

THE EFFECT OF DIGITAL LEADERSHIP, HUMAN RESOURCE DEVELOPMENT, AND ORGANIZATIONAL SUPPORT ON EMPLOYEE PERFORMANCE AT PT. LEADERS WORLD

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ABSTRACT

The purpose of this study was to determine the influence of digital leadership, human resource development, and organizational support on employee performance at PT. Leaders World. The population in this study was all 900 permanent employees of PT. Leaders World, with a sample size of 80 respondents. The sampling technique used was purposive sampling. The data analysis technique used was multiple linear regression : $Y = 0,024 + 0,318 X_1 + 0,335 X_2 + 0,175 X_3 + 1,217$, this means that if digital leadership, human resource development, and organizational support increase, employee performance will also increase. The results of the study show that by simultaneously comparing the Fhitung and Ftabel values, it is known that the Ftabel value is $260.472 > 3.117$ and it can be concluded that digital leadership, human resource development, and organizational support have a significant effect on employee performance at PT. Leaders World. Based on the partial test, it is known that digital leadership has a positive and significant effect on employee performance at PT. Leaders World with a sig value of $0,001 < \alpha (0,05)$, human resource development has a positive and significant effect on employee performance at PT. Leaders World with a sig value of $0,000 < \alpha (0,05)$, and organizational support has a positive and significant effect on employee performance at PT. Leaders World with a sig value of $0,049 < \alpha (0,05)$.

Key words: Influence of Digital Leadership, Human Resource Development, Organizational Support, Employee Performance.

INTRODUCTION

Human resources are a key asset in an organization and play an important role in determining the success of achieving goals. Employees who work well and perform at a high level will help the organization achieve its goals and targets. Poor employee performance undermines productivity, prevents companies from reaching their goals, and erodes organizational competitiveness. Managers thus prioritize initiatives that boost employee performance. Multiple factors shape employee performance, such as digital leadership, human resource development, and organizational support. These elements interact and strongly affect the quality and outcomes of employees' work. Organizations often fail to implement these factors effectively, and PT. Leaders World offers a clear example. This garment industry firm struggles with employee performance that falls short of its targets.

Some of the phenomena found in the field include the suboptimal implementation of digital leadership, where some leaders still use conventional leadership styles, resulting in the ineffective use of technology in work processes. As a result, communication and coordination between departments are often hampered. There are also issues related to limited human resource development programs, where employees do not have full access to technology-based training or soft skills improvement, resulting in competencies that are not in line with the demands of modern business, where organizational support is perceived as less than optimal. Some employees feel that the company's appreciation and attention to their welfare is not balanced with their workload, which affects their work motivation.

This situation affects employee performance in concrete ways. Employees frequently delay work completion, miss targets consistently, and show varying motivation levels. Such outcomes reveal a clear mismatch between company expectations and actual employee results. This gap underscores the need for research titled "The Influence of Digital Leadership, Human Resource Development, and Organizational Support on Employee Performance at PT. Leaders World." Researchers pursue this study to identify key performance drivers. The findings will map these influences and offer the company practical strategies to strengthen human resource management amid digital transformation.

METHOD

This research applies a quantitative descriptive approach (Sugiyono, 2018:147). This design focuses on describing existing phenomena by converting observable conditions within specific groups, objects, or systems into measurable numerical data suitable for statistical analysis. The approach supports the objective of presenting

a systematic and accurate depiction of organizational conditions without introducing experimental manipulation. The study targets 900 permanent employees of PT. Leaders World as its population. From this group, the researchers selected 80 respondents using purposive sampling to ensure that participants met criteria aligned with the research objectives. Data were gathered through a structured questionnaire as the primary instrument. Each statement utilized a five point Likert scale from 1 to 5 to measure respondents' perceptions in a consistent and quantifiable manner.

The study applies several statistical procedures to ensure the robustness and credibility of the findings. These procedures include validity testing, reliability testing, multiple linear regression analysis, hypothesis testing, and the calculation of the coefficient of determination. The validity test uses SPSS version 25 to examine the correlation between each questionnaire item score and the total construct score. Specifically, the analysis employs the Pearson Correlation Coefficient at a 5 percent significance level. The researcher compares the calculated r value with the critical r table value at degrees of freedom equal to n minus 2 to determine whether each item meets the required validity threshold.

The study evaluated reliability by calculating Cronbach's alpha for each construct. A coefficient exceeding 0.6 indicates acceptable reliability and demonstrates adequate internal consistency among the measurement items. This procedure ensures that the instrument produces stable and consistent measurements that accurately capture the intended constructs.

To test the relationships among variables, the study applied multiple linear regression using the model $Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$. The t test assessed the partial effect of each independent variable on the dependent variable. The hypothesis was accepted when the significance value fell below 0.05 and rejected when it exceeded 0.05, following Sugiyono (2018). The F test evaluated the joint influence of all independent variables on the dependent variable.

The analysis also included the coefficient of determination to examine the explanatory strength of the model. The R squared value ranges between 0 and 1, with higher values indicating stronger predictive capacity of the independent variables in explaining variations in the dependent variable.

RESULTS AND DISCUSSION

The validity test results for the variables Digital Leadership (X_1), Human Resource Development (X_2), and Organizational Support (X_3) show that all statement items have calculated r -values ranging from 0.926 to 0.977, which are higher than the r -table value of 0.2199. In addition, all items have a significance value of 0.000. Since each calculated r -value exceeds the r -table value and the significance level is below 0.05, all questionnaire items for the three variables are declared valid. These results indicate that the statements used in this study are appropriate and capable of accurately measuring the intended variables.

The reliability test results indicate that all research variables have Cronbach's Alpha values exceeding the significance threshold of 0.6. The Digital Leadership variable (X_1) has a Cronbach's Alpha value of 0.987, Human Resource Development (X_2) has 0.991, Organizational Support (X_3) has 0.992, and Employee Performance (Y) has 0.984. Since all Cronbach's Alpha values are greater than 0.6, each variable demonstrates strong internal consistency and is considered reliable.

The results of the multiple linear regression analysis produced the following equation:
 $Y = 0.024 + 0.318X_1 + 0.335X_2 + 0.175X_3 + 1.217$.

The regression results show that Digital Leadership (X_1), Human Resource Development (X_2), and Organizational Support (X_3) each have positive coefficients, indicating that all three variables positively influence Employee Performance (Y).

The constant value of 0.024 represents the baseline level of employee performance when all independent variables equal zero. Digital Leadership has a coefficient of 0.318, which means that a one unit increase in digital leadership increases employee performance by 0.318, holding other variables constant. Human Resource Development shows the largest coefficient at 0.335, indicating the strongest contribution to performance. Organizational Support has a coefficient of 0.175, suggesting a positive but relatively smaller effect. Overall, the findings confirm that improvements in digital leadership, human resource development, and organizational support correspond with higher employee performance.

The t -test results show that digital leadership has a significance value of 0.001, human resource development has 0.000, and organizational support has 0.049. Since all significance values are below 0.05, H_0 is rejected and H_a is accepted for each variable. This means that digital leadership, human resource development, and organizational support each have a significant partial effect on employee performance at PT. Leaders World.

The F -test result shows a significance value of 0.000, which is lower than 0.05. This indicates that digital leadership, human resource development, and organizational support simultaneously have a significant effect on employee performance at PT. Leaders World.

The Adjusted R Square value of 0.908 indicates that 90.8% of the variation in employee performance can be explained by digital leadership, human resource development, and organizational support. The remaining

9.2% is influenced by other factors not examined in this study, such as work motivation, compensation, organizational culture, and individual characteristics including experience and expertise.

Based on the results of the above study on the effect of digital leadership on employee performance, a sig value of $0.001 < \alpha 0.05$ and a regression coefficient value of 0.318 were obtained. The hypothesis testing results lead to the rejection of H_0 and the acceptance of H_a , indicating that digital leadership exerts a positive and statistically significant effect on employee performance. The results indicate that stronger digital leadership corresponds with higher employee performance. When organizations reinforce digital leadership practices, they create conditions that support improved productivity and more effective work outcomes. These findings are consistent with Halimah Nursiva, Ade Sudarma, and Leonita Siwiyanti (2024), who identify a significant association between digital leadership and employee performance. Their study shows that leaders who integrate technology into operational processes, maintain transparent communication, and develop employees' digital capabilities can enhance morale and increase overall productivity.

Based on the results of the above study on the effect of human resource development on employee performance, a sig value of $0.000 < \alpha 0.05$ and a regression coefficient value of 0.335 were obtained. The statistical results lead to the rejection of H_0 and the acceptance of H_a , indicating that human resource development exerts a positive and significant influence on employee performance. This finding implies that improvements in training, skill enhancement, and employee development programs correspond with higher levels of performance. These results are consistent with Sri Yati Mutiara, Harlen, and Gatot Wijayanto (2023), who also report that human resource development significantly improves employee performance.

Based on the results of the above study on the effect of organizational support on employee performance, a sig value of $0.049 < \alpha 0.05$ and a regression coefficient value of 0.175 were obtained. These results indicate that H_0 is rejected and H_a is accepted; in other words, organizational support has a positive and significant effect on employee performance. The results of this study are also in line with the opinions of Sri Yati Mutiara, Harlen, and Gatot Wijayanto (2023), who stated that organizational support has a significant effect on employee performance.

Based on the results of the linear regression equation: $Y = 0.024 + 0.318 X_1 + 0.335 X_2 + 0.175 X_3 + 1.217$, the results of this equation show that all X variables (digital leadership, human resource development, and organizational support) have positive coefficients, meaning that all independent variables have a direct influence on the Y variable (employee performance). This finding aligns with prior empirical evidence. Halimah Nursiva, Ade Sudarma, and Leonita Siwiyanti (2024) report that digital leadership exerts a positive and statistically significant effect on employee performance. Their results reinforce the argument that leadership practices oriented toward digital integration contribute meaningfully to improved individual outcomes within organizations. The results also accord with the study conducted by Sri Yati Mutiara, Harlen, and Gatot Wijayanto (2023), who demonstrate that human resource development and organizational support significantly influence employee performance. Together, these studies provide convergent evidence that leadership orientation, systematic employee development, and supportive organizational structures jointly shape performance effectiveness.

CONCLUSION

Based on the study entitled "The Influence of Digital Leadership, Human Resource Development, and Organizational Support on Employee Performance at PT. Leaders World," several conclusions can be formulated.

First, digital leadership exerts a positive and significant partial effect on employee performance, as indicated by a significance value of 0.001, which is below 0.05. Second, human resource development also demonstrates a positive and significant partial influence, with a significance value of 0.000 below 0.05. Third, organizational support shows a positive and significant partial effect on employee performance, supported by a significance value of 0.049 below 0.05.

Simultaneously, digital leadership, human resource development, and organizational support jointly influence employee performance at PT. Leaders World. The regression equation $Y = 0.024 + 0.318X_1 + 0.335X_2 + 0.175X_3 + 1.217$ indicates that improvements in these three variables correspond with higher levels of employee performance. Thus, more effective implementation of digital leadership, structured human resource development, and strong organizational support contributes to enhanced performance outcomes within the company.

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