

The Role of Digital Transformation in Improving Employee Performance

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ABSTRACT

This study aims to determine the effects and ramifications of the digital transformation on worker performance and skill sets at Port Services Business Sector 2 Cirebon. The results of this study demonstrate that elements including digital transformation and motivation, ability, knowledge, and competence, as well as quantitative research methodologies and Structural Equation Modeling (SEM), have a favorable and substantial influence on employee performance. Enhancing employee performance also depends on a number of other factors, including training, information technology, knowledge management, innovation, and creativity, as well as efficient use of resources, work cultures, teamwork, and employee empowerment. Workers at this organization are seen to be able to collaborate well and finish assignments on time and responsibly. This study suggests that in addition to designing and implementing successful digital transformation plans, executives and decision-makers should also better grasp the roles that organizational culture and leadership play in facilitating digital transformation.

Keywords: Digital Transformation; Employee Engagement; Employee Performance; Leadership; Organizational Culture

INTRODUCTION

The digital revolution of today has a big influence on an organization's workforce performance and skill set. According to Suciaji et al. (2023), an organization's ability to innovate in its operational performance will be greatly enhanced by digital transformation. Employees in this period of transition that is pushing businesses toward digitalization are expected to perform well and acquire new skills and abilities in line with current trends and technological advancements. According to Shwedeh et al. (2023), an organization's digital transformation has a big impact on employee performance, which also affects productivity. Employees may concentrate on high-value work by streamlining procedures through automation using digital tools thanks to digital transformation. Increased employee productivity also impacts the company's overall operational effectiveness, by speeding up work processes, optimizing the use of resources, and improving output quality. This leads to increased competitiveness in an increasingly competitive market. In addition, by reducing errors and improving accuracy in work, digital transformation can also improve customer satisfaction and company reputation. Over time, the efficiency continuously improved through digital transformation can open up opportunities for further innovation development and sustainable growth for the company.

To enable digital transformation and boost employee performance, corporate culture and leadership are crucial (Suciaji et al., 2023). A corporate culture that encourages and enhances individual work discipline, along with conducive leadership, can enable better contributions from employees through peak performance (Wijono, 2018). As long as current technology supports the digital transformation that businesses are undergoing, it will continue, and this will significantly affect innovation in the operational performance of the business. Employees' creativity and experience are vital to the organization's achievement of its vision and purpose. When combined with their commitment, ambition, and inventive ideas and solutions, they may propel an organization toward success. Through active employee participation, employees are not only recipients of digital transformation but also contributors who play a role in effectively implementing the change at all levels of the organization.

The adoption of paperless or e-office practices is one example of the new cultural shifts brought about by the revolution of digital technologies in businesses (Hawa & Salomo, 2020). The limits of conventional administrative procedures that use paper and ink are the reason for this change. By addressing the problems with traditional manual administration systems, the adoption of paperless ways offers businesses new value. Employee performance is shifting due to digital technology, with employees depending more on complex, automated computer systems. Performance management, training management, HR planning, HR development, job analysis selection, work productivity, and HR management in digital-based businesses are just a few of the topics that are included in this digital revolution. Digital transformation also involves the integration of technology in various aspects of company operations, including the use of digital platforms for communication and collaboration, the implementation of integrated information management systems for employee data management and business processes, and the use of data analysis tools to make more effective and efficient decisions. As such, digital transformation not only affects the way employees work, but also encompasses an evolution in the systems and processes that form the basis of a company's overall operations. This demands the adoption of advanced technologies and a shift in work paradigms that are more open to innovation and change.

Business sector 2: Port services Among the businesses utilizing digital transformation is Cirebon, which makes use of a number of apps, including Phinnisi, SAP, Portaverse, and PEO. Stakeholders and the business itself both gain from this digital revolution.

According to Swedeh, et al. (2023), Organizational digital transformation can create a culture that positively influences performance by encouraging greater divisional and employee communication. (1) Employees at Port Services Business Sector 2 Cirebon have good digital abilities, according to the results of the pre-questionnaire. 25% strongly agree, 75% agree, and (2) staff members are always fast to seize possibilities. 12.5% disagree, 50% agree, 37.5% strongly agree, and (3) workers have experienced the advantages of digital investment. 25% strongly agree, and 75% agree. It is evident that the majority of workers believe they have strong digital abilities, react quickly to possibilities, and have personally benefited from investments in the digital industry. This indicates that most workers are happy with the digital transformation that has been put in place. With these solutions, Port Services Business Sector 2 Cirebon is able to increase individual employee performance, which eventually has an impact on overall organizational performance. Additionally, this fits with the government's plan to modernize ports and maximize state revenue.

Prior studies have been done on how the digital transition affects worker performance by Westerman et al. (2011) and Shwedeh et al. (2023). Westerman et al. (2011) found that an organization's business models, customer experience, and operational procedures are the three key areas that the digital transformation process can affect. According to his research's findings, organizational culture, income, and operational efficiency can all be improved by digital transformation. Meanwhile, Shwedeh et al. (2023) stated that the impact of digital transformation on employee performance inside a firm is significant. They emphasize how workers may concentrate on high-value tasks, streamline procedures with automation, and boost output with digital transformation. The study's findings demonstrate how digital transformation can significantly boost worker productivity and performance.

This research will emphasize the role of employees in the context of digital transformation with the aim of identifying how they respond to changes caused by digital transformation and how such adaptation affects their performance in the digital era. In the face of the current era of change, it is important for employees to acquire new skills and competencies that match the evolution of technology and prevailing trends. Organizational performance is highly dependent on human capital performance, which underscores the importance of employees adapting to digital transformation to achieve optimal performance levels. This involves the critical role of leadership in promoting an organizational culture that is open to change, where mistakes are seen as opportunities to learn and grow. In addition, collaboration between departments and work teams is also key in optimizing the potential of digital transformation, as it enables the exchange of ideas and best practices in the face of complex and rapid change. It is also important to create effective feedback mechanisms between management and employees so that employees feel heard and valued for their contributions and the changes they face. Thus, organizations can create an environment where employees feel motivated to be actively involved in the digital transformation process, thus creating optimal and sustainable performance for the organization as a whole (Basamalah et al, 2019).

Therefore, this research is important to conduct because it addresses the impact and implications of digital transformation on employee performance and skills in an organization. By understanding how digital transformation affects these aspects, we can find the right strategies and steps to support employees in dealing with technological changes and evolving trends. This research can also provide valuable insights for leaders and decision-makers in designing and implementing effective digital transformation strategies. In addition, this research can contribute to understanding how organizational culture and leadership can play an important role in supporting digital transformation and improving employee performance. Thus, this research has great

relevance in the context of the current digital era and can provide valuable direction for future organizational development.

LITERATURE REVIEW

Digital Transformation

A company's internal shift toward digital technology advancements with the goal of producing added value more suitable for accomplishing organizational objectives is known as "digital transformation". According to Westerman et al. (2011), digital transformation is the application of technology to enhance an organization's performance and reach through innovative approaches that can alter value propositions, consumer interactions, and internal business procedures. In addition, according to Lee et al. (2022), digital transformation refers to the process of incorporating digital technology into every facet of the organization, altering its operational procedures, and offering customers added value. Companies can take the following actions to begin the digital transformation process: (1) Planning and assessment to create a digital transformation strategy by evaluating the needs and objectives of the organization; (2) Assembling a group of people with pertinent digital experience; (3) Gathering and evaluating data to support transformation choices; and (4) Technology implementation to support business processes, choose and put into practice the right technology.

Applying digital solutions for product and process innovation, such as machine learning, digital platforms, and advanced business analytics, is another aspect of digital transformation. Businesses that use digital solutions have to gather and process different kinds of outside information, which means they need new knowledge management systems to handle more complicated and extensive data. Through digital transformation, businesses can increase their capacity for collaboration, enhance coordination and communication both internally and externally, and make optimal use of emerging digital technology. This keeps businesses competitive in a more dynamic and competitive business climate, especially MSMEs (Prakoso et al., 2023).

Digital transformation, then, is an evolutionary process or a confluence of advancements in digital technology that leads to modifications in an organization's ecology, position, procedures, structure, and values. Effective use of digital technology can enhance business performance.

With organizational culture and leadership playing a supportive role, digital transformation is recognized as a critical factor impacting worker productivity and performance in firms. Employees can concentrate on high-value work by employing digital technologies to automate monotonous tasks as part of the digital transformation. This aids in boosting worker productivity and efficiency so that tasks can be finished more quickly, accurately, and well overall. Supporting digital transformation to boost employee performance requires strong leadership and a positive company culture. The digital transformation process can enhance employee performance to a greater extent when organizational culture and leadership roles are executed well. Therefore, in addition to having the right technology, digital transformation also needs strong leadership, an innovative organizational culture, and an open and flexible work environment. According to earlier studies, regulatory changes, shifts in the competitive environment, an industry's transition to a digital format, and adjustments in customer expectations and behavior are what propel digital transformation. In addition to these four elements, there are additional elements that are connected to the four elements that might promote digital transformation, specifically digital capabilities, wherein digital capabilities play a part. An organization needs the appropriate culture, mindset, and skill set in order to implement digital transformation. Digitally oriented. Organizations will be

able to employ digital technology to support performance by putting these three ideas into practice. Digital technology follows, with the goal of facilitating an organization's digital transformation. This is among the elements that are impacted by digital technology. When a business uses technology effectively, its human resources might become proficient in using digital technology. In this instance, knowing how to use it and being able to integrate it with an organization's current procedures can become essential components of day-to-day operations. One of the catalysts for the creation of opportunities that businesses can take advantage of is digital technology. One or more components, including the business model, operational model, customer experience, and others, will alter as a result of this opportunity.

One potential benefit of digital technology is that it might generate new value for the business. The effects of corporate digital transformation on the responsibilities and competencies of employees. Research conducted by Indriyani et al. (2023) showed that Employee performance and skill levels were significantly impacted by the digital transition. Employee emphasis on high-value work, process simplification through automation, and task completion efficiency are all made possible by digital transformation. Employees must acquire new skills and abilities that meet the demands of the company as a result of the digital transformation since they are expected to be able to keep up with the latest technology advancements and trends. In addition, employee behavior at work is impacted by digital transformation, which boosts output by streamlining procedures and utilizing digital technologies. The majority of employees believe they have strong digital abilities, are quick to seize chances, and have reaped the rewards of making investments in the digital sector, according to research on the variable of digital transformation. This indicates that most workers are happy with the digital transformation that has been put in place. By means of these apps, Port Services Business Sector 2 Cirebon can enhance the performance of individual employees, hence bearing on the entire performance of the firm. This ability not only allows them to operate digital applications used in the work environment but also to understand and master various digital tools and platforms used to increase productivity and efficiency. In addition, the results also show that employees at PT Pelindo Regional 2 Cirebon have the ability to respond quickly to new opportunities.

This indicates that digital transformation not only results in improvements in technology skills but also in responsiveness to change and innovation. Employees who have the ability to respond quickly to change have a huge competitive advantage in today's fast-changing business environment. Furthermore, the research shows that most employees benefit from the investments made in digital. With digital applications such as PEO, Portaverse, SAP, and Phinnisi, employees can see the positive impact of using digital technology in their daily work. The use of these apps has helped improve efficiency and productivity in various aspects of the company's operations, from performance management to human resource management. Furthermore, the impact of this digital transformation is not only limited to improving individual employee performance but also impacts the performance of the organization as a whole. With the digital applications that have been implemented, PT Pelindo Regional 2 Cirebon can optimize its operational processes, increase efficiency, and reduce errors. This in turn will help improve the overall performance of the company and ensure that they remain competitive in an ever-changing industry.

Thus, it can be concluded that digital transformation has been well received by most employees at PT Pelindo Regional 2 Cirebon. With the investments made in digital and the implementation of relevant digital applications, the company has managed to improve the skills, responsiveness, and overall performance of its employees. This confirms the

importance of digital transformation in improving the competitiveness and performance of companies in this digital era.

Employee Engagement

The accomplishment of each individual employee in finishing their work according to the quality, quantity, skill, and will they possess is known as employee performance. According to Tawas (2022), employee performance can be defined as the level of effort that an employee demonstrates in carrying out the duties that are allocated to him and the outcomes that an individual or group within an organization achieves in a specific amount of time. The degree to which job requirements are met is another aspect of employee performance; if a person performs well, this will positively affect the caliber of their work. Performance characteristics of employees include independence, quantity over time, quality, and effectiveness. An organization's performance determines whether its aims are achieved or not. According to Sinambela (2016), Balance theory, which demonstrates optimal performance when people receive fair and acceptable advantages at work, is implemented in performance. Employee performance can serve as a benchmark for an individual's accomplishments, which can be assessed using the organization's standards and criteria. Formal, organized assessments that take into account behavior, job requirements, and outcomes—such as employee absences—are required for measuring performance (Basamalah et al., 2019).

The goal of managing high-scoring employees' performance is to enhance the organization as a whole. According to Sutarto in Manunggal (2020), performance is the end product of an employee's quantity and quality of work, or an individual's ability to carry out tasks in line with the responsibilities assigned to achieve organizational goals in a way that complies with the law, morality, and ethics established by the organization. The degree of success and output that an employee achieves in doing their job within a given time frame is referred to as employee performance. This can be assessed by looking at how well the worker meets predetermined goals, how well they perform their jobs effectively and efficiently, and how much of a contribution they make to the company's objectives (Sari, 2023).

The following metrics can be used to gauge the success of an organization: independence, effectiveness, timeliness, quantity, and quality. Quality is defined as work completed when completing a task that is almost flawless, complies with an organization's task quality requirements, or achieves the objectives set out by the organization. For the purpose of assessing employee performance, it is crucial that the job be nearly flawless and meet the requirements for duties assigned by the organization. The idea of quality can be utilized as a metric to assess how well workers are able to meet the objectives set out by the company on the outcomes of their labor. Work results are measured in terms of quantity, which is evident in the volume of work that employees generate and finish. Employee productivity and efficiency can be evaluated by focusing on the amount of work that employees generate. This approach can also be used to measure the degree to which workers are able to meet pre-established production goals. The ability to finish work within the allotted time and optimize free time for other activities is the next quality of a timely employee. This demonstrates how crucial productivity and efficiency are to completing daily chores. Workers who can complete tasks quickly and effectively will have a beneficial impact on the accomplishment of corporate objectives. Since each person in an organization is able to use the resources that are already available to them in an efficient manner, effectiveness is another indicator that can be used to gauge the performance of the business in terms of its vision and mission. The final one is independence, wherein all organizations want their staff members to be able to operate both independently and collaboratively in order to foster a culture of mutual respect and good intentions.

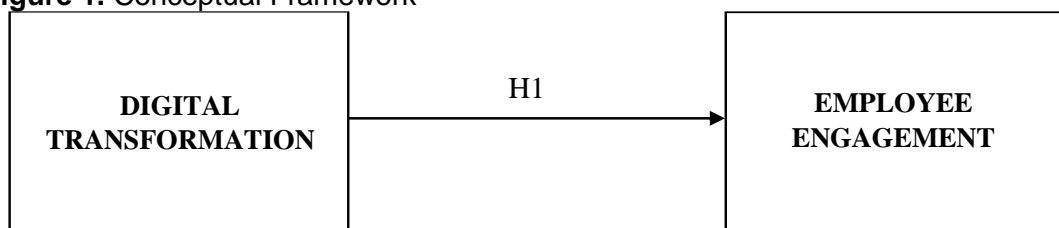
Research conducted by Pradana et al. (2022) demonstrates that these elements significantly and favorably affect worker performance. Aside from that, other elements that affect employee performance in a business include motivation, aptitude, knowledge, and experience. Employee performance is significantly impacted by digital transformation as well because it frees up workers to concentrate on high-value tasks and increases productivity through process automation. According to the findings of studies on employee performance, a company's ability to improve employee performance can be attributed to a variety of factors, including training, information technology, knowledge management, innovation, and creativity, as well as efficient use of resources, work culture, teamwork, and employee empowerment. Having enough amenities might also help employees perform better. Aside from that, employee responses indicated that overall, job performance at Port Services Business Sector 2 Cirebon was good, with the majority of respondents agreeing or strongly agreeing with their ability to collaborate with others and finish projects responsibly and on schedule.

A solid work team is also an influential factor in improving employee performance. Good collaboration and teamwork allow employees to support each other, share knowledge, and achieve common goals more effectively. In addition, employee empowerment through training and development is also important in improving performance. When employees are given the opportunity to improve their skills through training and development, they become more competent in doing their jobs and facing complex challenges. Information technology also plays an important role in improving employee performance. With advanced and integrated information systems in place, employees can access relevant information quickly, manage their tasks more efficiently, and communicate with colleagues more effectively. Good knowledge management also helps employees to access and use information better, which in turn improves their performance.

Innovation and creativity are also important factors in improving employee performance. When employees are encouraged to think outside the box and find innovative solutions to problems, they tend to be more productive and efficient in their work. In addition, the provision of adequate facilities can also improve employee performance. Good and comfortable facilities can help improve employee well-being and motivate them to perform better.

In this study, the conceptual framework can be described as follows:

Figure 1. Conceptual Framework



This conceptual framework presents four theories to assess and characterize the effect of digital transformation on employee engagement. The four theories are as follows:

H1: The impact of digital transformation on employee engagement.

RESEARCH METHOD

This study employed a quantitative research methodology. This quantitative research approach, which is founded on positivism, is employed in studies on particular populations and samples (Sugiyono, 2019). To test hypotheses, statistical methods are used for both data gathering and analysis. In this study, operational variables are employed to examine and report on an observed phenomenon (Iba & Wardana, 2023). The process of breaking down the variables in the research topic into their smallest components so that they can be readily measured and categorized is known as operational variable decomposition. Following the collection of the necessary data, data analysis methods are used (Indrawati, 2015). This study employed simple linear regression, verification, and descriptive analysis as data analytic methods. There is only one independent variable and one dependent variable when using simple linear regression. This method's objective is to anticipate or predict the value of the dependent variable, which is an infinite variable influenced by the independent variable (Siregar, 2017). In order to analyze the data analysis results and draw inferences from the research, data analysis seeks to address the formulation of problems and hypotheses that have been put out (Sugiyono, 2019).

RESULTS

The research findings highlighted the importance of creativity and the availability of adequate facilities to enhance employee performance at PT Pelindo Regional 2 Cirebon. Employees were noted to possess strong collaboration skills, completing tasks responsibly and on time. The implementation of digital transformation within the company was found to bring significant benefits to employees, with most feeling confident in their digital skills and ability to adapt to technological changes efficiently. A supportive work culture that encourages innovation and collaboration was identified as crucial in helping employees adapt to digital transformation. This culture allowed for the sharing of knowledge and experiences among coworkers, fostering a dynamic and results-driven work environment. The success of digital transformation was also attributed to the proactive role of company management in providing necessary training and resources to enhance employees' digital skills. Investment in technology infrastructure further facilitated a smooth transition towards digitalization.

DISCUSSION

The discussion in this research focuses on the importance of encouraging innovation and continuous learning within organizations, particularly in the context of digital transformation. It emphasizes the establishment of internal learning communities, regular training, and reward programs to enhance employees' skills in digital technologies. The research concludes that fostering creativity, collaboration, and a commitment to learning and innovation are essential for achieving optimal performance in the digital era at PT Pelindo Regional 2 Cirebon.

CONCLUSION

In conclusion, creativity and the provision of adequate facilities play a crucial role in improving employee performance at PT Pelindo Regional 2 Cirebon. Employees in this company are considered to have good collaboration skills in the team, able to complete tasks with responsibility, and on time. In addition, the implementation of digital transformation in the company has brought significant benefits to employees. Most employees feel they have good digital skills, enabling them to adapt to technological

changes quickly and efficiently. They are also able to respond to new opportunities quickly, enabling the company to stay at the forefront of a rapidly changing industry.

The research also revealed that a work culture that supports innovation and collaboration plays an important role in facilitating employees' adaptation to digital transformation. Employees feel supported to experiment with new ideas and share knowledge and experiences with their coworkers. This creates a dynamic and results-oriented work environment, where employees feel motivated to be actively involved in the change process. Furthermore, it is important to note that the success of digital transformation also depends on the commitment from management to provide sufficient and supportive resources. Company management has played a proactive role in ensuring that employees have access to the necessary training and development to enhance their digital skills. In addition, investment in adequate technology infrastructure has also helped facilitate this change smoothly.

In this context, it is important to continuously encourage innovation and continuous learning at all levels of the organization. This can be done through the establishment of internal learning communities, regular training, and reward programs for achievements in the application of digital technologies. In this way, companies can ensure that they remain relevant and competitive in an ever-changing market, while ensuring that their employees have the necessary skills and knowledge to succeed in the digital age. Thus, it can be concluded that creativity, collaboration, and commitment to learning and innovation are the keys to achieving optimal performance at PT Pelindo Regional 2 Cirebon in this digital transformation era. With the support of strong management and an inclusive work culture, the company has successfully created an environment where employees can thrive and contribute to their full potential.

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DECLARATION OF CONFLICTING INTERESTS

The authors declared no potential conflicts of interest.

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