

Digital Leadership, Employee Competence, and Employee Performance in Private Companies: An Integrative Literature Review

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Abstract

Digital transformation has reshaped human resource management in private organizations, increasing the importance of effective digital leadership and employee competence. This study develops a conceptual model explaining how digital leadership and employee competence influence employee performance in private companies. Using a literature review approach, the study synthesizes contemporary evidence from peer-reviewed management and organizational behavior journals. The findings indicate that digital leadership strengthens employee performance by guiding digital transformation, facilitating technology-based communication, and empowering employees, while employee competence provides the knowledge, skills, and attitudes required to translate digital initiatives into effective work outcomes. The synthesis further shows that these factors operate synergistically, as digital leadership supports competence development, which subsequently enhances its contribution to employee performance. Based on these findings, the study proposes an integrated framework positioning digital leadership and employee competence as complementary antecedents of employee performance in digitally transforming private organizations. The framework contributes to human resource management literature by consolidating fragmented findings and provides practical guidance for developing leadership and employee capabilities to support performance in increasingly digitalized workplaces.

Keywords: *Digital Leadership, Employee Competence, Employee Performance, Private Companies.*

A. INTRODUCTION

The rapid advancement of digital technologies has fundamentally transformed the way organizations operate, compelling private companies across industries to redesign their business processes, leadership practices, and workforce capabilities in order to remain competitive (Karakose et al., 2022). Digital transformation initiatives increasingly depend not merely on the adoption of new technologies but on the presence of leaders capable of guiding organizations and employees through this transition (Qiao et al., 2024). This shift has given rise to the concept of digital leadership, a leadership style oriented toward steering organizational digitalization, building digital-based communication, and empowering employees to adapt to technological change (Klein, 2020). Organizations with leaders who possess strong digital leadership capabilities have been shown to achieve superior employee outcomes compared with organizations lacking such leadership (Wang, Park, & Gao, 2025). As private companies intensify their digital transformation agendas, the capacity of leaders to translate digital strategy into everyday employee practice has become an increasingly decisive factor in organizational competitiveness (Mihardjo,

Sasmoko, Alamsjah, & Elidjen, 2019). At the same time, digital transformation raises the demand for employees who possess adequate competence, encompassing the knowledge, skills, and attitudes required to operate within increasingly technology-mediated work environments (Sabuhari, Sudiro, Irawanto, & Rahayu, 2020). These parallel developments indicate that digital leadership and employee competence have both become central concerns for private organizations seeking to sustain employee performance amid continuous technological change.

Within the private sector specifically, digital transformation has introduced both opportunities and challenges for human resource management practices (Sri Annisa, Siahaan, & Lumbanraja, 2024). Private companies operating in banking, manufacturing, and service industries have increasingly adopted digital culture, digital competence development programs, and digital leadership practices in an effort to strengthen employee performance (Sri Annisa et al., 2024). The successful implementation of digital transformation strategies within private organizations does not automatically guarantee improved employee performance, since employees' ability to adapt depends heavily on the presence of adequate employee competence and supportive leadership (Subariyanti, Rifandi, Yulianto, & Punamasari, 2025). Private companies that fail to align digital leadership practices with employee competence development risk experiencing gaps between technological investment and actual performance outcomes (Ingsih, Astuti, & Riyanto, 2024). Private-sector employees are often required to perform under pressure to meet productivity targets while simultaneously adjusting to new digital tools, procedures, and communication systems introduced by management (Gunawan, Yuniarsih, Sobandi, & Muhidin, 2023). This condition places digital leadership and employee competence in a strategically important position, as both factors directly influence how effectively employees respond to the demands of digitally transforming private workplaces (Wang, Mansor, & Leong, 2024).

Digital leadership, employee competence, and employee performance have emerged as three closely interrelated constructs within contemporary human resource management literature. Digital leadership refers to a leadership style that focuses on implementing digital transformation, involving all organizational members in the digitalization process, and developing the digital skills and capabilities required to succeed in a technology-driven environment (Klein, 2020; De Araujo, Priadana, Paramarta, & Sunarsi, 2021; Sağbaş & Erdoğan, 2022). Leaders who exhibit strong digital leadership are able to inspire employees, provide access to digital resources, and foster an innovative and collaborative digital work culture (Wang, Park, & Gao, 2025). Employee competence, in turn, is defined as an underlying characteristic of an individual, comprising knowledge, skills, and attitudes, that is causally related to effective and superior job performance (Spencer & Spencer, 1993). Employees who possess strong competence are better equipped to adapt to changing job demands, apply relevant technical knowledge, and demonstrate the behavioral attitudes required to succeed in their roles (Martini, Gorda, Gorda, Sari, & Antara, 2024). Employee performance itself is commonly conceptualized as the extent to which

employees fulfill assigned tasks and organizational expectations, encompassing dimensions such as quality, quantity, timeliness, and effectiveness of work outcomes (Koopmans et al., 2011; Hutahayan, 2025). The interrelation among these three constructs suggests that employee performance in private companies cannot be adequately explained by technological readiness alone, but must also account for the quality of leadership and the competence possessed by employees themselves.

Despite substantial scholarly attention to digital leadership, employee competence, and employee performance, much of the existing literature has examined these constructs in isolation or within narrowly defined contexts, thereby limiting a comprehensive understanding of how they jointly influence employee performance in private companies (Hutahayan, 2025). Several studies have concentrated primarily on the direct effect of digital leadership on employee performance without adequately accounting for the complementary role of employee competence (Riski & Rino, 2024; Öngel, Günsel, Gençer Çelik, Altındağ, & Tatlı, 2024). Other investigations have focused on employee competence as an isolated predictor of performance, often within traditional or non-digitalized work settings, without connecting competence development to the broader dynamics of digital transformation and leadership (Sabuhari et al., 2020). A recent conceptual study did integrate digital transformation, digital competence, and organizational agility with employee performance, yet positioned strategic leadership merely as a moderating variable rather than examining digital leadership and employee competence as joint, complementary antecedents within the private company context specifically (Subariyanti et al., 2025). This fragmentation indicates that the current body of knowledge remains dispersed across multiple theoretical perspectives, making it difficult to explain how digital leadership and employee competence interact to shape employee performance among employees working in private companies. Addressing this gap requires an integrative conceptual approach capable of synthesizing existing evidence into a coherent explanatory framework.

Building upon these identified gaps, this study aims to develop an integrated conceptual model explaining the influence of digital leadership and employee competence on employee performance among employees in private companies. Rather than examining digital leadership and employee competence separately, this study conceptualizes their complementary roles in shaping employees' capacity and willingness to perform effectively within digitally transforming private organizations. Recent research highlights the importance of digital leadership in supporting digital workplace transformation and employee-related performance outcomes, while digital competency and leadership have also been examined as interconnected factors in explaining employee performance (Chatterjee et al., 2023; Hidayat et al., 2023). Further evidence indicates that digital leadership and employee competencies can be considered alongside other organizational factors in understanding employee performance within manufacturing organizations (Lebrata et al., 2024). The conceptual integration therefore seeks to clarify how digital leadership functions as a contextual and motivational driver of performance, while employee competence

functions as the underlying capability that enables employees to translate leadership direction into concrete work outcomes. From a theoretical perspective, this study contributes to human resource management literature by consolidating fragmented perspectives concerning digital leadership and employee competence into a single analytical framework relevant to the private-sector context. From a practical perspective, the proposed model provides strategic insights for private company managers and human resource practitioners in designing leadership development programs and competence-building initiatives that jointly support employee performance in an increasingly digitalized business environment. This study consequently offers a theoretically grounded conceptual framework that advances understanding of employee performance determinants and establishes a foundation for subsequent empirical validation.

This study offers both theoretical and practical contributions to the growing body of knowledge on employee performance in private companies by integrating digital leadership and employee competence into a coherent conceptual framework. The proposed model enriches human resource management literature by explaining how leadership-driven digital transformation and individual-level competence jointly influence performance outcomes, responding to recent scholarly calls for more integrative frameworks that move beyond isolated behavioral determinants (Hutahayan, 2025). The study also extends prior conceptual work that combined digital transformation, competence, and organizational agility with employee performance by positioning digital leadership and employee competence explicitly as joint antecedents within the private company context, rather than treating leadership solely as a moderating factor (Subariyanti et al., 2025).

The findings may assist private company managers in designing leadership development programs that strengthen digital leadership capabilities while simultaneously investing in structured competence-building initiatives for employees (Ingsih et al., 2024). Human resource practitioners may also utilize the proposed framework to identify performance gaps that arise when digital leadership initiatives are not accompanied by adequate employee competence development (Sri Annisa et al., 2024). The conceptual model may additionally serve as a reference for future researchers seeking to empirically validate the proposed relationships across different private-sector industries and organizational contexts.

B. METHOD

This study employed an integrative literature review (ILR) to synthesize theoretical and empirical evidence on the relationships among digital leadership, employee competence, and employee performance in private companies. The review involved five stages: defining the review focus, identifying relevant literature, screening and assessing eligibility, extracting and evaluating evidence, and synthesizing the findings thematically. The review was guided by four research questions: (1) how digital leadership relates to employee performance in private-sector organizations; (2) how employee competence relates to employee performance;

(3) how digital leadership and employee competence jointly contribute to employee performance; and (4) what conceptual implications can be derived for understanding employee performance in digitally transforming private companies. Relevant literature was identified through academic databases and scholarly search platforms using combinations of keywords related to digital leadership, employee competence, employee performance, and private-sector organizations.

The search was supplemented by backward citation searching to identify relevant studies that might not have been captured through the primary search. Studies were included when they addressed at least one of the focal constructs, were relevant to organizational or workplace contexts, and provided sufficient theoretical or empirical evidence for synthesis. Peer-reviewed empirical, theoretical, and review studies were considered, while duplicate, non-relevant, non-scholarly, and insufficiently documented sources were excluded. Seminal references were retained where necessary to establish the theoretical foundation.

The selected literature was assessed through title and abstract screening followed by full-text evaluation. Data were extracted concerning publication characteristics, research context, methodology, conceptualization of the focal constructs, theoretical foundations, principal findings, and relationships among the variables. The methodological and conceptual quality of the literature was considered based on research clarity, methodological transparency, construct conceptualization, and consistency between evidence and conclusions. The extracted evidence was analyzed using thematic synthesis.

The literature was organized around three focal constructs: digital leadership, employee competence, and employee performance, and compared to identify recurring patterns, convergent findings, and differences across studies. Particular attention was given to the relationships between digital leadership and employee performance, employee competence and employee performance, and the complementary role of both factors. Because the reviewed studies varied in research design, context, and measurement, the findings were synthesized qualitatively rather than statistically. The synthesis was subsequently used to develop an integrated conceptual framework positioning digital leadership as an organizational and contextual factor, employee competence as an individual capability, and employee performance as the primary work-related outcome.

C. RESULTS AND DISCUSSION

1. Digital Leadership as a Contextual Driver of Employee Performance in Private Companies

The literature synthesis identifies digital leadership as a critical contextual driver that shapes employee performance within digitally transforming private companies. The reviewed evidence consistently demonstrates that leaders who actively guide digital transformation, communicate digital strategy clearly, and empower employees to adopt new technologies contribute to stronger employee performance outcomes (Qiao, Li, & Hong, 2024). Digital leaders are described as those

capable of crafting a clear and meaningful vision for digital processes, translating that vision into concrete organizational practice, and involving employees directly in decisions related to technological change (Klein, 2020; De Araujo et al., 2021).

Employees working under digitally capable leaders report clearer understanding of performance expectations, greater access to digital resources, and stronger motivation to adopt new working methods (Wang, Park, & Gao, 2025). The synthesis further reveals that digital leadership functions beyond the mere introduction of technology, since it directly shapes employees' psychological readiness to perform under conditions of continuous technological change (Riski & Rino, 2024).

Several studies conducted within Indonesian private and semi-private organizations demonstrate that digital leadership positively and significantly influences employee performance, particularly when leaders combine digital literacy with consistent communication and employee empowerment practices (Gunawan et al., 2023; Sri Annisa et al., 2024). The review also indicates that digital leadership contributes to performance not only through direct behavioral influence but also by shaping organizational conditions, such as digital culture and access to digital tools, that indirectly reinforce employee performance (Sri Annisa et al., 2024).

Digital leaders who foster collaboration, provide constructive feedback, and maintain transparency regarding digital transformation objectives are found to strengthen employees' confidence in navigating changing job demands (Wang, Mansor, & Leong, 2024). These findings position digital leadership as an essential contextual mechanism through which private companies can sustain and enhance employee performance amid ongoing digital transformation.

2. Employee Competence as the Foundational Capability Underlying Employee Performance

The literature review reveals that employee competence functions as the foundational capability that enables employees to translate organizational expectations into actual performance outcomes. Employee competence, encompassing knowledge, skills, and attitudes, has long been recognized as a characteristic causally related to effective and superior job performance (Spencer & Spencer, 1993). The synthesized evidence consistently demonstrates that employees possessing stronger technical knowledge, practical skills, and appropriate work attitudes are more capable of meeting the quality, quantity, and timeliness standards expected by private companies (Martini et al., 2024).

Several studies further indicate that employee competence interacts with other organizational factors, such as human resource flexibility and organizational culture adaptation, to jointly strengthen employee performance outcomes (Sabuhari et al., 2020). Within the context of digital transformation specifically, employee competence increasingly extends beyond conventional technical skills to include digital competence, referring to employees' ability to operate digital tools, interpret digital

information, and adapt working procedures to technology-driven processes (Ingsih et al., 2024).

The review indicates that employees lacking adequate competence often struggle to fully benefit from digital leadership initiatives, since competence functions as the internal capacity required to actually execute the direction provided by leadership (Saputri & Mardalis, 2023). Employee competence therefore does not merely predict performance directly but also determines the extent to which employees can respond effectively to leadership guidance and organizational digital strategy. The synthesis further suggests that competence development requires deliberate organizational investment, including structured training and coaching, rather than emerging automatically from exposure to digital transformation initiatives alone (Subariyanti et al., 2025).

These findings collectively establish employee competence as an indispensable foundation upon which employee performance in private companies is built, complementing rather than substituting for the contextual influence exerted by digital leadership.

3. The Complementary Interaction between Digital Leadership and Employee Competence

A further important finding of this literature synthesis concerns the complementary interaction between digital leadership and employee competence in shaping employee performance. Rather than functioning as independent predictors, the reviewed literature suggests that digital leadership and employee competence operate in a mutually reinforcing manner within private company settings. Digital leaders contribute to the development of employee competence by providing access to digital resources, training opportunities, and constructive feedback that enable employees to strengthen their digital skills and knowledge over time (Wang, Mansor, & Leong, 2024).

Employees who already possess strong competence are better positioned to interpret and act upon the strategic direction provided by digital leaders, thereby amplifying the positive effect of digital leadership on performance outcomes (Öngel et al., 2024). This reciprocal relationship indicates that the presence of digital leadership alone, without corresponding employee competence, may be insufficient to produce optimal performance outcomes, since employees require adequate capability to execute leadership-driven digital initiatives (Subariyanti et al., 2025).

Employee competence developed in isolation from supportive digital leadership may remain underutilized, as employees lack the contextual guidance and motivational support necessary to apply their competence toward organizational performance goals (Sri Annisa et al., 2024). The synthesis further reveals that private companies achieving the strongest employee performance outcomes are typically those that simultaneously invest in digital leadership development and structured competence-building programs, rather than prioritizing one factor over the other (Ingsih et al., 2024).

This complementary interaction demonstrates that employee performance in digitally transforming private organizations emerges from the joint alignment of leadership-driven direction and employee-level capability, rather than from either factor operating independently.

4. An Integrated Model of Digital Leadership, Employee Competence, and Employee Performance in Private Companies

Another important finding of this study is the development of an integrated conceptual model that combines digital leadership and employee competence into a unified framework explaining employee performance among employees in private companies. The synthesis demonstrates that digital leadership and employee competence function as complementary antecedents that jointly shape employee performance rather than as isolated determinants. The proposed model positions digital leadership as the contextual and motivational driver that establishes clear digital transformation direction, communicates performance expectations, and empowers employees to adopt new technologies.

Employee competence, in turn, functions as the underlying capability that enables employees to translate this leadership direction into concrete performance outcomes through the application of relevant knowledge, skills, and attitudes. The model illustrates that employee performance emerges through the interaction between contextual leadership influence and individual-level competence, rather than through either mechanism operating in isolation (Subariyanti et al., 2025). Such integration provides a more comprehensive explanation of employee performance in private companies than models that examine digital leadership or employee competence separately.

The conceptual framework also explains why private companies with comparable digital transformation investments may experience different performance outcomes depending on the extent to which leadership development and competence-building initiatives are pursued jointly. This integrated perspective captures the complexity of employee performance determinants within digitally transforming private organizations and provides a structured foundation for future empirical validation across different industries and organizational contexts.

5. Managerial Implications for Strengthening Employee Performance in Private Companies

The final outcome of this literature review extends beyond conceptual integration by identifying practical implications for private company managers seeking to strengthen employee performance. The synthesized evidence indicates that private companies should not treat digital leadership development and employee competence building as separate human resource initiatives, but rather as interdependent strategies that must be pursued jointly to achieve optimal employee performance (Ingsih et al., 2024). Managers are encouraged to invest in leadership development programs that specifically strengthen digital communication, employee

empowerment, and change management capabilities among supervisors and managers responsible for guiding digital transformation (Qiao et al., 2024). Private companies need to establish structured competence-building programs, including digital skills training and coaching, to ensure that employees possess the capability required to respond effectively to leadership-driven digital initiatives (Sabuhari et al., 2020). Human resource practitioners may also benefit from diagnostic approaches that identify whether performance gaps within their organizations stem primarily from insufficient digital leadership, inadequate employee competence, or a misalignment between the two (Saputri & Mardalis, 2023).

The proposed framework further suggests that private companies operating in different industries, such as banking, manufacturing, and transportation services, may need to calibrate the relative emphasis placed on digital leadership development versus competence building according to their specific digital maturity levels (Sri Annisa et al., 2024). Future researchers may extend this conceptual framework by incorporating additional variables, such as organizational culture, employee engagement, or digital infrastructure readiness, to further enrich the understanding of employee performance determinants in private companies undergoing digital transformation.

The first finding of this study, which positions digital leadership as a critical contextual driver of employee performance, is consistent with and extends several recent empirical investigations. Qiao et al. (2024) demonstrated that digital leadership significantly enhances employee performance both directly and indirectly through digital transformation, reinforcing the notion that leadership plays a central role in translating digital strategy into employee outcomes. The present literature synthesis extends this perspective by emphasizing that digital leadership shapes employee performance specifically within private company settings, where competitive pressure and productivity expectations may amplify the significance of leadership guidance. A similar conclusion emerged from Wang, Park, and Gao (2025), who found that digital leadership positively influences employee innovative performance through job crafting mechanisms, suggesting that digital leadership operates through employees' proactive behavioral responses rather than through direct instruction alone. This finding aligns with the present synthesis, which similarly emphasizes that digital leadership functions by shaping employees' psychological readiness and behavioral engagement rather than merely providing technological direction.

Riski & Rino (2024) further reported that digital leadership style, alongside motivation and work ability, significantly influences employee performance following large-scale organizational disruption, supporting the argument that digital leadership becomes increasingly salient during periods of rapid technological change. The present study advances these prior findings by positioning digital leadership not merely as an independent predictor but as a contextual mechanism that interacts with employee-level competence, an interaction that has received comparatively limited attention in prior digital leadership research focused on private company contexts specifically.

Which identifies employee competence as the foundational capability underlying employee performance, corroborates and extends prior research on competence-performance relationships. Sabuhari et al. (2020) demonstrated that employee competency, alongside human resource flexibility, organizational culture adaptation, and job satisfaction, significantly influences employee performance, confirming the enduring relevance of competence as a performance determinant across organizational contexts. The present synthesis builds upon this finding by situating employee competence specifically within the demands of digital transformation, arguing that competence increasingly requires digital dimensions alongside conventional technical knowledge and skills. This extension addresses a gap in Sabuhari et al.'s (2020) study, which examined competence primarily in relation to organizational culture and flexibility rather than digital transformation processes.

A comparable conclusion was reported by Martini et al. (2024), who found that competence development significantly enhances employee performance and, through work creativity, further strengthens product competitiveness within small and medium enterprises. While Martini et al. (2024) emphasized creativity as a mediating mechanism, the present study extends this perspective by proposing that competence functions not only through creativity but also through employees' capacity to respond effectively to digital leadership direction. This distinction suggests that employee competence operates through multiple complementary pathways, of which creativity represents only one dimension, thereby providing a more comprehensive explanation of how competence translates into performance within digitally transforming private organizations.

Concerning the complementary interaction between digital leadership and employee competence, both aligns with and meaningfully extends the conceptual model proposed by Subariyanti et al. (2025). Their study concluded that digital transformation and digital competence jointly influence organizational agility, with strategic leadership functioning as a moderating variable that amplifies the effect of these factors on employee performance. The present synthesis is consistent with their emphasis on the joint relevance of digital capability and leadership; however, it diverges by positioning digital leadership and employee competence as complementary, mutually reinforcing antecedents rather than treating leadership solely as a moderator of competence-related effects. This reconceptualization allows the present model to more directly address how digital leadership actively contributes to employee competence development, rather than merely strengthening an already-established competence-performance relationship. Sri Annisa et al. (2024) similarly found that digital culture, digital competency, and digital leadership each significantly influence employee performance within Indonesian state-owned banks, further supporting the notion that leadership and competence-related factors operate alongside one another rather than in isolation.

Öngel et al. (2024) added further nuance by demonstrating that individual creativity fully mediates the relationship between digital leadership and employee performance, suggesting that digital leadership's influence on performance is

channeled through employees' internal capabilities. This finding lends additional support to the present study's argument that digital leadership requires corresponding employee-level competence to be fully translated into performance outcomes, reinforcing the complementary rather than substitutive nature of the two constructs.

Which proposes an integrated model combining digital leadership and employee competence as joint antecedents of employee performance, extends the theoretical contributions of Wang, Mansor, and Leong (2024) and Ingsih et al. (2024). Wang et al. (2024) demonstrated that digital leadership enhances employee digital performance in small and medium enterprises through the chain-mediating roles of high-involvement human resource management practices and employee dynamic capability, indicating that organizational mechanisms play an important intermediary role between leadership and performance.

The present study extends this perspective by proposing that employee competence itself functions as a critical capability parallel to dynamic capability, through which digital leadership's influence on performance is realized. Ingsih et al. (2024) similarly found that digital competence significantly improves service quality and employee performance, reinforcing competence as a central mechanism in performance enhancement. By integrating these insights with digital leadership research, the present conceptual model offers a more comprehensive account of how leadership-driven and competence-driven mechanisms jointly operate within private companies, addressing calls in the literature for integrative frameworks that move beyond single-construct explanations of employee performance (Hutahayan, 2025).

Emphasizes managerial implications for jointly strengthening digital leadership and employee competence, is supported by evidence from Saputri and Mardalis (2023), who found that competency, digital transformation, skills updating, and artificial intelligence collectively influence employee performance within a public transportation organization. Their findings underscore that organizations prioritizing only technological adoption without corresponding competence development are unlikely to achieve optimal performance outcomes, a conclusion consistent with the present study's emphasis on joint investment in leadership and competence-building initiatives. The present synthesis extends this perspective by specifically addressing the private company context, where competitive pressures may necessitate more deliberate coordination between leadership development programs and structured employee training initiatives than in public sector organizations.

This extended interpretation provides private company managers and human resource practitioners with a more context-specific foundation for designing interventions that jointly strengthen digital leadership capabilities and employee competence, thereby maximizing the likelihood of sustained employee performance improvement amid ongoing digital transformation.

D. CONCLUSION

This study develops an integrated conceptual framework for understanding employee performance in private companies by synthesizing the roles of digital leadership and employee competence within a unified perspective. The literature synthesis indicates that digital leadership serves as an important contextual and motivational factor by providing strategic direction, facilitating digital communication, empowering employees, and supporting adaptation to ongoing technological change. At the individual level, employee competence represents a fundamental capability through which knowledge, skills, and attitudes can be translated into effective work performance.

The synthesis further suggests that digital leadership and employee competence should be understood as complementary factors rather than isolated determinants of employee performance. Digital leadership can create an organizational environment that supports competence development, while employee competence enables employees to effectively respond to and implement leadership-driven digital initiatives. Their alignment therefore provides a coherent conceptual explanation of how organizational leadership conditions and individual capabilities may jointly contribute to employee performance in digitally transforming private companies. The proposed framework contributes to the human resource management literature by integrating previously fragmented perspectives on digital leadership, employee competence, and employee performance. Rather than presenting the framework as an empirically established causal model, this study positions it as a theoretically informed synthesis of existing literature and a foundation for further empirical investigation.

Future studies may validate the proposed relationships across different private-sector industries, organizational sizes, and cultural contexts, while examining potential mechanisms such as organizational culture, employee engagement, digital readiness, or other relevant organizational and individual factors. From a practical perspective, the framework suggests that private companies may benefit from aligning digital leadership development with systematic employee competence development. Leadership initiatives that provide clear digital direction, communication, empowerment, and support can be complemented by training and capability-building programs that strengthen employees' ability to respond to changing technological demands. Such alignment may provide a more integrated basis for supporting sustainable employee performance in increasingly digitalized work environments.

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