DIJEMSS: Dinasti International Journal of Education Management and Social Science
E-ISSN: 2686-6331
P-ISSN: 2686-6358
DINASTI PUBLISHER
https://dinastipub.org/DIJEMSS dinasti.info@gmail.com +62 811 7404 455
DOI: https://doi.org/10.38035/dijemss.v6i1
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Received: 26 August 2024 | **Revised:** 04 October 2024 | **Publish:** 7 October 2024

The Effect of Digital Organizational Culture on Organizational Performance With Business Digitalization and Digital Organizational Value as a Mediation In Elementary at Primary School In Batam City

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Abstract: Technological developments have significantly changed the business landscape in recent decades. The digital revolution has been a critical driver of change in how organizations operate and interact with their customers. This study investigates the relationship between Organizational Performance with Digital Organizational Culture, Digital Business, and Digital Organizational Value. Innovations such as artificial intelligence, cloud computing, and data analytics have enabled organizations to improve operational efficiency, expand market reach, and create better customer experiences. However, success in adopting new technologies depends not only on infrastructure and systems but also on an organizational culture that supports innovation and change. This type of research is quantitative with a purposive sampling technique distributed through questionnaires to 242 respondents of private elementary school employees in Batam City. The results of data analysis were carried out using the Structural Equation Modeling (SEM) method. The results showed that Digital Organizational Culture, Business Digitalization, and Digital Organizational Value significantly affect Organizational Performance. By exploring these aspects, it is hoped that this research can provide valuable insights for organizational members and leaders in managing their digital transformation.

Keywords: Organizational performance, Digital Organizational Culture, Business Digital, dan Digital Organizational Value, Technology.

INTRODUCTION

Companies must adapt to technological changes and changing market demands in the age of advanced technology. This is why digital organizational culture has become relevant in improving organizational performance. Changes in the Business Environment are constantly changing, including technological developments, global competition, regulatory changes, and market trends, which can provide significant challenges for organizations. Research shows

business digitalization affects overall performance (Pradana et al., 2022). Difficulty adapting to these changes can harm organizational performance. Organizational execution is portion of an organization's technique that serves as a direct to decide how the organization will create over time and accomplish objectives that have been set and measured (Irnawati & Prasetyo, 2020). It is an essential concept in management and business that helps organizations evaluate, monitor, and improve their performance.

Organizations have been leveraging digital data and information to improve performance. However, there are still few studies that focus on the effect of digitalization on performance. Organizational culture will ultimately affect performance. The issue of organizational culture is an exciting review, especially in uncertain working conditions. Digital technology development has affected how employees communicate and interact in the workplace. Today, communication often occurs virtually, involving remote collaboration and collaboration software. This can affect the dynamics of organizational culture and require changes in work culture.

Based on the explanation of several scientific works, it is stated that digital organizational culture and organizational performance are interrelated. Companies that adopt a culture that supports digital transformation and innovation will tend to achieve better performance when facing the challenges and opportunities of the current digital era. Digital culture can also emerge when organizations plan digital strategies in a rapidly changing environment (Martínez-Caro et al., 2020). Hence, the existing organizational culture ought to empower acknowledged values and standards in case they develop as challenges (Irnawati & Prasetyo, 2020). This must be settled sometime soon, and the decision must be made whether digitization activities can be significant. Trade digitization underpins getting to existing information inside the organization and additionally gives get to to outside information (M. Pradana et al., 2022). Thus, it is clear that digital value is created by supporting business digitization (Martínez-Caro et al., 2020).

According to research (Haris & Usman, 2023), Organizational culture encompasses a mix of values, assets, beliefs, communication methods, and streamlined behaviors that guide a community. This culture is formed through diverse learning processes that depend on the effective allocation of resources. When each member of the organization fully grasps this culture, it enhances the organization's performance and boosts employee motivation to fulfill their duties within the organization.

METHOD

This research uses a quantitative approach. Quantitative research is used to see the relationship between the influence of the independent variable and the dependent variables' influence. (Pratama Hafidz et al., n.d.) The targeted population in this study were employees of several private elementary schools in Batam City. The research method used was the quantitative method with a survey. The sample size was 100 temporary respondents of school employees such as principals, teachers, and staff selected by simple random sampling. The research data was obtained by distributing questionnaires online through social media. The results of the questionnaire distribution were filled in entirely and validly, and then the collected data were analyzed with SmartPLS 3.0 software. The data processing stages include ensuring validity, establishing reliability, and conducting hypothesis testing. The study focuses on Digital Organizational Culture as the independent variable and Organizational Performance as the dependent variable.

Table 1. Respondent Demographics

Variable	Category	Frequency	Presentation
Gender	Male	97	41.3%
	Female	138	58.7%

Age	18—22	51	21.7%
	22-27	49	20.9%
	27-32	38	16.2%
	>32	97	41.3%
Education	Senior high school or equivalent	67	28.5%
	Diploma	6	2.6%
	Bachelor's degree (S1)	162	68.9%
Position	Teachers	145	62%
	Staff / Administration	64	27.4%
	School principal	25	10.7%
Duration of Employment	0 - 1 year	17	7.2%
	1-3 year	78	33.2%
	4-6 year	41	17.4%
	> 6 year	99	42.1%

Source*:* data that has been processed by the author (2024)

RESULTS AND DISCUSSION

Table 2. CMV Test (VIF Scores)

	Business Digitalization	**Digital Organizational Culture**	**Digital Organizational Value**	**Organizational Performance**
Business Digitalization				
Digital Organizational Culture			1.576	1.000
Digital Organizational Value	1.470			
Organizational Performance	1.470		1.576	

Source*:* data that has been processed by the author (2024)

Common Method Bias (CMB) or Common Method Variance (CMV) testing aims to determine whether the data being analyzed contains bias and ensure that the data is error-free. According to Hair et al. (2019), data is said to be free from Common Method Bias (CMB) or Common Method Variance (CMV) if the Variance Inflation Factor (VIF) value is less than 5.00. Based on the results of this test, it can be concluded that the data does not contain Common Method Bias (CMB) or Common Method Variance (CMV) because the Variance Inflation Factor (VIF) value obtained is less than 5.00. Therefore, the analysis using SmartPLS can be continued and appropriately interpreted.

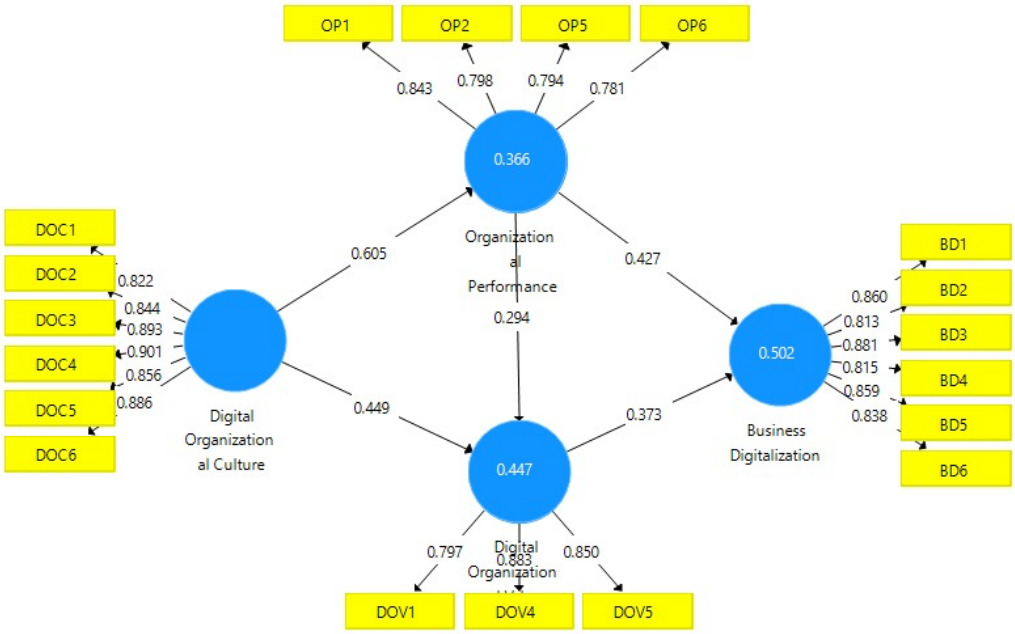


Figure 1. Model SmartPls Outer Loadings
Source*:* data that has been processed by the author (2024)

The figure above shows the influence of each variable, how *Digital Organizational Culture* affects *Organizational Performance* and is mediated by *Business Digitalization* and *Digital Organizational Value.* SmartPLS 3.0 will be utilized to analyze the gathered data. The evaluation process for the model's measurements starts with validity and reliability tests. The structural model's measurements are then assessed using R square, f square, and Q square. Finally, hypothesis testing is conducted to conclude the analysis. (Hair et al., 2022)

Outer Models Testing

Validitas Convergent

This test measures the indicator's accuracy in reflecting the variable to be measured (latent variable). The principle of convergent validity states that a construct's indicators (manifest variables) should be highly correlated.

Outer Loadings

For exploratory research, the value of outer loadings used in assessing Convergent Validity is >0.6.

Table 3. Outer Loadings Test

	Business Digitalization	Digital Culture	Organizational	Digital Value	Organizational	Organizational Performance
BD1	0.860					
BD2	0.813					
BD3	0.881					
BD4	0.815					
BD5	0.859					
BD6	0.838					
DOC1		0.822				
DOC2		0.844				
DOC3		0.893				

DOC4	0.901			
DOC5	0.856			
DOC6	0.886			
DOV1		0.797		
DOV4		0.883		
DOV5		0.850		
OP1			0.843	
OP2			0.798	
OP5			0.794	
OP6			0.781	

Source*:* data that has been processed by the author (2024)

Based on (Hair et al., 2014), the outer loading value can be considered valid if the indicator reaches a value of 0.7 or more than 0.7. Based on the SmartPLS test results above, four indicators do not reach a value of 0.7, so these indicators must be discarded and not included in further analysis; namely, there are indicators DOV_2, DOV_3, OP_3, OP_4, and OP_2. So, the author re-calculates after removing invalid indicators, and the results have shown that all remaining indicators have valid results or can be said to have met the criteria for convergent validity so that further data testing and analysis can be carried out.

Table 4. Test Result of (AVE)

	Average Variance Extracted (AVE)
Business Digitalization	**0.714**
Digital Organizational Culture	**0.753**
Digital Organizational Value	**0.713**
Organizational Performance	**0.647**

Source*:* data that has been processed by the author (2024)

According to (Imam Ghozali, 2014), the value of convergent validity can be determined by calculating the Average Variance Extracted (AVE). This convergent validity criterion is met if the AVE value reaches 0.5 or more (Imam Ghozali, 2014). The data testing results show that all indicators analyzed have an AVE value of more than 0.5, thus meeting the requirements of convergent validity. This indicates that the variables used in the study have a relatively strong and consistent relationship with the measured construct.(Anderson & Gerbing, 1998)

Vilidita**s** Discriminant

Discriminant validity has the principle that indicators of different constructs should not have a high correlation. Discriminant validity can be done in 3 ways, including:

Cross Loadings (hapus aja karna ada yg merah)

Cross-loading shows the correlation of each indicator. The value of cross-loading on each indicator must be at least 0.7

Table 5. Test Results of Cross Loadings

	Business Digitalization	**Digital Culture**	**Organizational Value**	**Digital Organizational Performance**
BD1	0.860	0.487	0.477	0.561
BD2	0.813	0.444	0.460	0.489
BD3	0.881	0.496	0.551	0.522

BD4	0.815	0.495	0.481	0.484
BD5	0.859	0.581	0.573	0.590
BD6	0.838	0.524	0.557	0.573
DOC1	0.483	0.822	0.477	0.555
DOC2	0.526	0.844	0.524	0.516
DOC3	0.617	0.893	0.607	0.567
DOC4	0.469	0.901	0.586	0.535
DOC5	0.486	0.856	0.501	0.486
DOC6	0.533	0.886	0.555	0.483
DOV1	0.475	0.549	0.797	0.436
DOV4	0.545	0.543	0.883	0.549
DOV5	0.535	0.495	0.850	0.440
OP1	0.548	0.541	0.507	0.843
OP2	0.470	0.440	0.355	0.798
OP5	0.576	0.446	0.428	0.794
OP6	0.452	0.509	0.513	0.781

Source*:* data that has been processed by the author (2024)

The cross-loading test assesses the correlation between each indicator and its variable, one of the three criteria for evaluating discriminant validity. Cross-loading requires that each indicator correlate with its variable with a minimum value of 0.7 (Imam Ghozali, 2014). Based on the results of this test, each indicator has a correlation of more than 0.7 with its respective variables.

Fornell Lacker

Fornell lacker is the square root of AVE, from which we compare each correlation value between the constructs in the model.

Table 6. Test Results of Fornell Lacker

	Business Digitalization	**Digital Organizational Culture**	**Digital Organizational Value**	**Organizational Performance**
Business Digitalization	0.845			
Digital Organizational Culture	0.600	0.868		
Digital Organizational Value	0.615	0.627	0.844	
Organizational Performance	0.638	0.605	0.565	0.804

Source*:* data that has been processed by the author (2024)

Based on the test results table above, no correlation value is greater than the correlation between indicators. This is because the test results have shown that all variables have met the criteria (Fornell & Larcker, 1981). Thus, it can be concluded that the results of the Fornell lacker test are declared valid, and Discriminant Validity is met.

Heterotrait-Monotrait Ratio (HTMT)

The other discriminant legitimacy test employments the Heterotrait-Monotrait Proportion (HTMT) table, where the information is said to be substantial in case the esteem does not surpass 0.85.(Busti et al., 2023)

Table 7. Test Results of HTMT

	Business Digitalization	Digital Organizational Culture	Digital Organizational Value	Organizational Performance
Business Digitalization				
Digital Organizational Culture	0.643			
Digital Organizational Value	0.714	0.724		
Organizational Performance	0.730	0.687	0.691	

Source*:* data that has been processed by the author (2024)

The table of data test results above shows that the overall value of the correlation between constructs is worth 0.85, so it can be concluded that the HTMT test results have met the criteria for discriminant validity.

Reliability Test

The Reliability Test measures variables or questionnaires, which are indicators of constructs. This Reliability Test proves the consistency and stability of the meter. Reliable means reliable. This means the instrument is considered suitable for trusted use as a data collection tool. The Reliability Test in this study uses Cronbach's alpha and Composite Reliability coefficient measurement techniques. (Busti et al., 2023) The rule of thumb for composite reliability is> 0.6. (Nunnally & Bernstein, 1994)Cronbach's Alpha measures the lower limit of a construct's reliability value and ensures the composite reliability value. Rule of thumb for Cronbach Alpha > 0.60.

Table 8. Test Results of Composite Reliability

	Cronbach's Alpha	Composite Reliability
Business Digitalization	0.917	0.935
Digital Organizational Culture	0.914	0.933
Digital Organizational Value	0.898	0.925
Organizational Performance	0.757	0.847

Source*:* data that has been processed by the author (2024)

The reliability test table above shows that all constructs have Cronbach's alpha value and composite reliability value >0.6, which means the test results are reliable.

Hypothesis Path Coefficients Testing (Mean, STDEV, T-Value, P-Value)

In formative constructs, the measurement model looks at the outer weight. The statistical T value for the outer weight must be> 1.96. This shows that these indicators significantly contribute to measuring their respective latent variables. Inner model testing, also known as hypothesis testing within the context of structural equation modeling (SEM), involves examining the significance of path coefficients. This process helps determine whether the data support the hypothesized relationships between variables in the model.. According to (Hair et al., 2019), If the statistical T value exceeds the T table value of 1.960 at the 5% significance level, with a p-value less than 0.05, it indicates a significant effect. The direction of this relationship can be determined by examining the original sample value.

Table 9. Test Results of the Direct Hypothesis Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Conclusion
DOC -> DOV	0.342	0.343	0.089	3.840	0.000	Positive significant

DOC -> OP	0.365	0.373	0.124	2.956	0.003	Positive significant
DOV -> BD	0.514	0.514	0.105	4.907	0.000	Positive significant
OP -> BD	0.504	0.506	0.092	5.493	0.000	Positive significant
OP -> DOV	0.320	0.319	0.110	2.907	0.004	Positive significant

Source*:* data that has been processed by the author (2024)

H1. Digital Organizational Culture has a significant positive effect on Digital Organisational Value

The analysis results show that digital organizational culture positively and significantly influences digital organizational value, with a mean value of 0.450. Then, the value of the T-test meets the criteria because the critical value> 1.96 is 5.056, and the value of P Values meets the criteria, <0.05, which is 0.000. Thus, hypothesis 1 can be accepted and shows that Digital Organizational Culture affects Digital Organizational Value in digital development in private schools in Batam. This research is in line with research conducted by (M. Pradana et al., 2022)

H2. Digital Organizational Culture has a significant positive effect on Organizational Performance

The analysis shows that Digital Organizational Culture positively and significantly influences Organizational Performance. This can be seen from the T statics value> 1.96 of 10.463 and the P value> 0.05, which is 0.000. Thus, hypothesis 2 can be accepted and shows that implementing Digital Organizational Culture helps Organizational Performance in Private Schools in Batam City. This is based on the premise that a robust Digital Organizational Culture encourages the improvement of Organizational Performance. Through empirical testing, it can be ascertained whether there is a significant correlation between these two variables, which can assist schools in planning Organizational Performance strategies through adopting Digital Organizational Performance. This research is in line with the research conducted by (Teguh et al., 2022)

H3. Digital Organisational Value has a significant positive effect on Business Digitalization

The analysis results show that digital organizational value positively and significantly influences business digitalization. This can be seen from the T statics value> 1.96 of 5.104 and the P value> 0.05, which is 0.000. Thus, hypothesis 3 can be accepted and shows that Digital Organizational Value positively influences Business digitalization in Schools. Schools underlie that strong digital values drive the effective adoption and implementation of digital technologies... This can improve operational efficiency, quality of education, and teaching-learning experience. This research is in line with research conducted by (R. et al. et al., 2023)

H4. Organizational Performance has a significant positive effect on Business Digitalization

The analysis results show that organizational performance positively and significantly influences business digitalization. This can be seen from the T statics value> 1.96 of 5,630 and the P value> 0.05, which is 0.000. Thus, hypothesis 4 can be accepted and shows that Organizational Performance positively and significantly influences Business Digitalization in Schools. High organizational performance tends to have better resources and capabilities to adopt and implement digital technology effectively. Good performance can create an

environment that supports innovation and investment in digital technology. This research is in line with research conducted by (Putri et al., 2024)

H5. Organizational Performance has a significant positive effect on Digital Organizational Value

The analysis results show that organizational performance has a positive and significant influence on digital organizational value. This can be seen from the T statics value> 1.96 of 2.907 and the P value> 0.05, which is 0.004. Thus, hypothesis 3 can be accepted and shows that Digital Organizational Value positively affects Organizational Performance in Schools. Because if schools have high organizational performance, they will tend to value and integrate digital values more. Good performance can create an environment that supports adopting digital technology and recognizes the importance of digital values in improving efficiency and innovation. The organization. This research aligns with research conducted by (Kantor et al., 2023).

Table 10. Test Results of Indirect Hypothesis Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
DOC -> DOV -> BD	0.168	0.171	0.051	3.275	0.001
OP -> DV -> BD	0.110	0.110	0.035	3.117	0.002
DOC -> OP -> DOV -> BD	0.066	0.067	0.023	2.851	0.005
DOC -> OP -> BD	0.258	0.259	0.058	4.421	0.000
DOC -> OP -> DOV	0.178	0.180	0.057	3.107	0.002

Source*:* data that has been processed by the author (2024)

H1. Digital Organizational Culture significantly positively affects Business Digitalization through the mediating effect of Digital Organizational Value.

The test shows that the relationship between the Computerized Organizational Culture variable and Commerce digitalization intervened by Computerized Organizational Esteem incorporates a noteworthy and positive impact. The calculation comes to appear with a T-statistic esteem of 3.275 and a P-value of 0.001, so it has met the Rule of Thumb of the indirect effect hypothesis test. It can also be concluded that Digital Organizational Value has mediated the relationship between Digital Organizational Culture and Business digitalization. This research aligns with research conducted by (Farinha et al., 2016)

H2. Organizational Performance significantly positively affects Business Digitalization through the mediating effect of Digital Organizational Value.

The test results show that the relationship between the Organizational Performance variable and Business Digitalization mediated by Digital Organizational Value has a significant positive effect. The calculation results show a T-statistic value of 3.117 and a P-value of 0.002, so it has met the Rule of Thumb of the indirect effect hypothesis test. It can also be concluded that Digital Organizational Value has mediated the relationship between Digital Organizational Culture and Business digitalization. Schools with high organizational performance tend to value and integrate digital values (DOV) more. Strong digital values, in turn, drive higher levels of business digitalization (BD). This research aligns with research conducted by (Aboazoum et al., 2015).

H3. Digital Organizational Culture significantly positively affects Business Digitalization through the mediating effect of Organizational Performance and Digital Organizational Value.

The test results show that the relationship between Digital Organizational Culture variables and Business Digitalization mediated by Organizational Performance and Digital Organizational Value has a significant and positive influence. The calculation results show a T-statistic value of 2.851 and a P-value of 0.005, so it has met the Rule of Thumb of the indirect effect hypothesis test. It can also be concluded that Organizational Performance and Digital Organizational Value have mediated the relationship between Digital Organizational Culture and Business Digitalization in schools. Organizations with a solid digital organizational culture (DOC) tend to perform better (OP). Good organizational performance, in turn, drives the adoption and reinforcement of digital values (DOV). Strong digital values then increase the level of business digitalization (BD). This research aligns with research conducted by (Uddin et al., 2018).

H4. Digital Organizational Culture significantly positively affects Business Digitalization through the mediating effect of Organizational Performance.

The test results show that the relationship between the Digital Organizational Culture variable and Business Digitalization mediated by Organizational Performance has a significant positive effect. The calculation results show a T-statistic value of 4.421 and a P-value of 0.000, so it has met the Rule of Thumb of the indirect effect hypothesis test. It can also be concluded that Organizational Performance has mediated the relationship between Digital Organizational Culture and Business Digitalization in schools. Organizations with a solid digital organizational culture (DOC) tend to perform better (OP). Good organizational performance, in turn, drives a higher level of business digitalization (BD). This research aligns with research conducted by

H5. Digital Organizational Culture significantly positively affects Business Digitalization through the mediating effect of Digital Organizational Value.

The test results show that the relationship between the Digital Organizational Culture variable and Business Digitalization mediated by Digital Organizational Value has a significant and positive effect. The calculation results show a T-statistic value of 3.107 and a P-value of 0.002, so it has met the Rule of Thumb of the indirect effect hypothesis test. It can also be concluded that Digital Organizational Value has mediated the relationship between Digital Organizational Culture and Business Digitalization in schools. Schools with digital solid organizational cultures (DOC) tend to adopt better and appreciate digital values (DOV). Strong digital values then drive higher levels of business digitalization (BD). This research aligns with research conducted by (Birasnav et al., 2019).

Inner Model

R Square

The value of R-square is how much other variables influence the dependent variable. If the Rsquare value> 0.75 is included in the strong category, the Rsquare value >0.50 is moderate, and the R-square >0.25 is weak.

Table 11. R- Square

	R Square	R Square Adjusted
Business Digitalization	0.502	0.498
Digital Organizational Value	0.447	0.443
Organizational Performance	0.366	0.363

Source*:* data that has been processed by the author (2024)

The table of R-square test results above illustrates that the Business Digitalization variable can be influenced by Digital Organizational Culture, Digital Organizational Value, and Organizational Performance of 0.502 or 50.2%. In comparison, the remaining 49.8% is impacted by other factors not considered in this study. Then, the Digital organizational value variable can be influenced by Digital Organizational Culture, Business Digitalization, and Organizational Performance of 0.447 or 44.7%. At the same time, the remaining 55.3% is influenced by other variables not explained in this study. Furthermore, the Organizational Performance variable obtained a figure of 0.366 or 36.6%, which means that Business Digitalization, Digital Organizational Value, and Digital Organizational Culture can influence Organizational Performance. In comparison, other variables outside this study influence the remaining 63.4%.

Table 12. Standardized Root Mean Square Residual (SRMR) Test Results

	Average Sample (MEAN)
Saturated Model	0.062
Estimated Model	0.071

Source*:* data that has been processed by the author (2024)

Standardized Root Cruel Square Remaining (SRMR) is characterized as the distinction between the watched relationship and the relationship lattice predicted by the model. Therefore, the SRMR value can be considered a measure of the fit of the correlation matrix in the model. According to the rule of thumb of (Li-tze Hu, 2009),the SRMR value <0.1 indicates that the resulting model fits the data. The output results show that the SRMR value has met this rule of thumb. (Imam Ghozali, 2014) the GoF Index has three assessment categories: values ≥ 0.10 are categorized as weak GoF, values ≥ 0.25 are categorized as moderate GoF, and values ≥ 0.36 are categorized as strong GoF. The higher the GoF value, the better the fit of the resulting model.

Table 12. Goodness of Fit (GOF) Test Results

Variable	Result	Description
GoF	0.05496	GoF Kuat

Source*:* data that has been processed by the author (2024)

Based on the results of the Goodness of Fit (GoF) calculation and the predetermined assessment categories, the research model used is classified in the category of "Strong"

CONCLUSION

The results of the Common Method Variance (CMV) testing, with Variance Inflation Factor (VIF) values all below 5.00, indicating that the data is free from significant bias, allowing for continued analysis using SmartPLS. Furthermore, the evaluation of the measurement model, including tests for convergent and discriminant validity, demonstrates that the indicators have valid and reliable results, as evidenced by outer loading values above 0.7 and AVE values exceeding 0.5. Additionally, the reliability tests, measured using Cronbach's Alpha and Composite Reliability, confirm the consistency and stability of the variables, reinforcing the credibility of the data for further analysis.

The hypothesis testing results reveal a significant positive relationship between Digital Organizational Culture, Organizational Performance, and Business Digitalization, mediated by Digital Organizational Value. This indicates that a robust digital organizational culture enhances performance, which in turn drives digital values and business digitalization within schools. The R-square values suggest that Digital Organizational Culture, Digital Organizational Value, and Organizational Performance collectively explain a moderate portion

of Business Digitalization, Organizational Performance, and Digital Organizational Value, while other unexplored factors also play a role. The SRMR test results, with values below 0.1, further confirm that the model fits the data well, ensuring that the conclusions drawn are reliable and valid for strategic application in organizational settings.

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