

THE INFLUENCE OF DIGITAL LEADERSHIP, DIGITAL ORGANIZATIONAL CULTURE TO JOB PERFORMANCE MEDIATION BY WORK ENGAGEMENT IN THE AGRIBUSINESS INDUSTRY

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Abstract : . *The purpose of this study was to identify the influence of Digital Leadership, Digital organizational culture, Work Engagement and Job Performance. Job performance is a measurement of how effective and efficient employees are in completing their tasks. The data analysis method in this study used the Structural Equation Modeling (SEM) method. The population in this study were IT Digital employees who worked in the Agribusiness industry and the sample criteria were selected using the purposive sampling method with the sample criteria being IT employees in the agribusiness industry in Indonesia who had worked for at least 2 years. A questionnaire consisting of 34 statements was distributed to 180 respondents sent via Google Form. Some of the findings in this study are that Digital Leadership and Digital organizational culture have an effect on Work Engagement and Job Performance. However, Work Engagement has not been proven to have an effect on Job Performance, and does not mediate the relationship between Digital Leadership and Digital organizational culture on Job Performance. Digital Leadership will formulate a long-term vision and strategy that includes the use of digital technology. Digital leadership identifies opportunities and directs organizations in adopting relevant technological innovations to achieve business goals. This study is expected to provide valuable insights for the development of management strategies in the agribusiness industry that wants to utilize the potential of digital technology to improve Job Performance.*

Keywords: *Digital Leadership, Digital organizational culture, Work Engagement, Job Performance.*
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INTRODUCTION

In the era of the industrial revolution, digital technology has become the backbone of various economic sectors, including the agribusiness industry. The adoption of digital technology not only plays a role in increasing operational efficiency, but also opens up new opportunities for innovation and improving company performance. The agribusiness industry is facing significant changes driven by technological advances and digital transformation. Digital Leadership leading with digital transformation initiatives within the organization, ensuring that processes, culture, and technology systems are updated to support efficiency and productivity (Gao, 2024). They play a key role in designing and implementing the necessary changes. Drive innovation by utilizing the latest technology and looking for new ways to solve business problems. They must be flexible and quickly adapt to changes in technology and market trends (Aborbie, 2018; Wang et al., 2022).

Digital leadership refers to a leader's ability to inspire and lead digital transformation in an organization (Sultan & Suhail, 2019). Leaders not only master technology, but are also able to encourage innovation, collaboration and adaptation to

rapid change. Meanwhile, digital organizational culture includes the values, norms and practices that support the use of digital technology in daily operations and strategic decision making. This culture reflects the organization's commitment to innovation, efficiency and openness to change (Marfriady, 2023; Sugiono & Ardiansyah, 2021). Digital Organizational Culture is the responsibility and is the basis of the organization's management system and practices that help strengthen the principles that must be learned as a result of solving problems that arise in the process of adapting the technology used in the work environment, as well as the results of solving problems that arise within the organization or between units related to integration (Prahara, 2020). Digital culture with various problems that arise, such as poor technological infrastructure, inappropriate digital IT policies, lack of ability to adapt to technological changes, poor service providers, slow receipt of information (Muniroh, 2022). These various problems include digital organizational culture and Work Engagement Employees can overcome problems that occur thereby creating a workplace that supports achieving company results and goals.

Research about Digital Leadership, Digital Organizational Culture, Work Engagement, and Job Performance this has been done before. Digital Leadership encourage existence Work Engagement (Sultan & Suhail, 2019; Doğan, 2020 and Kurniawan & Anindita, 2021), Job Performance (Sow & Aborbie 2018 ; Hanafi et al., 2020 and Samuel & Ramli 2024). Organizational culture is also related to Work Engagement (Statnickè et al., 2019; Prahara 2020 ; Muniroh 2022, Jin et al., 2022 and Marsh et al., 2022) performance (Singh & Atwal 2019; Ferdian & Rahmawati 2020 and Azhary & Pradana 2021). Work Engagement can affect performance (Kartikaningdyah & Surya , 2019; Diyanto et al., 2020; and Rahayu et al. 2022). Work Engagement As a variable intervening, mediates the relationship Digital Leadership with Performance (Akbar & Saputro, 2020 and Buonomo et al., 2021) and also mediates between Digital Organizational Culture and Performance (Schaufeli, 2018; Fidyah & Setiawati, 2020 and Marfriady 2023). However, this research only uses direct relationships between variables. In this research, mediation variables will be added work engagement expand the relationship between Digital Leadership and Digital Organizational Culture to Job Performance. Work engagement will be formed when employees are enthusiastic at work and highly dedicated to their work. Work Engagement associated with a strong commitment to the organization (Mubarak et al., 2021). In a digital context Work Engagement can be improved through the use of technology that facilitates communication, collaboration and access to information (Singh & Atwal, 2019).

The aim of this research is to analyze the influence digital leadership and digital organizational culture to job performance through work engagement in the agribusiness industry in the Jabodetabek area. The agribusiness industry, which covers a wide range of activities from farming to product distribution, faces unique challenges in adopting digital technologies. By understanding how these factors interact with each other, this research is expected to provide insight for management in optimizing performance through effective digital strategies. It is hoped that this research can make a theoretical contribution and also provide positive managerial implications.

THEORETICAL FRAMEWORK AND EMPIRICAL STUDIES

Digital Leadership is the digital competency possessed by a leader in order to be able to lead his organization towards change or digital transformation (Van Wart et al., 2019; Zeike et al., 2019). Roman et al., (2019) said that Digital Leadership also referred

to as e-leadership or electronic leadership is defined as a social influence process that uses technology to produce changes in attitudes, feelings, thoughts, behavior and performance in individuals and groups within the organization. Abu et al., (2020) states that Digital Leadership is a person's leadership method in directing, managing, running and optimizing a company using digital technology. Waal et al., (2019) argues that Digital Leadership is a leadership style to achieve company goals by applying digital technology in providing direction and managing human resources. Mehmet et al., (2020) in his journal stated Digital Leadership is leadership that applies the use of technological developments to employees in carrying out work so that they are more effective and efficient and able to solve company problems to achieve company goals.

Digital Organizational Culture is an important part of an organization in applying knowledge, learning and improving work patterns carried out digitally Vial, (2019). According to Cavalcanti et al., (2022) Digital Organizational Culture will apply digitalization in human resource innovation to increase company flexibility through technological collaboration in facing company challenges. Hariry et al., (2022) define Digital Organizational Culture as a system that applies the use of technology to achieve maximum value and quality in the company. Meanwhile, Kumar et al., (2020) looked Digital Organizational Culture as a company output in achieving performance and creating agile work. Organizations must develop and use a digital culture so that it can have value for the company that affects customer satisfaction and revenue.

Work Engagement is part of positive behavior that is aligned with results and encourages employees to involve themselves in work so that they feel satisfied with their work (Qin et al., 2021). According to Jason & Geetha, (2021) Work Engagement is the attitude of employees who are more enthusiastic and satisfied with their work and will be more enthusiastic about dealing with problems that arise in the company. Work engagement is part of positive behavior that is aligned with results and has an impact on employee psychology and health. Employees who are more engaged at work report higher levels of job satisfaction and better performance (Leijten et al., 2015). Besides that, engagement at work is positively correlated with level turnover and job satisfaction (Dodoo et al., 2020).

According to Bailey et al., (2019), Work Engagement is a form of work enthusiasm. When employees are involved in their work, they feel motivated to strive for goals even though it is difficult, so they make their work enjoyable, which ultimately results in working effectively, and achieving success. Work Engagement seen when they carry out their work responsibly and pleasantly, is an encouragement. Kurniawan & Anindita, (2021) define Work Engagement as employee commitment both emotionally and intellectually to the achievement of the work, mission and vision of the organization. Employees who own Work Engagement High is characterized by employees who have a strong level of concern for their ability to complete their work well.

Job Performance is defined as managing the effective and efficient achievement of the real results of the work of employees and leaders in achieving organizational success and desired goals (Rumawas, 2021). Amida & Kristiana, (2019) stated that Job Performance is a results-oriented work assessment and is based on comparison as an assessment stage. According to Riono, (2022) Job Performance is the result of a process that is referred to and measured over a certain period of time based on previously established provisions or agreements. Definition of Miao et al., (2020) Job Performance is employees' ability to generate new ideas and ways for their job functions, including the use of existing technology as well as suggesting new procedures to achieve goals.

Influence of Digital Leadership on Work Engagement

According to Kurniawan & Anindita, (2021) Digital Leadership influence on work engagement employees at state-owned companies in the telecommunications sector. Digital Leadership in business organizations encourages the creation work engagement, due to transparency on Digital Leadership make all employees understand and know the company's goals and targets so that if they have the same vision as the company, employees will have an attachment to the company (Sultan & Suhail, 2019). Doğan, (2020) also proves that in the world of education Digital Leadership positively related to work engagement, because in Digital Leadership Sustainable change will begin so that it can influence other people's caring attitudes and feelings of connection to their work. Based on the description above, a hypothesis can be formulated:

H1: Digital Leadership has a positive influence on Work Engagement

Influence of Digital Organizational Culture on Work Engagement

Denison & Neale (2019) on their researched proves that whether an organizational culture is digitally based or not, if it has power in the organization, it will influence Work Engagement owned by its employees. Prahara (2020) in his study also proved that the higher the organizational culture, the higher it is Work Engagement employee. According to Muniroh (2022), she found that digital culture can improve Work Engagement employee. Meanwhile, studies from Statnickè *et al.*, (2019), proves that there is a relationship between digital culture in an organization and improvement work engagement employees in the world of work, this statement is in line with research of Jin *et al.*, (2022) in discussing his research stated that use of digital technology by employees and its impact on Work Engagement within a certain period. However, research conducted by Marsh *et al.*, (2022) is different from previous research, the results of which explain Digital Organizational Culture does not have a significant positive effect on Work Engagement. Based on the description above, a hypothesis is formulated:

H2: Digital Organizational Culture has a positive influence on Work Engagement

Influence of Digital Leadership on Job Performance

Sow & Aborbie (2018) in his research stated that Digital Leadership provide useful contributions to the company thereby supporting its formation Job Performance. Hanafi *et al.*, (2020) proves that Digital Leadership can influence Job Performance in carrying out their duties and responsibilities so as to achieve company targets. Other research conducted by Samuel & Ramli (2024) in the manufacturing industry also proves that Digital Leadership positive influence on Performance. Based on several things above, the following hypothesis is developed:

H3: Digital Leadership has a positive influence on Performance

Influence of Work Engagement on Performance

Previous research by Kartikaningdyah & Surya (2019) conducted at financial institutions stated that Work Engagement positive influence on Job Performance. Diyanto *et al.*, (2020) in his study also proves that Work Engagement positively related to Job Performance. If all employees have Work Engagement high then of course they also have Performance the good one. Job Performance it would be even more optimal if it were Work Engagement from employees. Bayona *et al.* (2020) explains that level work engagement high employees are able to influence productivity and Job Performance.

Apart from that, research conducted by Oksanen *et al.* (2021) have also explained that there is a relationship between work engagement and performance in the context of remote work by focusing on the impact of digital culture change. Different from research from Rahayu *et al.* (2022) which was carried out in companies in the goods distribution sector, Work Engagement does not have a significant positive effect on Performance. Based on the description above, a hypothesis can be formulated:

H4: Work Engagement has a positive influence on Performance

Influence of Digital Organizational Culture on Performance

Research conducted Singh & Atwal (2019) states that there is a positive relationship between Digital Organizational Culture and Job Performance. In line with research by Ferdian & Rahmawati (2020) conducted at the Telkom Education Foundation, it also proves that there is a positive influence between Digital Organizational Culture and Performance. In the journal Azhary & Pradana (2021) who conducted research in service companies also proved that there is a relationship between Digital Organizational Culture with Performance. The hypothesis formulation for the explanation above is:

H5: Digital Organizational Culture has a positive influence on Performance.

Influence of Digital Leadership and Performance mediated by Work Engagement.

The leadership style at a university will influence the performance of teachers because it has work engagement in work, so it can be stated that Work Engagement is the link between leadership and performance, this is explained by Buonomo *et al.*, (2021). In a study, Akbar & Saputro (2020) stated that leadership encourages improvement Work Engagement, whereas Work Engagement has a significant and positive influence on Job Performance, so it can be interpreted that the relationship between leadership and Job Performance mediated by Work Engagement. According to the description above, a hypothesis can be formulated as follows:

H6: Digital Leadership influence on Performance mediated by Work Engagement

Work Engagement mediate the influence of Digital Organizational Culture on Job Performance

Fidyah & Setiawati, (2020) study shows the effect Digital Organizational Culture to Job Performance through Work Engagement. Work Engagement mediates the relationship between digital culture in the organization towards Job Performance according to a study conducted by Schaufeli (2018) which states Digital Organizational Culture formed by the role of leadership as a source of motivation thereby forming company culture, which will later influence work engagement employee. Research of Marfriady (2023) provides different results, the results of which show that culture Work Engagement does not affect the relationship Digital Organizational Culture with Job Performance. Based on the description above, a hypothesis can be made:

H7: Digital Organizational Culture positive influence on Job Performance mediated by Work Engagement

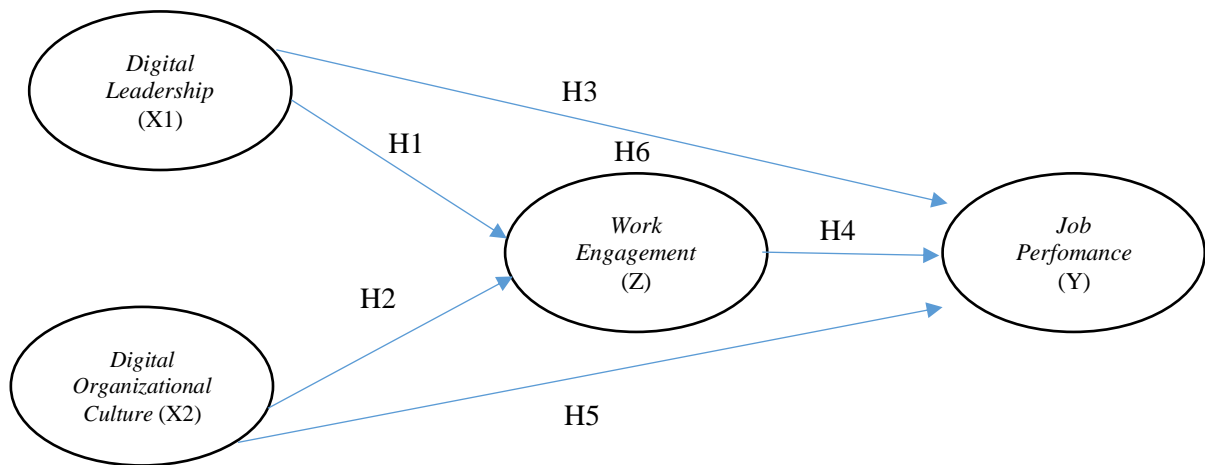


Figure 1 Research Model

RESEARCH METHODS

Measurements related to the variables studied were adopted from previous research. Variable Digital Leadership adopted from Wang *et al.*, (2022) consists of 12 statement items. Variable measurement Digital Organizational Culture adopted from Cardoso *et al.*, (2024) journal which consists of 7 questions. The Work Engagement variable uses 9 questions from study of Asif *et al.*, (2019). While the Performance variable (Job Performance) Employees adopted from Sami, (2023) consists of 6 questions. All questionnaire answers have a scale of 5, from 1 (strongly disagree) to 5 (strongly agree). The total number of statements in this measurement is 34 questions, which can be seen in detail in the attachment.

Cross-sectional design where data collection is needed to prove the existence of a relationship between certain variables, aims to test the impact Digital Leadership and Digital Organizational Culture to Work Engagement and Job Performance. In determining the number of samples according to the explanation is 5 – 10 times the questionnaire questions. A questionnaire consisting of 34 statements was distributed to the entire population via Google Form to an email group of 180 respondents, without including samples for the previous pretest. As quantitative research, this study uses the Structural Equation Model (SEM) method. The variables of this research are Digital Leadership (X1), Digital Organizational Culture (X2), Work Engagement (Y) and Job Performance (Z). Researchers carried out validity and reliability testing as well as hypothesis testing using software statistics using the SEM (Structural Equation Model) method. The outer loading measurement value is used in the validity test. If the outer loading value is below 0.7 then the indicator is no longer included in further testing. The reliability test uses Cronbach's Alpha measurement. A Cronbach's Alpha value > 0.7 or close to 1 indicates that the reliability of the test is getting better.

DATA ANALYSIS AND DISCUSSIONS

Construct Validity and Reliability Tests on the reflective measurement model were carried out based on recommendations from (Hair et al., 2013) where the loading factor value required in SmartPLS 3.0 is ≥ 0.70 . The measurement of construct validity

in this research is acceptable and declared valid, because the majority of indicators for each variable have a loading factor value above 0.70. Indicators whose outer loading value is less than 0.7 are variables Digital Leadership (DL 3 = 0,597 , DL 6 = 0,693 , DL 11 = 0,682), Variabel Digital Organizational Culture (DOC1 = 0,680, DOC4 = 0,684) Variabel Work Engagement (WE2 = 0.660, WE7 = 0.688) and Variable Job Performance (JF3 = 0.656) will be removed and not included in subsequent processing. The model of this research is as follows:

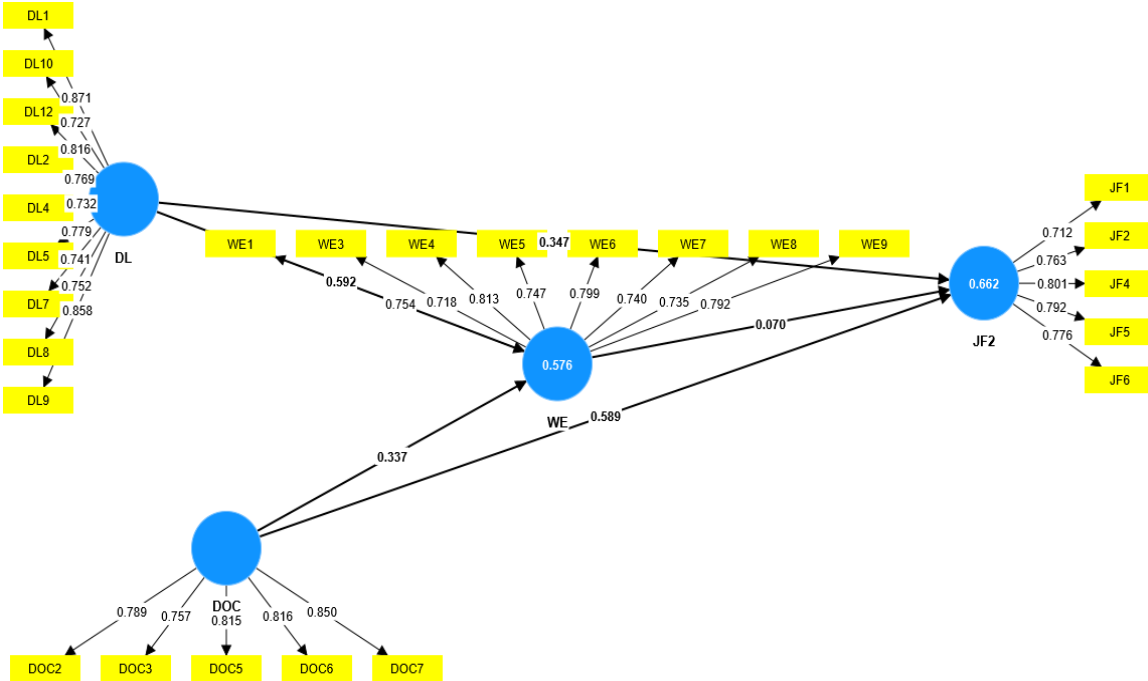


Figure 2. Diagram Path Value

Measurement of discriminant validity of reflexive indicators can be seen in cross loading between indicators and constructs. Measuring discriminant validity by comparing Average Variance Extracted (AVE) for each construct with correlation between the construct and other constructs in the model. Mark Average Variance Extracted (AVE) is declared valid if ≥ 0.5 and discriminant validity $\rightarrow 0.6$. Test results Discriminant Validity all variables are declared valid because the AVE value of each latent variable is higher than the correlation with other variables (Fornell-Larcker Criterion). The AVE value for each variable can be seen in the attachment.

Next, the reliability test is seen according to the Cronbach's alpha value produced in processing this data, where all variables have a value close to 1 or ≥ 0.8 , which means it is very reliable. The results of the reliability test are used to determine whether the indicators of all the research variables used are good constructs or not in forming a latent variable. The results of the reliability test for all variables in this study are above 0.8 so the data is declared reliable as shown in the attachment.

Structural test analysis was carried out to determine the R^2 value in each equation. The R^2 value shows how much the independent variable can explain the dependent variable. R value² 0.630 shows that 63% is variable Job Performance can be explained by variables Digital Leadership , Digital Organizational Culture and Work Engagement while 37% were described outside this study. For variables Work Engagement In this

study, 56.2% was explained by variables Digital Leadership and Digital Organizational Culture together, while the remaining 43.8% can be explained by other variables not included in this study.

Test results Quality The model showed good fit. This can be seen from Q Square Redundancy, and SRMR. The complete data can be seen in the attachment. Meanwhile test results Structural Model form Path Coefficients can be seen in the attachment. Based on Path The T-Value diagram in Figure 2 above can be presented with research model hypothesis testing as follows:

Table 1. Hypothesis Test Results

Hypothesis	Connection	T Statistic (1.96)	P Values (0.005)	Conclusion
H1	Digital Leadership positive influence on Work Engagement	12,540	0,000	Data supports the hypothesis
H2	Digital Organizational Culture positive influence on Work Engagement	5,417	0,000	Data supports the hypothesis
H3	Digital Leadership positive influence on Job Performance	3,127	0,001	Data supports the hypothesis
H4	Work Engagement positive influence on Job Performance	1,298	0,097	Data do not support the hypothesis
H5	Digital Organizational Culture positive influence on Job Performance.	8,795	0,000	Data supports the hypothesis
H6	Digital Leadership positive influence on Job Performance mediated by Work Engagement	1,260	0,104	Data do not support the hypothesis
H7	Digital Organizational Culture positive influence on Job Performance with Work Engagement as an intervening	1,308	0.095	Data do not support the hypothesis

Based on the hypothesis testing table above, it is known that 4 (four) hypotheses have a T-Value value above 1.96 so that the data supports the research hypothesis being built. Meanwhile, 3 (three) hypotheses related to moderation have T-Values below 1.96 so these hypotheses are rejected.

First hypothesis Digital Leadership positive influence on Work Engagement can be proven in this research. Digital Leadership Using digital technology can create a more dynamic, connected and innovative work environment. Leaders who encourage the use of digital tools to monitor environmental conditions on the company's land and work areas can improve the sense of well-being work engagement employees because they feel they can work together productively. Digital leadership often adopts flexible work practices

such as remote working and flexible working hours. Digital technology enables participation from diverse employees who may work from different geographic locations. It improves work engagement employees because they feel they have the same opportunity to contribute to the company. Digital leadership creates a more flexible, innovative and supportive work environment, which enhances work engagement. Employees feel more motivated and connected to their work when they have access to relevant technology, opportunities for development, and are in a culture that values their innovation and contributions. The results of this study strengthen research (Doğan, 2020; Kurniawan & Anindita, 2021; Sultan & Suhail, 2019) which proves the existence of an influence between Digital Leadership and Work Engagement.

This research supports the second hypothesis, Digital Organizational Culture positive influence on Work Engagement and strengthening research (Denison & Neale, 2019; Muniroh, 2022; Prahara, 2020; Statnickè *et al.*, 2019). Application Digital Organizational Culture by implementing sensors on agricultural land to continuously monitor environmental conditions and plant health, enabling fast action to be taken based on data. The use of special agricultural tools to facilitate communication and collaboration between teams spread across various locations will encourage the creation of new ideas in work. Employees to think creatively and innovatively by providing tools and platforms that support new ideas. This creates a dynamic and challenging work environment, which enhances work engagement employee. Giving employees more autonomy in how they manage their work, using digital technology can increase their sense of responsibility and work engagement in working to achieve company goals. Digital Organizational Culture creating a supportive, innovative and flexible environment that encourages employees to engage more in their work. Employees who feel supported by technology and have access to the tools and information they need tend to be more motivated, satisfied, and productive. Transparency, easy access to information regarding management decisions makes employees feel involved in company activities so that they exist work engagement at the company.

Based on data analysis in this research, the third hypothesis Digital Leadership positive influence on Job Performance provable. In line with studies conducted by (Aborbie, 2018; Hanafi *et al.*, 2020; Samuel & Ramli, 2024). Digital Leadership encouraging digital work systems and productivity that reduces manual workload, allowing employees to focus on other tasks that cannot be done using technology. By encouraging the use of advanced technologies such as AI, big data and analytics. Digital leadership directs work using the latest technology that can increase operational efficiency, such as data-based agricultural management systems. Digitally oriented leaders will encourage the development of digital skills among employees. Continuous training and learning will help employees master new agribusiness tools and technologies relevant to their work, thereby increasing productivity and quality of work. Digital Leadership also supports employees in carrying out continuous learning through e-learning platforms, webinars and online courses, so that it has an impact on improving skills and abilities so that it influences Job Performance.

The fourth hypothesis in this research is Work Engagement positive influence on Job Performance not proven and different from several previous studies by Kartikaningdyah & Surya, (2019) and Statnickè *et al.*, (2019) which shows that there is a relationship between Work Engagement with Job Performance. In the agribusiness industry, at work employees often face challenges that employees cannot control, such as extreme weather, pests and plant diseases. Although employees have work engagement

high, but these unforeseen conditions limit the positive impact of work engagement to Job Performance.. Lack of clarity in roles and responsibilities can also lead to employees having work engagement high does not reach performance or Job Performance optimal because they don't know what is expected of them. Although work engagement large workforce, lack of resources necessary to carry out appropriate work, insufficient information and management support can hinder Job Performance.

The fifth hypothesis proves Digital organizational culture positive influence on Job performance because a strong digital culture creates an environment that allows employees to work more effectively, innovatively and productively. The use of digital technology in the agricultural sector allows work to be carried out in a system so that employees can focus on more strategic and high-value work. Digital organizational culture making organizations more adaptive to market and technological changes. Employees can quickly adapt to new tools and processes, keeping the organization competitive. Access to job-appropriate information and training, helps employees to remain relevant and competent in their jobs, which has a positive impact on Job Performance. Digital organizational culture creates an environment that supports efficiency, innovation, and flexibility. By integrating digital technology into every aspect of operations, organizations can improve Job Performance employees and achieve better results. This research supports studies from (Azahary & Pradana, 2021; Ferdian & Rahmawati, 2020; Singh & Atwal, 2019).

Sixth hypothesis Digital Leadership positive influence on Performance mediated by Work Engagement cannot be proven in this study. Even though the previous hypothesis was proven to exist, it did digital leadership can improve work engagement, but there are other factors that influence this work engagement cannot mediate the relationship between digital leadership to Job Performance. Skills, company resources, or managerial support may be more decisive Job Performance someone compared work engagement. Rigid work patterns even though they exist work engagement from the company did not contribute much to the achievement Job Performance although digital leadership good company. In the agribusiness industry, the focus may be more on the final result (such as crop yield, product quality) compared to the process or employee work experience. Therefore, digital leadership is aimed more at improving these results than at improving work engagement. If employees do not have sufficient capabilities to support the technology introduced by digital leadership, work engagement they may improve but not enough to overcome existing barriers to achieving Job Performance. This study cannot prove previous research Buonomo *et al.*, (2021) and M. Akbar & Saputro, (2020).

The seventh hypothesis does not prove that work engagement mediate relationships Digital Organizational Culture to Job Performance. These results show that this research is not in line with the results of studies from (Fidyah & Setiawati, 2020; Marfriady, 2023; Schaufeli, 2018). Digital organizational culture can improve Job Performance through the use of advanced technology, automation and operational efficiency without having to go through work engagement. Effective technology can immediately improve work processes and employee output. Even though employees are in a digital environment, level work engagement they vary greatly depending on various factors. Not all employees will respond to a digital culture with improvements work engagement which is quite influential Job Performance. Digital Organizational Culture it could just create an increase work engagement only in certain groups of employees who are more comfortable or better trained in technology, but not in employees who are less

trained in the use of technology, even though they sometimes feel burdened by change digital , but they still work well so they are still maximizing Job Performance . In this study, most of the respondents worked for more than 5 years, which could mean that they were old or senior employees who already had good performance at work, so they no longer needed work engagement as a mediation to achieve Job Performance the good one.

CONCLUSIONS, SUGGESTIONS, AND LIMITATIONS

In this research, not all hypotheses formulated can be proven. Digital Leadership and Digital Organizational Culture directly influence Work Engagement and Job Performance on employees in the agribusiness industry. Digital Leadership ensuring that technological changes are accepted and well managed by employees, thereby creating an environment that is motivated to adapt to improve engagement them in the use of technology. Digital Organizational Culture supports the use of technology for remote or flexible work so that it is possible for employees to experience work life balance in work. This can improve satisfaction, work engagement and Job Performance. Work engagement cannot always influence the relationship between Digital Leadership and Digital Organizational Culture to Job Performance because many factors influence it. Organizations need to consider the entire work ecosystem, including resource support, leadership, and appropriate measurement of work engagement employee.

Management needs to invest time and resources to update leadership skills so they can utilize technology effectively in leading teams. This training should cover technology skills, digital change management, and effective communication strategies via digital platforms. Strong commitment to digitalization by providing adequate resources and support for digital initiatives. This involves identifying and overcoming obstacles that may arise during digital transformation. Integrate organizational values with digital practices to create a culture that supports innovation, collaboration and adaptability. This can be done by ensuring that every decision and policy supports the digital vision. Prepare organizations to face rapid technological change by increasing flexibility in work structures and organizational policies. Encourage employees to innovate and look for new ways to use technology to improve work processes and end results. Ensure that there is a fair and transparent reward system that takes into account employee contributions in achieving organizational goals through digital leadership and culture digital organization culture. Provide opportunities for career development and personal growth through advanced training, certification, or promotion based on good performance in a digital environment.

Managerial Implications

This research aims to determine the influence of Influence Digital Leadership and Digital Organizational Culture to Job Performance is mediated by Work Engagement in the agribusiness industry in Jabodetabek. Digital Leadership responsible for formulating long-term vision and strategies that include the use of digital technology. They identify opportunities and guide organizations in adopting relevant technological innovations to achieve business goals. Managers need to ensure that employees have adequate competence in using digital technology by providing training and skills development. Encourage innovation by providing space for employees to experiment with new tools and creative ideas. By adopting this approach, managers in the agribusiness industry can ensure that digital leadership and digital organizational culture not just directly upgrade job performance, but also through improvement work engagement. Work engagement can be improved by having a leadership approach to employees or work teams, by

carrying out joint activities between employees. This study is expected to provide valuable insights for the development of management strategies in the agribusiness industry that wants to utilize the potential of digital technology to improve Job Performance.

Research Limitations

This study still has several limitations or limitations that need to be corrected. First, this research was conducted in just one company, namely the agribusiness industry, in the future it is hoped that it can expand its scope by carrying out it in other service sectors to see Job Performance which is driven by Digital Leadership and Digital Organizational Culture mediated by Work Engagement. Second, this study was carried out over a short period of time, it would be better if it could be observed over a fairly long or continuous period of time. Third, this research is only so far Job Performance. Furthermore, researchers recommend further studies by adding the impact of Job Performance like Organizational Performance or other variables as moderation.

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