results of this study are in line with the research Lestari & Yuningsih, (2023) and Elisnawati et al., (2023) which states that digital skills have an effect and are significant on employee performance. In research Baharrudin et al., (2021) stated that digital skills have no effect on employee performance.

The Influence of Leadership, Organizational Culture and Digital Skills on Employee Performance

In the results of the simultaneous test of Test F, the calculated f value obtained is greater than the f table, which is $9.196 > 2.91$, with a significance value of less than 0.05, which is 0.000. These results show that the independent variables, namely leadership (X1), organizational culture

(X2), and digital ability (X3), together (simultaneously) affect the dependent variable, namely employee performance (Y).

CONCLUSION

4 In this study, the objects and variables have never been studied by other researchers. Based on the results of hypothesis testing and discussion, this study concludes that: (1) Leadership has a positive and significant effect on employee performance. (2) Organizational culture has a positive and significant effect on employee performance. (3) Digital skills have a positive and significant effect on employee performance. (4) Simultaneously, leadership, organizational culture, and digital capabilities affect employee performance at PT. PLN (Persero) ULP Palopo, South Sulawesi City. Due to time constraints, financial resources and other resources, this research is far from perfect. Other studies can add variables, larger samples and a wider area.

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