

ENHANCING EMPLOYEE PERFORMANCE THROUGH DIGITAL TRANSFORMATION, COMPETENCE, AND AGILITY: THE ROLE OF STRATEGIC LEADERSHIP AS A MODERATOR

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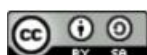
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ABSTRAK

Penelitian ini bertujuan untuk mengkaji secara konseptual kontribusi digital transformation, digital competence, dan organizational agility dalam meningkatkan employee performance, dengan strategic leadership sebagai variabel moderator. Model dikembangkan melalui metode literature review terhadap artikel ilmiah dari SINTA, Google Scholar, dan Scopus, terbitan 2018–2024. Hasil kajian menunjukkan bahwa digital transformation dan digital competence mempengaruhi organizational agility dan organizational agility meningkatkan kemampuan organisasi dalam beradaptasi terhadap perubahan. Selain itu, strategic leadership memperkuat pengaruh ketiga faktor tersebut terhadap employee performance. Temuan ini mengindikasikan adanya hubungan kuat antara pengembangan kapabilitas digital, agility organisasi, dan kepemimpinan strategis dalam membentuk kinerja SDM unggul. Namun, keterbatasan utama dari penelitian ini adalah sifatnya yang masih konseptual. Studi lanjutan disarankan untuk menguji model ini secara kuantitatif menggunakan pendekatan Structural Equation Modeling (SEM) lintas sektor industri serta melalui studi longitudinal untuk mengamati dinamika kapabilitas digital dan kepemimpinan dari waktu ke waktu.

ABSTRACT

This study aims to conceptually examine the contributions of digital transformation, digital competence, and organizational agility in enhancing employee performance, with strategic leadership as a moderating variable. The conceptual model was developed through a literature review of scholarly articles from SINTA, Google Scholar, and Scopus databases published between 2018 and 2024. The findings indicate that digital transformation and digital competence influence organizational agility and organizational agility enhances organizational adaptability to change. Furthermore, strategic leadership amplifies the effects of these three factors on employee performance. The study highlights a strong relationship between digital capabilities, organizational agility, strategic leadership, and superior employee performance. However, the main limitation of this research lies in its conceptual nature. Future studies are recommended to empirically test the model using quantitative methods such as Structural Equation Modeling (SEM) across various industry sectors, as well as conducting longitudinal studies to observe the long-term dynamics of digital capabilities and leadership.



INTRODUCTION

The trade war between the United States and China, which began under the Donald Trump administration, has become one of the major challenges for the global economy in recent years. Trump's high tariff policy on Chinese goods has triggered trade tensions that have impacted many multinational companies. Several analyses have shown that this trade war has worsened economic relations between the two countries and added uncertainty to the global market, which ultimately impacts investment decisions and international trade flows (DetikFinance, 2024,). In this context, companies around the world, including in Indonesia, need to adapt quickly by utilizing digital technology and improving the digital competence of employees in order to survive the uncertainty caused by protectionist policies. Trump's policies that have forced many companies to seek alternative sources of supply have encouraged companies to rely more on technology and digital transformation to maintain competitiveness (Kumparan, 2023).

In addition, the Russia-Ukraine war that has been going on since 2022 has also had a significant impact on the global economy. This conflict not only affects political stability but also disrupts the supply chain of energy and important commodities used in various industrial sectors (Kompas, 2024). This uncertainty encourages companies to increase organizational agility to be better prepared for major external shocks. In this situation, companies that have a flexible organizational structure and the ability to adapt quickly to market changes are more likely to survive. In addition, the Ukraine war has also accelerated digitalization in many industrial sectors as companies seek new ways to increase efficiency and reduce dependence on resources threatened by geopolitical instability (DetikFinance, 2024,). Corporate leaders who have strategic vision and adaptive leadership skills can guide organizations to stay focused on long-term goals despite major challenges (Kompas, 2023). The impact of the trade war between the United States and China, protectionist policies implemented by Trump, and geopolitical conflicts such as the Russia-Ukraine war, have had a significant impact on the operations and performance of companies around the world, including in Indonesia. Companies involved in international trade, both in the manufacturing and technology sectors, face severe challenges in terms of raw material supply, price fluctuations, and market uncertainty. Tensions between the world's two largest economic powers - the United States and China - have resulted in instability in the global market, affecting companies' business decisions, both in terms of investment, alliance strategy, and supply chain management (DetikFinance, 2024). The high tariff policy imposed by the United States on imported goods from China has worsened bilateral economic relations and increased production costs for multinational companies that rely on manufacturing in China or raw materials imported from that country (Kumparan,

2023)

The impact of this trade war has led to the need for companies to adjust their strategies and business models to survive market uncertainty. Several companies, such as those operating in the electronics and automotive sectors, have been forced to seek alternative sources of supply from other countries to reduce the impact of high tariffs (Kompas, 2024). These companies have begun to adopt digital technology to improve operational efficiency and accelerate digital transformation in order to maintain competitiveness in an increasingly fragmented market. In addition, the need to improve digital competence among employees is also a priority in order to be able to utilize new technologies effectively. In the face of this uncertainty, companies that have high organizational agility, namely the ability to adapt quickly to changing market conditions, are better able to reduce risks and optimize existing opportunities. For example, companies that have a flexible and responsive organizational structure can quickly shift to a digital-based business model, reduce dependence on international supplies, and respond more effectively to changes in protectionist policies (Kompas, 2024). On the other hand, the Russia-Ukraine war that has been going on since 2022 has also added to global economic uncertainty.

This conflict has disrupted the supply chain of energy and other important commodities, such as natural gas, oil, and wheat, which are vital raw materials for many industries (Kompas, 2024).. These energy price fluctuations put additional pressure on companies in the energy, manufacturing, and transportation sectors. For companies that depend on a stable energy supply, this tension forces them to seek alternative solutions, such as investing in renewable energy or increasing energy efficiency through technology (DetikFinance, 2024). Amid this uncertainty, companies that integrate digital strategies with their business models adapt faster and continue to optimize operations. By improving digital competence and organizational agility, companies can better face economic and geopolitical shocks. Strategic leadership is also key, because leaders who have a clear vision and high adaptability can lead organizations to stay focused on long-term goals, even when facing major challenges (Kompas, 2024) . In this context, concepts such as Digital Transformation, Digital Competence, Organizational Agility, and Strategic Leadership become very important in driving employee performance and organizational competitiveness (Fahmi, 2023; Raysharie et al., 2024).

Digital Transformation refers to strategic changes in organizational processes, systems, and culture through the comprehensive use of digital technology. This process not only focuses on the use of software and hardware, but also changes in the way of thinking in decision-making and customer service. According to (Juliana & Susanto. (2024), organizations that successfully digitize are able to increase internal efficiency and strengthen their response to global market dynamics. In addition, this transformation also reduces dependence on the global supply chain

which is disrupted by protectionist policies, such as in trade wars (Aprillianti et.al , 2024). Furthermore, Digital Competence is an individual's ability to understand, adapt, and implement digital technology in daily work activities. This competency includes technical skills, critical thinking skills, and digital collaboration. (Soffi, et al, 2024) explain that developing digital competencies drives productivity and innovation in the workplace. Companies that invest in digital training have been shown to be better prepared to face disruption, as found by (Wulandari & Saputra, 2022), because employees become more adaptive to new systems and changes in work procedures.

Meanwhile, Organizational Agility describes an organization's ability to adapt quickly to external and internal changes, including market pressures and technological developments. Organizational agility helps in maintaining operational agility and product innovation. Research by (Riduan & Firdaus (2024), shows that agile organizations are better able to survive in uncertain and fluctuating business environments. Such organizations are also more effective in managing risks and reorienting business strategies flexibly.

The role of leadership is also a major determinant in ensuring the success of organizational transformation. Strategic Leadership plays a role in directing the organization towards long-term goals by considering external dynamics. Strategic leaders are able to integrate digital vision into the transformation process and encourage an innovative culture that supports the acceleration of technology adoption. (Arifin,et. al , 2023) emphasize that leaders with a strategic approach can overcome resistance to change and build a responsive organizational structure. Research by (Tulungen et al, 2022) also revealed that the success of digitalization is largely determined by the leader's capacity to align business strategy with digital initiatives.

Overall, the combination of Digital Transformation, Digital Competence, Organizational Agility, and Strategic Leadership is the main foundation for organizations that want to remain relevant amidst global uncertainty.

Strategic use of digital technology, supported by competent human resources and visionary leadership, enables organizations to build resilience, efficiency, and sustainable competitive advantage (Rajagukguk & Suryanto, 2024). This study aims to build a comprehensive conceptual model of how Digital Transformation, Digital Competence, and Organizational Agility contribute to improving employee performance in the context of organizations facing rapid changes due to technological disruption and global dynamics such as trade wars. In addition, this study also explores the role of Strategic Leadership as a moderating variable that strengthens or weakens the influence of the three variables on employee performance.

Through this approach, this research is expected to provide theoretical

contributions to the strategic management and human resources literature, as well as provide practical guidance for organizational leaders in designing effective digital transformation strategies, developing employee digital competencies, and building agile organizations in the face of uncertainty.

THEORITICAL REVIEW

Digital Transformation

Digital transformation is the process of integrating digital technology into all aspects of an organization's operations to create added value, increase efficiency, and strengthen business competitiveness in the industrial era 4.0. This transformation includes the use of technologies such as cloud computing, artificial intelligence, and the Internet of Things in redesigning business processes and customer service models (Putri & Hariyanti, 2022). In addition, digital transformation requires changes in organizational culture and employee mindsets to be adaptive to technological changes. Not only as a technical innovation, digital transformation is also a strategic approach in responding to market dynamics and rapid global disruption, including pressures due to geopolitical conflicts and economic tensions between countries (Kurniawan, 2022). Therefore, digital transformation is not just a trend, but an urgent need for organizations to survive and thrive in an uncertain business environment.

The importance of digital transformation is reflected in its contribution to increasing internal efficiency, speed of decision-making, and better integration in the supply chain. (Miranti and Santosa (2024) showed that digital transformation has a positive influence on the exchange of information and integration of activities in the supply chain, thereby increasing the competitive advantage of the organization. However, the success of this transformation depends on several important antecedents, namely the readiness of technological infrastructure, strategic leadership support, a culture of innovation in the organization, and the development of employee digital competencies (Lestari & Priyono, 2022). Companies that are able to manage these aspects have a greater opportunity to optimize the benefits of digitalization. In addition, external environmental factors such as market uncertainty and the acceleration of global change also trigger the need for accelerated digital transformation.

Digital Competence

Digital Competence refers to an individual's ability to use digital technology effectively in the context of work, learning, and daily life. This competency includes digital literacy, understanding of technology applications, digital communication skills, and technology-based problem-solving skills (Susanti & Nugroho, 2023). In the modern world of work, digital competence is the main foundation in supporting

organizational productivity, innovation, and competitiveness. Dynamic changes in the business environment, such as the emergence of digital business models and market disruption, require every individual to have adaptive digital competencies (Wahyuni & Hardi, 2022). Therefore, developing this competency is no longer optional, but rather becomes the organization's main strategy in creating a workforce that is resilient and responsive to change.

The importance of digital competence also lies in its role in the success of the company's digital transformation program. A study by (Pratama and Lestari (2022) shows that the level of success of digitalizing business processes is greatly influenced by the digital readiness of the employees involved. Some important antecedents that encourage the formation of digital competence include continuous technology training, support from leaders, and the existence of a learning culture in the organization (Hasibuan et al., 2023). In addition, the younger generation of employees who are more familiar with digital technology have a higher tendency to develop this competence independently (Mulyani & Setyawan, 2024). In the current global context of uncertainty, digital competence is an important tool to survive competition and face external pressures, such as trade wars and international supply chain challenges.

Organization Agility

Organizational agility is defined as the ability of an organization to adaptively and quickly respond effectively to changes in the external and internal environment. In an era marked by digital disruption and global uncertainty, agile organizations are able to quickly take advantage of opportunities and mitigate risks more efficiently. According to (Pratiwi and Fitriani, 2022) organizational agility is influenced by a flexible organizational structure, openness to change, and transformative leadership. In addition, factors such as information technology and organizational culture that support learning are important supporters in creating an agile organization in facing dynamic market changes.

Organizational agility has also been shown to be positively correlated with organizational performance, especially in the context of innovation and response to customer needs. Research by (Putra and Handayani, 2021) revealed that companies with high levels of agility tend to be faster in making strategic decisions and innovating products. This is in line with the findings of (Widodo et al. (2020) which stated that agility can strengthen an organization's adaptive capabilities in facing global economic challenges, including market fluctuations and competitive pressures. Therefore, building organizational agility is one of the main priorities for organizations that want to survive and grow in a complex and uncertain business environment.

Strategic Leadership

Strategic leadership is essential in guiding organizations through internal and external changes. In the context of a business landscape marked by technological disruption and global uncertainty, strategic leadership helps organizations anticipate market changes and adapt quickly. According to Prasetyo et al. (2022), strategic leadership provides a vision that is aligned with the organization's long-term goals, while ensuring that short-term actions also support the overall strategy. In addition, strategic leaders play an important role in building a culture of innovation and agility within the organization, which is critical to addressing challenges such as geopolitical tensions and increasingly complex global economic shifts (Widodo & Kurniawan, 2021).

Amid global disruptions, such as trade wars and the COVID-19 pandemic, the role of strategic leadership becomes even more vital.

(Sulaiman & Yuliana (2023) argue that effective strategic leadership is not only about making high-level decisions, but also empowering employees to embrace change and increasing organizational resilience. Leaders who are able to navigate crises while remaining focused on the organization's strategic goals have a greater chance of achieving sustainable growth. As seen in the trade war between China and the United States, organizations led by strategic leaders are better able to mitigate risks and capitalize on emerging opportunities, further emphasizing the crucial role of leadership in an uncertain global economy (Arifin et al., 2021).

Employee Performance

Employee Performance is a measure of the extent to which an employee can carry out assigned tasks and responsibilities effectively and efficiently, in accordance with organizational goals. Employee performance is an important indicator in assessing the success of individuals and the organization as a whole. According to (Hidayat and Ramadhan (2022), employee performance is not only influenced by technical skills, but also by motivation, work environment, and managerial support. In the era of digital transformation and global competition, companies are required to maintain and improve employee performance in order to remain competitive. High performance reflects productivity, operational efficiency, and contribution to achieving the company's strategic goals (Siregar & Wahyuni, 2023).

Some important antecedents of employee performance include effective leadership, job satisfaction, competency development, and organizational support. A study by Lestari and Surya (2021) shows that structured training and technological support have a significant impact on increasing individual productivity. In addition, an organizational culture that encourages innovation and collaboration is also an important factor in shaping superior performance (Putri & Nugraha, 2022). In a broader context, such as global uncertainty due to trade wars or geopolitical crises, companies that are able to maintain employee performance through a strategic

approach will have an advantage in maintaining business continuity (Rahmawati & Fadli, 2023).

RESEARCH METHOD

This study uses a systematic literature review approach as the main method to explore, analyze, and synthesize previous research results relevant to key variables such as brand reputation, influencer marketing, organizational agility, strategic leadership, and business performance. The literature review approach allows researchers to develop a conceptual model based on verified academic evidence and identify gaps in research that have not been filled. Literature selection is carried out with inclusion criteria including national (SINTA) and international (Scopus, Google Scholar) indexed scientific journals, published in the last five years (2019–2024), and have direct relevance to the research theme. The analysis technique used is thematic analysis to identify patterns and relationships between variables which will then be arranged in a conceptual model.

Several studies support this approach, such as that conducted by Handayani and Sari (2020), which shows the effectiveness of literature reviews in designing a theoretical framework for strategic marketing. In addition, (Nurhadi & Lestari (2021) revealed that the application of systematic reviews in management research can provide a deeper understanding of the complexity of organizational variables. Research by Pratama and Yuliana (2023) also emphasizes the importance of integrating national and international literature to produce a contextual model but still based on a strong theoretical foundation. (Fitriani and Sembiring (2022) use a similar approach in designing a framework for MSME digital transformation research, which shows how literature reviews can be a tool for knowledge exploration and exploitation. In addition, (Azizah and Hidayat (2023) show that this method is effective in developing theoretical hypotheses for further quantitative research, especially in the fields of consumer behavior and organizational strategy.

RESULTS AND DISCUSSION

Digital Transformation and Organizational Agility

Research by (Hidayat et al. (2023) conducted in manufacturing companies in Jakarta shows that digital transformation has a positive effect on organizational agility. Using a sample of 200 employees from 10 manufacturing companies, this study identified a reciprocal relationship between the two variables, where increased organizational agility can accelerate the adoption of digital technology. This finding emphasizes the importance of technology adaptation to increase flexibility in operational processes and decision-making. Research by (Wahyudi and Indra ,2022)

conducted in the hotel sector in Bali also confirmed the same thing. With a sample of 150 employees from 8 hotels, the results of the study showed that digital transformation drives organizational agility, especially in dealing with disruptions due to the COVID-19 pandemic, and identified a mutually influential relationship between the two.

(Rani and Sulaiman (2021) in Bandung found that digital transformation increases organizational agility, especially in decision-making and adaptation to market changes. In this study involving 100 MSMEs, they also found a reciprocal relationship where higher agility helps the implementation of digital technology more effectively. Research by (Alfian et al. (2023) in the retail sector in Surabaya with a sample of 180 retail managers found that digital technologies such as e-commerce platforms and automation systems facilitate faster responses to market changes, which in turn increases organizational agility. This finding suggests that more agile organizations will find it easier to adopt and optimize digital technology. Finally, (Faisal and Simanjuntak, 2022), In their study in the financial services industry in Jakarta, involving 120 employees, found that digital transformation directly affects organizational agility, especially in accelerating operations and improving customer experience. This study also highlights a reciprocal relationship, where higher organizational agility facilitates the implementation and scalability of digital change.

Proposition 1: Digital Transformation has a positive influence on Organizational Agility

Digital Competence and Organizational Agility

Research in Indonesia shows that digital competence plays an important role in encouraging the formation of organizational agility, especially in the context of the world of work that continues to be digitalized. Research by (Wulandari and Saputra (2022) in the higher education sector in Yogyakarta used a quantitative method with a survey technique on 150 lecturers. The results showed that the digital competence of lecturers contributed significantly to the institution's ability to adapt quickly in the online learning process, marking a direct relationship between individual abilities in technology and institutional agility. In the government sector, (Hartati and Susilo (2021) conducted a study at a public service office in Surabaya using a mix method approach. With 80 respondents and in-depth interview support, this study found that the mastery of digital technology among staff had an impact on the speed of the organization's response to changes in regulations and the dynamics of public services.

Furthermore, (Putri and Hidayat (2023) studied MSMEs in the city of Malang using a quantitative approach to 120 business actors. This study revealed that business actors with high digital competence tend to be more adaptive to digital market fluctuations, which increases their business agility. (Suryani et al., 2020) in

their study in the health sector in Bandung using a survey method of 100 medical personnel, concluded that digital competence helps accelerate the adoption of new hospital information systems, which has an impact on increasing organizational flexibility in responding to patients and changes in operational procedures. Finally, Maulida and Tanjung (2023) conducted a qualitative study in a technology-based logistics company in Jakarta using a case study approach. Their findings showed that developing employee digital competence encourages the creation of more autonomous and collaborative teams, thereby strengthening organizational agility in solving real-time logistics challenges. These five studies emphasize that digital competence not only drives individual efficiency but also strengthens an agile organizational structure in dealing with rapid change.

Proposition.2: Digital Competence has a positive influence on Organizational Agility

Organizational Agility dan Business Performance

Research conducted in various sectors in Indonesia shows that organizational agility has a positive influence on employee performance, especially in a dynamic and uncertain work environment. A study by (Rachmawati & Hidayat (2021) in the banking sector in Jakarta used a quantitative method with a sample of 132 national private bank employees. The results showed that organizational agility in responding to market changes had a significant impact on individual productivity, especially in meeting daily work targets. Fauziah and Setiawan , 2022.) studied manufacturing companies in Bekasi using a quantitative-survey approach to 100 respondents, and found that the organization's ability to adjust work structures and processes also increased employee motivation and performance, especially in situations that demanded high efficiency. In the higher education sector, (Kurniawan & Sari , 2020) conducted research at a private university in Surabaya involving 90 lecturers and education staff. Their findings showed that institutional agility in responding to online education policies and digital administration systems had a positive impact on effectiveness and job satisfaction.

Meanwhile, (Hutapea and Ramadhan ,2023) studied digital startups in Bandung and found that an agile work environment characterized by open communication, decision decentralization, and flexible working hours increased individual initiative and task completion efficiency. Finally,(Pranata & Yuliani ,2021) studied the tourism sector in Bali and found that organizational agility in adjusting strategies during the Covid-19 pandemic was directly correlated with increased employee performance in guest service and KPI achievement. These results strengthen the argument that organizational agility not only has an impact at the strategic level but also directly improves employee performance in various sectors.

Preposition 3: Organizational Agility has a positive influence on Employee Performance

Strategic Leadership and Organizational Agility

Research on the role of Strategic Leadership as a moderator in the relationship between Organizational Agility and Employee Performance shows that strategic leadership strengthens the positive influence of organizational agility on employee performance. A study by (Wahyuni & Handoko, 2021) in the banking sector in Surabaya with a sample of 120 employees showed that Organizational Agility does not directly improve employee performance without a leadership role that is able to translate strategy into operational actions. This study uses a quantitative method with moderated regression analysis and proves that Strategic Leadership strengthens the influence of Organizational Agility on Employee Performance. (Ramadhan & Fitria, 2022) studied a logistics company in Jakarta with 102 respondents, and found that vision-oriented Strategic Leadership was able to create an agile work environment and strengthen employee commitment to performance targets.

In the education sector, (Herlina & Setiadi, 2023) conducted research at a private university in Bandung, using a quantitative-survey approach to 85 lecturers and administrative staff. The results showed that organizational agility contributed to performance, but the role of strategic leaders in creating long-term vision and collaborative decision-making strengthened the impact. (Situmorang & Wahyudi, 2021) conducted research in the manufacturing sector in Batam with a sample of 110 employees and concluded that Strategic Leadership mediates the dynamics of rapid organizational change on individual adaptation at work. Finally, Lestari and Kurniawan (2024) studied digital startups in Yogyakarta, and found that leaders with systemic thinking skills and a participatory approach can accelerate the agile transformation process and increase team productivity, which was analyzed using structural equation modeling (SEM). All of these studies show that the existence of Strategic Leadership strengthens the positive impact of Organizational Agility on increasing Employee Performance.

Preposition 4: Strategic Leadership moderates the effect of Organizational Agility on Employee Performance

Proposed Conceptual Model

Based on the results of the literature review and previous theoretical foundations, this study proposes an integrated conceptual model to explore the determinants that influence Employee Performance (EP) in the context of modern organizations. In this framework, Employee Performance (EP) is positioned as a dependent variable that is directly influenced by Digital Transformation (DT), Digital Competence (DC), and Organizational Agility (OA). The three variables interact dynamically, while Strategic Leadership (SL) plays a role as a moderating

variable that strengthens or weakens the influence of OA on EP. The relationship between variables in this model is formulated as follows:

$$EP = f (DT, DC, OA; SL \text{ as moderator})$$

where :

EP = Employee Performance

DT = Digital Transformation

DC = Digital Competence

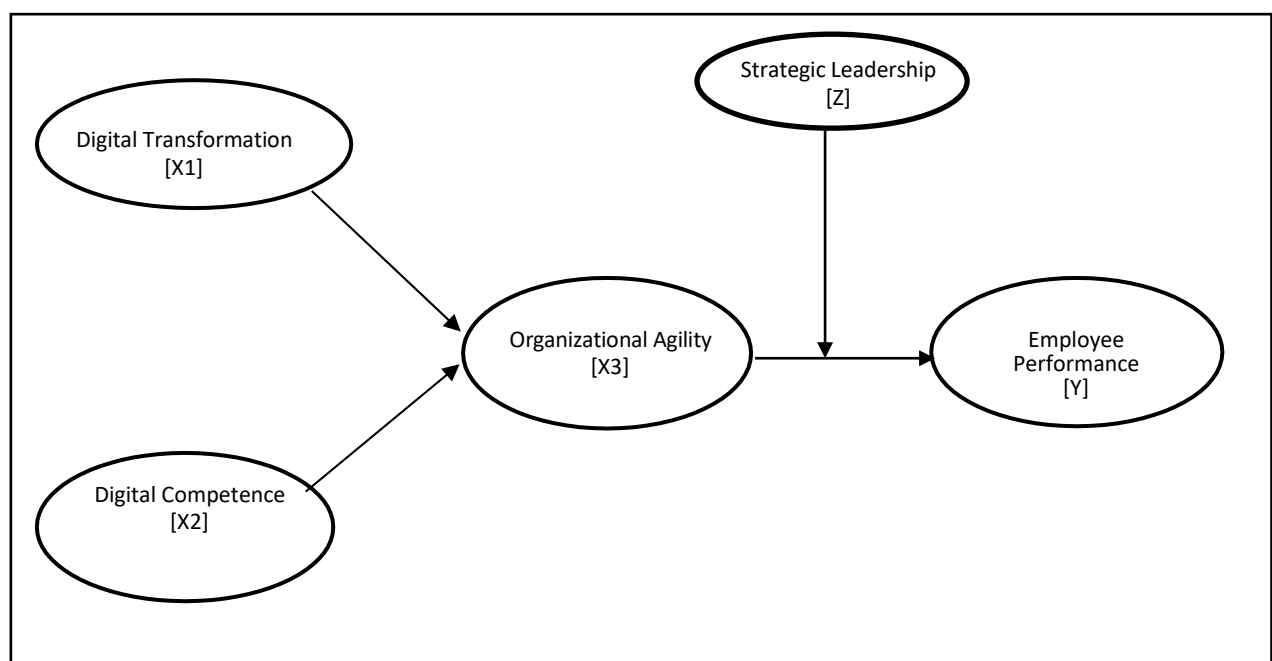
OA = Organizational Agility

SL = Strategic Leadership

EP = Employee Performance

The integrative model presented in Figure 1 is designed to provide a comprehensive perspective on how digital technology capabilities, individual digital competencies, and organizational agility can contribute to improving employee performance. Furthermore, this model highlights the importance of Strategic Leadership in ensuring that the transformation and adaptation undertaken by the organization can be effectively translated into individual performance, thereby generating sustainable competitive advantage amidst disruption and uncertainty in the global business environment.

Figure 1.
Proposed Conceptual Model



Source: Literature Review Findings

The conceptual model developed in this study emphasizes the importance of the role of strategic leadership in directing the process of transformation and adjustment of organizational strategy. Strategic leadership is not only tasked with

designing and realizing the company's long-term vision, but also functions as the main driver in aligning internal and external factors that contribute to improving employee performance (Employee Performance/EP). By maximizing the implementation of Digital Transformation (DT), improving the Digital Competence (DC) of the workforce, and strengthening Organizational Agility (OA), strategic leaders are able to anticipate the dynamics of market disruption, encourage innovation, and create adaptive competitive advantages in a rapidly changing and uncertain business environment. In addition, this model also emphasizes the central role of strategic leadership in supporting the process of change and adaptation of the organization as a whole. Strategic leaders not only ensure the achievement of long-term visions and missions, but also act as a liaison who synergizes the influence of external factors such as brand reputation (BR), influencer marketing (IM), and internal dynamics of the organization, including agility and operational structure. In this context, a visionary leader can navigate rapidly changing market challenges while simultaneously capitalizing on existing opportunities to sustainably strengthen the company's competitive position.

CONCLUSION AND RECOMMENDATION

Based on the research results, it can be concluded that digitalization, improving human resource competency, and organizational responsiveness to change are important factors in driving employee performance. Digital transformation facilitates work efficiency and effectiveness through technology, while strengthening individual competencies enables the achievement of more optimal work results. Organizational agility also plays an important role in building a work ecosystem that is responsive to changes in the external environment. Furthermore, strategic leadership has been shown to be a moderating factor that strengthens the relationship between the three main variables and employee performance. Leaders who are able to integrate strategic vision with adaptive implementation will be more effective in optimizing HR contributions amidst the ever-evolving dynamics of the organization.

As a follow-up to these findings, several practical recommendations can be put forward. First, organizations need to develop a systematic and sustainable digital transformation strategy, supported by infrastructure readiness and relevant digital training for all levels of employees. Second, competency development programs must be a top priority, including technical training and improving soft skills to support individual adaptability. Third, it is important for organizations to build an agile and collaborative work culture in order to deal with external changes quickly and appropriately. Fourth, strategic leadership capacity needs to be continuously strengthened through training, coaching, and exposure to market dynamics so that leaders are able to manage transformation more effectively.

Although this study provides significant theoretical and practical contributions, there are several limitations that need to be considered. First, the cross-sectional approach used limits the ability to capture the dynamics of causal relationships between variables over time. Second, the scope of the study is limited to a particular sector or type of organization which may affect the generalizability of the results to other industry contexts. Third, the use of only

one moderator variable, namely strategic leadership, opens up room for exploration of other variables that have the potential to play a significant role, such as organizational culture, job satisfaction, or intrinsic motivation. Therefore, future research is recommended to use a longitudinal approach, involve more diverse sectors, and examine additional variables in order to produce a more comprehensive and applicable understanding of organizational performance improvement

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