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The Role of Digital Leadership, Digital Literacy, and Organizational Culture in Enhancing Employee Performance at PT Guna Cipta Sinergi

Becik Purbaya[1*], Eka Travilta Oktaria[2], Dewi Silvia[3]

[1,2,3] Program Studi Manajemen, Fakultas Bisnis Universitas Mitra Indonesia, Lampung, Indonesia

Email: becikpurbaya2022.student@umitra.ac.id[1], ekatravilta@umitra.ac.id[2], dewisilvia@umitra.ac.id[3]

Abstract

This study examines the effects of digital leadership, digital literacy, and organizational culture on employee performance at PT Guna Cipta Sinergi, both individually and simultaneously. The study is motivated by digital transformation in the Industrial Revolution 4.0, which requires adaptive human resource management, particularly among ATM technical service providers facing rapid banking system modernization. A quantitative explanatory survey was conducted among 150 permanent employees at the company's head office. Using the Slovin formula with a 5% margin of error and simple random sampling, 110 respondents were selected. Data were collected using a five-point Likert-scale questionnaire and analyzed through multiple linear regression using SPSS 26.0. The results indicate that digital leadership positively and significantly affects employee performance ($t = 4.588$; $p < 0.001$), as does digital literacy ($t = 3.986$; $p < 0.001$) and organizational culture ($t = 4.319$; $p < 0.001$). Simultaneously, the three variables significantly influence employee performance ($F = 78.412$; $p < 0.001$). The Adjusted R^2 of 0.681 indicates that the model explains 68.1% of the variance in employee performance, while 31.9% is attributable to other factors. The study contributes empirical evidence on the complementary role of leadership, digital competence, and organizational culture in supporting employee performance within a technology-intensive service company. Its novelty lies in examining these three dimensions simultaneously in the context of ATM technical services. The findings highlight the importance of strengthening digital leadership, digital literacy, and an adaptive organizational culture.

Keywords: Digital Leadership, Digital Literacy, Organizational Culture, Employee Performance, Digital Transformation.

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INTRODUCTION

The Industrial Revolution 4.0 and accelerated digital transformation have fundamentally changed how organizations operate and how employee performance is understood (Wibowo, 2025). Companies are increasingly required not only to adopt digital technologies but also to develop adaptive human resources supported by appropriate digital competencies, leadership, and organizational culture (Kumalasari et al., 2026). This challenge is particularly relevant to PT Guna Cipta Sinergi, a company providing ATM maintenance and technical services in Indonesia, where rapid banking modernization requires employees to demonstrate high technical competence, responsiveness, and adaptability.

This study focuses on three key dimensions of digital transformation: digital leadership, digital literacy, and organizational culture. Madyoningrum & Manalu (2026) emphasize that successful digital leadership depends on alignment among leaders' competencies, employees' digital capabilities, and organizational readiness for transformation. Similarly, Shaikh et al., (2024) identify human capital, organizational culture, leadership vision, digital literacy, and employee engagement as important factors in digital transformation. Research by Saleh et al., (2025) further shows that digital leadership can influence organizational performance through digital culture, employee digital capabilities, and organizational agility.

The relevance of these factors is strengthened by the modernization of ATM services through cash recycling machines, real-time monitoring, and integration with digital banking services. However, ATM technical service providers have distinctive operational characteristics, particularly the need for rapid responses and technical accuracy. Kamala et al., (2026) identify limited digital leadership competence, resistance to change, technological gaps, and non-adaptive organizational cultures as major challenges in implementing digital leadership. Meanwhile, Khaira (2024) found that digital literacy, digital leadership, and digital culture positively and significantly affect employee performance, while Tiong et al., (2024) demonstrated the importance of digital competence, employee engagement, leadership, innovation capability, and adaptive organizational culture in improving employee performance.

Organizational culture is also important because a strong culture does not necessarily mean an adaptive culture. Sihaloho et al., (2025) found organizational culture to make an important contribution to employee performance, while Nuraini (2025) highlighted cultural resistance, inadequate digital infrastructure, and limited technological literacy as challenges to digital transformation. These issues are particularly relevant to organizations with established work procedures and employees accustomed to conventional practices.

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The research gap emerges from three perspectives. First, the empirical gap concerns the limited evidence on digital leadership, digital literacy, and organizational culture in ATM technical service companies, as previous studies have mainly examined banking, education, manufacturing, aviation, and technology start-ups. A.Klasean & Suwitho (2024) and Paulina (2023) found positive effects of digital leadership on employee performance, whereas Gunawan et al., (2023) found that its effect was indirect through organizational commitment. Second, the theoretical gap is reflected in inconsistent findings regarding whether digital leadership directly affects employee performance. Muniroh et al., (2022), for example, found no direct effect of digital leadership on employee performance, indicating that the relationship may depend on organizational context and intervening mechanisms.

Third, the contextual gap concerns the limited number of studies integrating digital leadership, digital literacy, and organizational culture simultaneously, particularly in Indonesian technical service companies. Although Khaira (2024) integrated related variables in GoTo Group, its technology start-up context and millennial and Generation Z workforce differ from the cross-generational and operationally complex environment of PT Guna Cipta Sinergi. Therefore, this study seeks to provide empirical evidence from an ATM technical service company operating under digital transformation pressures.

Theoretically, this study is grounded in the Resource-Based View, which emphasizes the strategic value of internal organizational resources (Barney, 2021), and Dynamic Capabilities Theory, which highlights the ability of organizations to adapt to environmental changes (Teece, 2023). Its novelty lies in simultaneously examining digital leadership, digital literacy, and organizational culture as determinants of employee performance within the relatively underexplored context of ATM technical services in Indonesia. The findings are expected to contribute theoretically to human resource management in the digital era and practically to evidence-based strategies for improving employee performance and managing digital transformation at PT Guna Cipta Sinergi.

LITERATURE REVIEW AND HYPOTHESIS

The Effect of Digital Leadership on Employee Performance

Digital leadership plays an important role in digital transformation by providing strategic direction, facilitating technology adoption, and empowering employees. Novitasari et al., (2025) found that digital leadership significantly improves task-technology fit and AI literacy, which subsequently strengthens performance orientation. Studies at PT Angkasa Pura I Juanda Surabaya (A.Klasean & Suwitho, 2024) and PT Denso Manufacturing Indonesia (Paulina, 2023) also confirmed a positive effect of digital leadership on employee performance. Therefore:

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H1: Digital leadership has a positive and significant effect on employee performance at PT Guna Cipta Sinergi.

The Effect of Digital Literacy on Employee Performance

Digital literacy enables employees to use digital technologies, access and communicate information, maintain digital security, and solve technology-related problems effectively (Hasbullah et al., 2023; Indriyani et al., 2025; Muhadi et al., 2023). Satriawan et al., (2025) demonstrated that digital literacy significantly affects employee performance, with employee agility strengthening this relationship. Similarly, Vebryana et al., (2024) found that digital literacy significantly influences work motivation and employee performance among civil servants in East Java. Therefore:

H2: Digital literacy has a positive and significant effect on employee performance at PT Guna Cipta Sinergi.

The Effect of Organizational Culture on Employee Performance

An adaptive organizational culture can support employee performance by encouraging innovation, collaboration, learning, risk tolerance, and adaptation to digital change. Lukito et al., (2025) found that digital organizational culture is positively associated with change leadership and project effectiveness, while Sihaloho et al., (2025) identified organizational culture as an important contributor to employee performance in Indonesian service companies. Therefore:

H3: Organizational culture has a positive and significant effect on employee performance at PT Guna Cipta Sinergi.

The Effect of Digital Leadership, Digital Literacy, and Organizational Culture on Employee Performance

Digital leadership, digital literacy, and organizational culture represent complementary factors in supporting employee performance. Digital leadership provides strategic direction, digital literacy develops employees' technological capabilities, and organizational culture creates an environment that supports the effective and sustainable use of these capabilities. Tiong et al., (2024) found that digital competence, employee engagement, and leadership style significantly influence employee performance, with innovation capability as a mediator and organizational culture as a moderator. Munir et al., (2024) also demonstrated that digital leadership, employee engagement, and organizational learning simultaneously have a positive and significant effect on employee performance in Indonesia's technology and service sectors. Therefore:

H4: Digital leadership, digital literacy, and organizational culture simultaneously have a positive and significant effect on employee performance at PT Guna Cipta Sinergi.

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RESEARCH METHODOLOGY

Design Research

This study uses a quantitative approach with an explanatory survey design to examine the causal effects of digital leadership (X1), digital literacy (X2), and organizational culture (X3) on employee performance (Y) (Bougie & Sekaran, 2025; Creswell & Poth, 2024; J. F. Hair et al., 2021). A causal cross-sectional design was applied, with data collected in April–May 2026 (Malhotra et al., 2020). Data were analyzed using SPSS 26.0 for descriptive statistics, classical assumption tests, and multiple linear regression (George & Mallery, 2024).

Population and Sample

The study was conducted at the head office of PT Guna Cipta Sinergi, West Jakarta, during April–May 2026. The population comprised 150 permanent employees who had worked for at least one year, routinely used digital devices, and agreed to participate (Sugiyono, 2017). Simple random sampling was employed (Moleong, 2021), and the sample size was determined using the Slovin formula with a 5% margin of error, resulting in 110 respondents.

Variables and Measurement

The study consists of three independent variables and one dependent variable, measured using a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). Employee performance was measured through work quantity, work quality, timeliness, initiative, and problem solving, adapted from Koopmans et al., (2021). Digital leadership comprised digital vision, motivation to use technology, data-based decision making, and digital employee empowerment, based on Ifenthaler (2022) and Albannai et al., (2024). Digital literacy included digital-device operation, information searching, digital communication, digital security, and technology problem solving, based on Ng et al., (2023) and Van Laar et al., (2020). Organizational culture covered innovation, risk tolerance, collaboration, learning orientation, and adaptability, referring to Schein (2020), Robbins & Judge (2025), and Lukito et al., (2025). The questionnaire contained 19 items.

Instrument Testing and Data Collection

The instrument was pilot-tested on 30 employees outside the main sample. Validity was assessed using Pearson Product-Moment correlation, with an item considered valid when r-count > 0.361 and Sig. < 0.05 (Hair & Alamer, 2022; Taherdoost, 2022). Reliability was assessed using Cronbach's Alpha, with $\alpha \geq 0.70$ considered reliable (George & Mallery, 2024).

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Primary data were collected through closed-ended questionnaires distributed in printed and Google Forms formats, while secondary data were obtained from relevant literature and company documents (Bougie & Sekaran, 2025) Ethical procedures included informed consent and confidentiality.

Data Analysis

Data analysis consisted of descriptive statistics, classical assumption tests, and multiple linear regression using SPSS 26.0. Classical assumptions included normality, multicollinearity, heteroscedasticity, and autocorrelation (Gujarati, 2021). Normality was assessed using the Kolmogorov–Smirnov test and P–P Plot; multicollinearity using Tolerance and VIF, with VIF > 5 indicating a potential problem (Field, 2024); heteroscedasticity using the Glejser test and scatterplot; and autocorrelation using Durbin–Watson.

The regression model was:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Hypotheses were tested using the F-test for simultaneous effects and the t-test for partial effects at α = 0.05. With 110 respondents and three predictors, the critical values were F-table = 2.69 and t-table = 1.659. Model explanatory power was assessed using R^2 and Adjusted R^2.

RESULTS

Respondent Characteristics

The study involved 110 permanent employees of PT. Guna Cipta Sinergi, a company providing ATM maintenance and technical services for banking institutions in Indonesia. Respondent characteristics were examined based on gender, age, educational background, length of service, and work unit.

The respondents were predominantly male (74.5%), with the largest age group being 25–35 years (47.3%). In terms of education, employees with a bachelor's degree constituted the largest proportion (43.6%), followed by senior high school/vocational school graduates (31.8%). Regarding tenure, employees with 1–3 years of experience represented the largest group (38.2%). Based on work unit, field technical employees dominated the sample (52.7%), reflecting the operational characteristics of the company as an ATM technical-service provider.

Table 1. Respondent Characteristics

Characteristics	Category	n	%
Gender	Male	82	74.5
	Female	28	25.5

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Age	<25 years	18	16.4
	25–35 years	52	47.3
	36–45 years	28	25.4
	>45 years	12	10.9
Education	SMA/SMK	35	31.8
	Diploma	22	20.0
	Bachelor	48	43.6
	Master/Doctoral	5	4.6
Tenure	1–3 years	42	38.2
	4–6 years	35	31.8
	7–10 years	20	18.2
	>10 years	13	11.8
Work Unit	Field Technical	58	52.7
	Customer Service	22	20.0
	Administration & Operations	18	16.4
	Management & Supervision	12	10.9
Total		110	100.0

Source: Primary data processed, 2026.

The respondent profile indicates that the sample represents employees directly involved in the company's core technical and operational activities. The relatively diverse distribution of age, education, and tenure also provides variation in employees' exposure to digital systems and organizational practices.

Descriptive Statistics

Descriptive analysis was conducted to identify the general tendency and dispersion of responses for digital leadership, digital literacy, organizational culture, and employee performance. All variables were measured using a five-point Likert scale.

Table 2. Descriptive Statistics of Research Variables

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Digital Leadership (X1)	110	2.25	5.00	4.0125	0.5432
Digital Literacy (X2)	110	2.40	5.00	3.8743	0.5127
Organizational Culture (X3)	110	2.20	5.00	3.9256	0.5289
Employee Performance (Y)	110	2.40	5.00	3.9512	0.4987

Source: Primary data processed, 2026.

Digital leadership obtained the highest mean score (4.0125), indicating a generally positive perception of leaders' ability to provide digital direction, motivate technology use,

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support data-based decision-making, and empower employees. Organizational culture also received a relatively high mean (3.9256), suggesting that innovation, collaboration, learning orientation, and adaptability are generally present within the organization.

Employee performance had a mean of 3.9512, indicating relatively high performance across work quantity, quality, timeliness, initiative, and problem-solving. Meanwhile, digital literacy recorded the lowest mean among the independent variables (3.8743). Although still relatively high, this finding indicates that employees' individual digital capabilities require continued development to remain aligned with the company's digital transformation.

The relatively small standard deviations, ranging from 0.4987 to 0.5432, indicate that respondents' perceptions were relatively homogeneous.

Instrument Quality and Classical Assumption Tests

The research instrument consisted of 19 questionnaire items covering the four research variables. Validity was assessed using Pearson Product Moment correlation with a critical value of 0.361 based on a pilot test involving 30 respondents. All items exceeded the required correlation threshold and had significance values below 0.05, indicating that the questionnaire items were valid.

Reliability testing produced Cronbach's Alpha values above the recommended threshold of 0.70 for all variables.

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	Criterion	Conclusion
Digital Leadership	0.862	0.70	Reliable
Digital Literacy	0.879	0.70	Reliable
Organizational Culture	0.855	0.70	Reliable
Employee Performance	0.871	0.70	Reliable

Source: Primary data processed, 2026.

The highest reliability coefficient was obtained for digital literacy (0.879), while the lowest was organizational culture (0.855). These results demonstrate strong internal consistency and support the use of the instrument for the main analysis.

Before multiple linear regression was conducted, the data were examined through classical assumption tests. The Kolmogorov–Smirnov test produced a significance value of 0.200, indicating normally distributed residuals. Multicollinearity was not detected because tolerance values exceeded 0.10 and VIF values ranged from 1.862 to 1.969. The Glejser test produced significance values above 0.05, indicating no evidence of heteroscedasticity. The Durbin–Watson statistic of 1.984 also indicated that the model

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did not exhibit problematic autocorrelation. Thus, the regression model met the required classical assumptions.

Multiple Linear Regression Results

Multiple linear regression was employed to examine the effects of digital leadership, digital literacy, and organizational culture on employee performance. The estimated regression equation is:

$$Y = 0.487 + 0.312X_1 + 0.287X_2 + 0.298X_3 + e$$

The positive coefficients indicate that increases in digital leadership, digital literacy, and organizational culture are associated with higher employee performance, assuming the other variables remain constant.

Table 4. Regression and Hypothesis Testing Results

Hypothesis	Relationship	Coefficient	t-value	Sig.	Decision
H1	Digital Leadership → Employee Performance	0.312	4.588	0.000	Supported
H2	Digital Literacy → Employee Performance	0.287	3.986	0.000	Supported
H3	Organizational Culture → Employee Performance	0.298	4.319	0.000	Supported
H4	X1, X2, X3 → Employee Performance	—	F = 78.412	0.000	Supported

Source: Primary data processed, 2026.

The results demonstrate that digital leadership has a positive and significant effect on employee performance (β = 0.312; t = 4.588; p < 0.001), supporting H1. This indicates that stronger digital direction, technology-oriented leadership, data-based decision-making, and employee empowerment are associated with better performance.

Digital literacy also has a positive and significant effect on employee performance (β = 0.287; t = 3.986; p < 0.001), supporting H2. Employees with stronger abilities to operate digital devices, search and evaluate information, communicate digitally, maintain digital security, and solve technology-related problems tend to demonstrate higher performance.

Similarly, organizational culture positively and significantly affects employee performance (β = 0.298; t = 4.319; p < 0.001), supporting H3. A culture characterized by innovation, collaboration, learning, and adaptability therefore corresponds with improved employee performance.

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The simultaneous test confirms that digital leadership, digital literacy, and organizational culture jointly influence employee performance. The F-statistic of 78.412 with $p < 0.001$ exceeds the critical value of 2.69, supporting H4.

Coefficient of Determination

The explanatory capability of the regression model was assessed using R^2 and adjusted R^2. The model produced an R^2 of 0.689 and an adjusted R^2 of 0.681.

Thus, digital leadership, digital literacy, and organizational culture jointly explain 68.9% of the variation in employee performance, while the remaining 31.1% is associated with factors outside the model. The relatively small difference between R^2 and adjusted R^2 indicates that the explanatory capability of the model remains stable after adjustment for the number of predictors.

The standardized beta coefficients further indicate that digital leadership has the largest standardized coefficient ($\beta = 0.339$), followed by organizational culture ($\beta = 0.316$) and digital literacy ($\beta = 0.295$). These coefficients describe the relative contribution of each predictor within the estimated model.

Table 5. Model Summary

R	R^2	Adjusted R^2	Std. Error of Estimate
0.830	0.689	0.681	0.325

Source: Primary data processed, 2026.

Overall, the empirical results provide evidence that employee performance at PT. Guna Cipta Sinergi is significantly associated with the company's digital leadership, employees' digital literacy, and organizational culture, both individually and collectively. The findings also indicate that the explanatory strength of the three-variable model is substantial, with 68.9% of employee-performance variation accounted for by the predictors examined in this study.

DISCUSSION

The Effect of Digital Leadership on Employee Performance

The first hypothesis (H1) confirms that digital leadership has a positive and significant effect on employee performance at PT. Guna Cipta Sinergi, as indicated by a t-value of 4.588 > 1.659 and significance of 0.000 < 0.05. This finding is consistent with Yang et al., (2025), who demonstrated that digital leadership positively influences organizational performance through organizational resilience. It also supports Novitasari et al., (2025), who found that digital leadership significantly improves task-technology fit and AI literacy, which subsequently strengthens performance orientation.

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In the context of PT. Guna Cipta Sinergi, the positive relationship reflects the importance of leaders who provide a clear digital vision, encourage employees to adopt technology, use data in decision-making, and empower employees to address technical problems. Data-based decisions can accelerate responses to ATM technical problems, while digital empowerment encourages employee initiative and responsibility. Open communication, cross-functional collaboration, and continuous learning further enable employees to adapt to digital work systems, improve coordination, and reduce operational errors.

The finding reinforces the Resource-Based View (RBV) proposed by Barney (2021), which views valuable, rare, difficult-to-imitate, and non-substitutable internal resources as sources of sustainable competitive advantage. Digital leadership represents a strategic organizational resource because effective digital leaders combine technological understanding with the ability to build an adaptive work environment. Therefore, the company needs to strengthen digital leadership through leadership development, data-based technology training, and continuous learning so that leaders can function as change agents in the company's digital transformation.

The Effect of Digital Literacy on Employee Performance

The second hypothesis (H2) demonstrates that digital literacy has a positive and significant effect on employee performance, with a t-value of 3.986 > 1.659 and significance of 0.000 < 0.05. This result is consistent with Satriawan et al. (2025), who found that digital literacy significantly affects job performance through employee agility, and with Vebryana et al. (2024), who demonstrated its significant contribution to work motivation and ASN performance.

The finding is particularly relevant to the technical characteristics of PT. Guna Cipta Sinergi. Employees with adequate digital literacy can operate diagnostic devices, access technical databases and digital learning resources, communicate effectively with support teams, and respond to software or system updates. Digital security literacy is also important because ATM services involve sensitive financial systems and information. These capabilities enable employees to identify problems more independently, accelerate troubleshooting, and maintain service quality.

The result strengthens Dynamic Capabilities Theory (DCT) developed by Teece (2023), particularly through digital sensing and seizing. Digital literacy enables employees to recognize technological changes, acquire relevant information, and utilize digital opportunities effectively. It also supports a continuous learning culture because digitally capable employees are more proactive in accessing information and sharing knowledge. Accordingly, the company should strengthen digital literacy through technology-based training, digital competency certification, application assistance, and access to digital

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learning resources to support employee performance and sustainable digital transformation.

The Effect of Organizational Culture on Employee Performance

The third hypothesis (H3) confirms that organizational culture has a positive and significant effect on employee performance, with a t-value of 4.319 > 1.659 and significance of 0.000 < 0.05. This finding is consistent with Lukito et al. (2025), who found that Digital Organizational Culture is positively associated with change leadership and project effectiveness, and with Sihaloho et al. (2025), who identified organizational culture as an important contributor to employee performance.

At PT. Guna Cipta Sinergi, organizational culture contributes to performance through innovation, measured risk tolerance, collaboration, learning orientation, and adaptability. An innovation-oriented culture encourages employees to improve work procedures and technical solutions, while collaboration facilitates coordination among field technicians, technical support teams, and other stakeholders. Learning orientation helps employees update their competencies, whereas adaptability enables the organization to respond more rapidly to technological changes in ATM services.

This finding provides empirical support for the Resource-Based View (RBV), which positions organizational culture as an intangible resource that is difficult for competitors to imitate because it develops through unique organizational history and experience. A strong culture also shapes consistent behaviors such as discipline, responsibility, integrity, service orientation, openness, and trust, thereby facilitating coordination and operational problem-solving. Consequently, management should continuously strengthen organizational values, leadership example, digital innovation, cross-functional collaboration, and learning systems to create an adaptive culture that supports employee performance and sustainable competitiveness.

The Simultaneous Effect of Digital Leadership, Digital Literacy, and Organizational Culture on Employee Performance

The fourth hypothesis (H4) shows that digital leadership, digital literacy, and organizational culture simultaneously have a positive and significant effect on employee performance. The F-value of 78.412 exceeds the critical value of 2.69, with significance of 0.000 < 0.05. The model's Adjusted R^2 of 0.681 indicates that the three variables jointly explain 68.1% of employee-performance variation, while the remaining 31.9% is attributable to factors outside the model. This finding is consistent with Munir et al. (2024), who found a simultaneous effect of digital leadership, employee engagement, and organizational learning on employee performance, and Tiong et al. (2024), who

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emphasized the importance of digital competence, employee involvement, leadership, innovation capability, and organizational culture.

The simultaneous effect can be understood through an integrated perspective. Digital leadership functions as the driver, providing digital vision, strategic direction, resource allocation, and technological guidance; digital literacy functions as the enabler, allowing employees to translate digital strategies into operational actions; while organizational culture functions as the enabling environment, supporting innovation, collaboration, learning, and adaptation. These three factors therefore complement one another: leadership provides direction, literacy provides capability, and culture provides an environment that enables both to operate effectively.

The finding has an important theoretical and managerial implication because digital transformation cannot depend solely on technological investment. Its effectiveness requires integration between leadership, employee capability, and organizational culture. This result supports the integration of RBV and Dynamic Capabilities Theory, in which digital leadership, digital literacy, and organizational culture constitute strategic resources while simultaneously enabling the organization to sense, seize, and transform in response to environmental change. Therefore, PT. Guna Cipta Sinergi needs an integrated approach involving digital leadership development, employee digital-literacy enhancement, and organizational-culture strengthening to improve operational efficiency, accelerate ATM service recovery, strengthen coordination, and maintain sustainable organizational performance.

CONCLUSION

This study concludes that digital leadership, digital literacy, and organizational culture significantly and positively influence employee performance at PT. Guna Cipta Sinergi, both individually and simultaneously. Digital leadership demonstrates a significant positive effect on employee performance, indicating that clear digital vision, technology-oriented direction, data-based decision-making, and employee empowerment contribute to improved work outcomes. Digital literacy also has a significant positive effect, demonstrating that employees' ability to operate digital technologies, access information, communicate digitally, maintain digital security, and solve technology-related problems supports more effective and productive work. Likewise, organizational culture significantly contributes to employee performance through an environment that encourages innovation, collaboration, learning, and adaptability.

The simultaneous test further confirms that these three factors constitute an integrated set of organizational capabilities in supporting employee performance. The F-statistic of 78.412 ($p < 0.001$) confirms their joint significance, while the Adjusted R^2 of

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0.681 indicates that 68.1% of the variation in employee performance can be explained by digital leadership, digital literacy, and organizational culture. From a theoretical perspective, the findings support the integration of the Resource-Based View (RBV) and Dynamic Capabilities Theory (DCT). Digital leadership and organizational culture represent strategic organizational resources, while digital literacy strengthens employees' capacity to sense and seize technological changes and opportunities.

Practically, the findings indicate that digital transformation at PT. Guna Cipta Sinergi should be managed through a simultaneous and integrated approach rather than focusing on technology alone. Management should strengthen digital leadership through leadership development and data-based decision-making, improve employee digital literacy through continuous training and competency development, and reinforce an organizational culture that supports innovation, collaboration, learning, and adaptability. The integration of these three dimensions can support faster technical problem-solving, more effective coordination, improved service quality, and sustainable employee and organizational performance in the increasingly digital ATM service industry.

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