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Research Article

The Influence of Digital Leadership Implementation, Agile Working, and Collaboration Technology on the Performance of Employees at PT. Sanly Industries

Rasika [1*], Raniasari Bimanti Esthi [2]

[1] Fakultas Ekonomi dan Bisnis Universitas Pelita Bangsa; e-mail : rasika.112111435@mhs.pelitabangsa.ac.id
[2] Fakultas Ekonomi dan Bisnis Universitas Pelita Bangsa; e-mail : raniasari@pelitabangsa.ac.id
* Author correspondence: Rasika

Abstract: This study aims to analyze the influence of digital leadership, agile working, and collaborative technology on employee performance at PT. Sanly Industries. The research is motivated by the growing importance of digital transformation in modern business environments, where leadership styles, work flexibility, and technological collaboration significantly affect organizational success. In today's dynamic and fast-paced digital era, companies are increasingly required to adapt quickly and innovate continuously. Digital leadership refers to a leader's ability to drive digital transformation by leveraging digital tools, fostering innovation, and encouraging open communication. Agile working, which emphasizes flexibility, autonomy, and adaptability in work arrangements, is also critical in ensuring responsiveness to change. Moreover, collaborative technology—such as digital platforms and communication tools—facilitates real-time interaction and teamwork, ultimately improving employee efficiency and coordination. This research adopts a quantitative method with a descriptive associative approach. Data was gathered through the distribution of structured questionnaires to employees at PT. Sanly Industries. The collected data were then analyzed using multiple linear regression to determine the relationship between the independent variables (digital leadership, agile working, and collaborative technology) and the dependent variable (employee performance). The results of the study reveal that each of the three independent variables—digital leadership, agile working, and collaborative technology—has a positive and statistically significant effect on employee performance. Furthermore, when analyzed simultaneously, these variables collectively demonstrate a strong influence, as indicated by a high coefficient of determination. This suggests that improvements in these areas contribute meaningfully to enhanced employee performance. The findings underscore the need for organizations to invest in digital leadership development, promote agile work cultures, and implement effective collaborative technologies as part of an integrated strategy to boost employee productivity and organizational performance in the digital era.

Keywords: Agile Working, Collaborative Technology, Digital Leadership, Employee Performance, PT. Sanly Industries

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1. Introduction

The current development of the economy is becoming increasingly rapid. To achieve the company's goals and vision, it must improve its competitiveness in order to survive and compete. One of the factors that can support the success of a company is human resources. Since human resources are the most important asset in a company, the resources referred to here are the employees of the company. As a support effort for employees to work better, the company can provide opportunities for employees to continue to grow and innovate in the company where they work (Bimanti Esthi, 2022). However, every company inevitably faces difficulties in creating employees whose performance meets the company's expectations, because each employee has different performance and skills (Esthi et al., 2023).

Considering the importance of human resource aspects for the company, it is necessary to have leaders who can provide good direction in accordance with the current and future expectations and goals of the company. Every leader must have a leadership style appropriate to their field. One of these styles is digital leadership, which has become an increasingly important concept in the context of modern organizations (Irawan et al., 2023). In the era of Industry 4.0 marked by rapid technological advancements, the role of digital leadership has become very important in enhancing employee performance within organizations (Heriyanti et al., 2024). This digital era brings many challenges and new opportunities for organizations to remain relevant and competitive. In this rapid digitalization era, leaders are required to not only possess traditional leadership skills but also the ability to effectively leverage technology and information (Masyono et al., 2021).

One of the components of Digital Leadership is the organization's commitment, which is part of a means within human resource management. The results obtained by the company in achieving its goals are determined by the commitment held by an employee, which is shown by the willingness to work hard and the desire to stay within the company [6].

In addition to a suitable leadership style, agile working practices can contribute to employee performance. This means that every employee can work flexibly in carrying out their tasks. This working method is not determined by physical space or the concept of a traditional workplace. Instead, agile working is defined as a more liberated approach to doing work, not constrained by space, time, collaboration, or even the role of an employee [7]

Table 1. List of Internal Problems at PT. Sanly Industries (January - August 2024)

Month	Part Short-age	Wrong Part	Excess Part	Wrong Label	Wrong Arrange-ment	NG Packing
January	2			2		9
February	17		7		6	1
March	18		9		3	9
April	17		6	1	4	
May	34		3		1	
June	26		8		1	
July	24	1	12	3	2	
August	18		11		2	
Total	139	1	56	4	21	19

Source: Researcher's data, 2025

Based on the data in Table 1.2 above, part shortages have significantly dominated each month. Recorded from January to August, there were a total of 139 incidents. The author concludes that the performance among employees is very lacking. There is minimal coordination between departments and poor communication between subordinates and superiors.

One of the causes is that the leadership at PT. Sanly Industries has not implemented a leadership style that is capable of directing, managing, and influencing the organization within the context of the digital world, which is known as *digital leadership*. Employees do not report the problems or obstacles they experience to their leaders, resulting in leaders being unaware

of these issues. Several employees at PT. Sanly Industries stated that the leaders are not inspiring in providing media as a means of digital communication. For example, if there is sudden information regarding work processes or information related between departments, such information is not well conveyed.

Furthermore, the management at PT. Sanly Industries has not fully adopted technology. For instance, every part that enters the warehouse as production output is still recorded manually, often resulting in discrepancies in quantities due to inaccurate recording. Likewise, the parts prepared for delivery to customers are still recorded manually, which often leads to errors. For example, the recorded quantity may indicate sufficient stock for delivery, but the actual quantity is insufficient.

The lack of coordination among employees, as well as between subordinates and superiors, leads to a work system that feels rigid, inflexible, and slow to respond in resolving problems, whether internal departmental issues or interdepartmental problems [8]. Moreover, this rigid work system makes employees feel like they are working individually without teamwork within the department.

For example, every mold change carried out by the production department is always delayed and does not align with the production daily plan (RHP) schedule published daily by the PPIC department, even though the delivery department is waiting for the production results.

Based on these problems and the explanations above, the author conducted research with the title: "The Effect of Digital Leadership, Agile Working, and Collaborative Technology Implementation on Employee Performance at PT. Sanly Industries."

2. Preliminaries or Related Work or Literature Review

Employee Performance

In general, the definition of Employee Performance includes the work results achieved, both in terms of quality, quantity, and effectiveness in meeting established targets. Employee Performance assessment often considers factors such as work quality, work quantity, employee behavior or attitude, and target achievement. According to [9], Employee Performance is the output produced from specific job functions or activities within a certain period, reflecting the quality and quantity of that work.

Employee Performance refers to how well an employee completes tasks and achieves the objectives set for their job. It is the result of specific job functions and includes the quality and quantity of work performed during a particular period. Good Employee Performance is crucial for the overall success of an organization, as it directly impacts the company's productivity and success [10].

Factors that influence Employee Performance according to Zaky (2023) include motivation, which is the drive within an individual to achieve goals influenced by personal

needs, desires, and objectives; job satisfaction, which is the employee's positive feeling towards their job and work environment; competence, which is the ability and expertise in carrying out tasks; interest, which is the inclination towards certain types of work that can affect performance; and personality, which are individual characteristics that influence behavior and performance [11].

Furthermore, the indicators of Employee Performance according to Andi Irfan et al. (2023) include quality, referring to how well tasks are completed according to standards; quantity, referring to the amount of work produced within a certain period; timeliness, referring to task completion within deadlines; effectiveness, referring to achieving goals using available resources; and independence, referring to the ability to work without close supervision [12].

Digital Leadership

Digital leadership is a leader's ability to utilize digital technology to achieve organizational goals by driving digital transformation and creating an adaptive and innovative work environment. Experts emphasize the importance of digital leaders in directing, influencing, and inspiring others to adapt to technological changes and leverage digital potential for organizational advancement [13].

According to [14], digital leadership is a crucial concept in today's digital era. Effective digital leaders are capable of directing digital transformation, utilizing technology for competitive advantage, and creating an organizational culture that is adaptive and innovative. With strong digital leadership, organizations can face challenges and seize opportunities arising from digital transformation.

Factors influencing digital leadership according to Seno Nugroho et al. (2023) include leadership capability, which is the ability to lead, motivate, and inspire teams in a digital environment; technological capability, which refers to understanding and mastering digital technology as well as applying it in decision-making; innovation, which is the ability to create new ideas and quickly adapt to technology; and adaptability, which is the ability to adjust to the highly dynamic digital environment [15].

Meanwhile, indicators of digital leadership according to Nursiva et al. (2024a) include digital vision, referring to the ability to formulate directions and objectives for utilizing digital technology within the company; digital communication, referring to the ability to communicate effectively through digital platforms; virtual management, referring to the ability to manage teams and projects effectively in digital environments; and digital transformation, referring to the ability to manage change and adapt the organization to current technological developments [16].

Agile Working

Agile working is a modern approach that focuses on flexibility, efficiency, and adaptability in the work environment [17]. It aims to enhance productivity, employee satisfaction, and the organization's ability to adapt to change.

Agile working includes remote working, which has a relatively long history. Although in the past agile working might have been considered an employee perk, it is now regarded as a strategic priority for organizations [18]. Indeed, in 2020, with the coronavirus pandemic disrupting the world, remote working became a necessity for many people.

Factors influencing agile working according to Altuwaijri and Ferrario (2022) [19] include individual capability, where individuals with flexible personalities and good adaptability skills tend to adjust more easily to agile methods; organizational culture that supports innovation, collaboration, and risk-taking, which facilitates the adoption of agile; managerial support, which is crucial in agile transformation through the provision of resources, training, and guidance; and the use of appropriate technology, such as online communication tools and project management platforms that facilitate the implementation of agile working.

Meanwhile, indicators of agile working according to Ridswan and Ramli (2023) include goal focus, which emphasizes achieving work targets regardless of time or location; autonomy and trust, where employees are given the freedom to manage their own work with the trust that they will achieve the expected results; and performance evaluation based on target achievement and contribution, rather than merely presence or work duration.

Collaboration Technology

Collaboration Technology refers to software and digital tools designed to facilitate cooperation and communication among individuals or groups in achieving common goals. Research from various journals and other sources emphasizes that Collaboration Technology is not merely a tool but also an approach that transforms how people work, learn, and interact [20].

According to [21], Collaboration Technology is a set of digital tools that enables groups of people to collaborate, share information, and complete tasks together without limitations, anytime and anywhere. Collaboration technology is not only for communication but can also be utilized in various fields, including as a support in business.

Factors influencing Collaboration Technology according to [22] include individual capability in using technology and understanding digital concepts to participate actively in online collaborative environments; skills such as online communication, information sharing, and technology-based problem solving required for effective collaboration; and sensitivity to cultural differences, values, and norms within multicultural teams to build positive relationships and avoid conflict.

Meanwhile, according to [23], indicators of Collaboration Technology include the use of communication tools such as WhatsApp, Microsoft Teams, or Zoom for real-time

communication and information sharing; social interaction through discussions and feedback among team members; and communication effectiveness, which is characterized by clear, concise, and targeted information delivery with constructive and regular feedback.

3. Proposed Method

This research uses a quantitative research method. The quantitative method is one type of research that is systematically, planned, and structured from the early stages to the research design. According to [24], the research design is illustrated below:

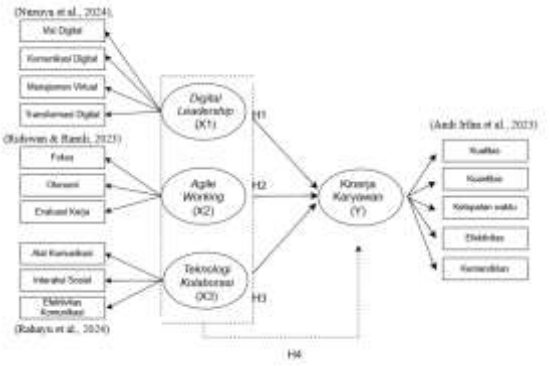

Figure 1. Research Design

Operational Definition of Variables

Table 2. Operational Definition of Variables

Variable	Instrument	Instrument Variable
Digital Leadership (X1) [25]	*Digital Vision*	Digital vision refers to a person's ability to formulate directions and objectives in utilizing digital technology within the company.
	2. *Digital Communication*	Digital communication refers to someone who is able to communicate effectively through digital platforms..
	3. *Virtual Management*	Virtual management refers to a person's ability to manage teams and projects effectively and efficiently in digital environments.
	4. *Digital Transformation*	Digital transformation is the ability of an individual to manage change and adapt the organization to current technological developments
Agile Working (X2) [26]	1. Focus	Focus refers to emphasizing the achievement of goals and work targets, rather than how long or where the work is done.
	2. Autonomy	Autonomy refers to employees being given the authority to organize their own work with the trust that they will achieve the expected results
	3. Work Evaluation	Work evaluation refers to assessing employee performance based on target achievement and contributions rather than merely presence or work duration.
Collaboration Technology (X3)	1. *Communication Tools*	Use of platforms such as WhatsApp, Microsoft Teams, or Zoom for real-time communication and information sharing.

[27]		
	2. Social Interaction	Social interaction refers to team members' involvement in discussions, feedback, and social interactions through collaboration platforms.
	3. Communication Effectiveness	Communication effectiveness is a person's ability to deliver information clearly, concisely, and in a targeted manner.
Employee Performance (Y) [16]	1. Quality	Quality refers to how well employees complete their tasks.
	2. Quantity	Quantity refers to how much work is produced by employees within a certain period.
	3. Timeliness	Timeliness refers to how well employees complete tasks within the given time frame.
	4. Effectiveness	Effectiveness refers to how well employees achieve desired goals with the available resources.
	5. Independence	Independence refers to how capable employees are in working independently without close supervision.

Source: processed data, 2025

Data Collection Method

The preparation of the thesis requires a method to organize and complete the existing research data. In this study, the data collection method is carried out through several stages, namely observation by directly observing PT. Sanly Industries; literature study by reading, quoting, and noting relevant materials on topics such as servant leadership, job satisfaction, organizational commitment, and employee loyalty; and questionnaires distributed to employees in the form of written questions or statements using a Likert scale with a value weight of 1-5.

Population and Sample

The population in this study is all employees of PT. Sanly Industries. The total number of employees is 85 at PT. Sanly Industries. The sample used is a saturated sample, which means that the entire population is used as a sample. Based on this definition, the sample in this study is 85 people.

4. Results and Discussion

Outer Model

a Convergent Validity

The indicators in a research can be considered valid if they have an outer loading value above 0.7 for each of its instruments, but an outer loading value of 0.6 is still considered sufficient, and values below 0.5 can be eliminated.

Table 3. Validation Test of Research Instruments.

No.	Variable Codes	Variable	Validity	Description
1	X1.1	Digital Leadership	0.276	Not Valid
2	X1.2		0.832	Valid
3	X1.3		0.911	Valid
4	X1.4		0.892	Valid
5	X1.5		0.913	Valid
6	X1.6		0.883	Valid
7	X1.7		0.911	Valid
8	X1.8		0.912	Valid
9	X2.1	Agile Working	0.501	Not Valid
10	X2.2		0.882	Valid
11	X2.3		0.832	Valid
12	X2.4		0.917	Valid
13	X2.5		0.957	Valid
14	X2.6		0.857	Valid
15	X3.1	Collaboration Technology	0.752	Valid
16	X3.2		0.763	Valid
17	X3.3		0.870	Valid
18	X3.4		0.852	Valid
19	X3.5		0.871	Valid
20	X3.6		0.874	Valid
21	Y1	Employee Performance	0.846	Valid
22	Y2		0.838	Valid
23	Y3		0.760	Valid
24	Y4		0.854	Valid
25	Y5		0.804	Valid
26	Y6		0.844	Valid
27	Y7		0.798	Valid
28	Y8		0.851	Valid
29	Y9		0.910	Valid

Source: processed data SmartPLS, 2025

Based on the table above, it can be seen that there are three indicator variables that have the smallest outer loading or measurement model for each variable, namely the indicators for variable X1.1 and X2.1. Therefore, elimination was performed on these three variable indicators, and then the testing was conducted again. Below are the results of the testing after the elimination of the invalid variable indicators.

b Discriminant Validity

Average Variance Extracted is used to assess the discriminant validity for each construct and latent variable. The requirement to be considered passing is that the AVE value is greater than 0.5.

Table 4. Averange Variance Extrated

Variable	Nilai *Averange Variance Extrated*
Digital Leadership (X1)	0.803
Agile Working (X2)	0.792
Collaboration Technology (X3)	0.692
Employee Performance (Y)	0.697

Source: processed data SmartPLS, 2025

Based on the table and the image above, it shows that the AVE values of each variable are greater than 0.5, therefore, these variables with AVE values greater than 0.5 can be said to be valid.

c Reliability Test

The reliability test is known through two methods, namely Composite Reliability and Cronbach's Alpha. A variable can be said to have good reliability if the Composite Reliability value is > 0.7 and the Cronbach's Alpha value is > 0.6.

Table 5. Reliability Test

Variable	*Composite Reability*	Description
Digital Leadership (X1)	0.966	Reliable
Agile Working (X2)	0.950	Reliable
Collaboration Technology (X3)	0.931	Reliable
Employee Performance (Y)	0.954	Reliable

Source: processed data SmartPLS, 2025

Based on the table above, it is proven that the Composite Reliability values for all constructs are > 0.7, so all constructs meet the Composite Reliability criteria, and all constructs in this study have been detected as Reliable. The Cronbach's Alpha value is also useful to reinforce the reliability test. Below are the results of the Cronbach's Alpha calculation:

Table 6. Cronbach's Alpha

Variable	*Cronbach's Alpha*	Description
Digital Leadership (X1)	0.960	Reliable
Agile Working (X2)	0.934	Reliable
Collaboration Technology (X3)	0.911	Reliable
Employee Performance (Y)	0.946	Reliable

Source: processed data SmartPLS, 2025

Based on the table and picture above, the Cronbach's Alpha values for all constructs are > 0.6, so all constructs meet the Cronbach's Alpha value and each construct in the study has a high reliability value.

Inner Model

The analysis of the inner model, also known as structural model testing, can be assessed through the R Square test. Here is the R Square value in this study:

Table 7. Uji r

Variable	*R Square*	*R Square Adjusted*
Employee Performance (Y)	0.572	0.556

Source: processed data SmartPLS, 2025

Based on the table above, it shows that the R-square value in the Employee Performance variable (Y) is 0.572, which can be interpreted that this value is considered adequate and meets the criteria.

Hypothesis Testing (T-Test)

Hypothesis testing is conducted to analyze the influence between variables in this research, with the aim of answering the research questions. The analysis is carried out using the bootstrapping method as shown in the Path Coefficient table. The results of the Path Coefficient in this study are as follows:

Table 7. Hypothesis Testing

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation	T Statistics	P-Values
Digital Leadership (X1)→ Employee Performance (Y)	-0.049	-0,041	0.068	0.718	0.473
Agile Working (X2)→ Employee Performance (Y)	0.308	0.308	0.318	0.968	0.334
Collaboration Technology (X3) → Employee Performance (Y)	0.497	0.513	0.294	1.691	0.092

Source: processed data SmartPLS, 2025

Hypothesis 1: The first hypothesis states that the implementation of Digital Leadership (X1) has no effect on Employee Performance (Y). Based on the table, it is stated that the p-value is 0.473, which is greater than 0.005, indicating that the result is not significant. Thus, it can be interpreted that the implementation of Digital Leadership (X1) does not have a positive effect on Employee Performance (Y), or in other words, hypothesis 1 is rejected.

Hypothesis 2: The second hypothesis states that Agile Working (X2) has no effect on Employee Performance (Y). Based on the table, it is stated that the p-value is 0.000, which is greater than 0.334, indicating that the result is significant. Thus, it can be interpreted that Agile Working (X2) does not have a positive effect on Employee Performance (Y), or in other words, hypothesis 2 is rejected.

Hypothesis 3: The third hypothesis states that Collaboration Technology (X3) has no effect on Employee Performance (Y). Based on the table, it is stated that the p-value is 0.998, which is greater than 0.005, indicating that the result is not significant. Thus, it can be interpreted that Collaboration Technology (X3) does not have a positive effect on Employee Performance (Y), or in other words, hypothesis 3 is rejected.

5. Comparison

The Effect of Digital Leadership Implementation on Employee Performance

The first hypothesis shows that the implementation of Digital Leadership (X1) does not have a positive and significant effect on Employee Performance (Y). This result supports previous research conducted by [17], which concluded that there is no positive relationship between the implementation of Digital Leadership and Employee Performance.

The Effect of Agile Working on Employee Performance

The second hypothesis shows that Agile Working (X2) does not have a positive and significant effect on Employee Performance (Y). This result supports previous research conducted by [18], which concluded that there is no positive relationship between Agile Working and Employee Performance.

The Effect of Collaboration Technology on Employee Performance

The third hypothesis shows that Collaboration Technology (X3) does not have a significant effect on Employee Performance (Y). This result supports previous research conducted by [19], which showed a negative result between Collaboration Technology and Employee Performance. These findings indicate that, in the context of this study, Collaboration Technology does not provide a meaningful contribution to Employee Performance.

The Effect of Digital Leadership (X1), Agile Working (X2), and Collaboration Technology (X3) on Employee Performance (Y)

Based on the results of the simultaneous test, it shows that the calculated F value is 4.576, which is greater than the F table value of 2.37, with a P value ≤ 0.05. Therefore, it can be concluded that the variables Digital Leadership (X1), Agile Working (X2), and Collaboration Technology (X3) together have a simultaneous effect on Employee Performance (Y) at PT Sanly Industries. In other words, the fourth hypothesis is accepted.

6. Conclusions

Based on the problem formulation, literature review, data analysis results, and discussion in this study, it can be concluded that Digital Leadership, Agile Working, and Collaboration Technology individually do not have a significant effect on Employee Performance at PT. Sanly Industries. However, simultaneously, these three variables are proven to have a significant impact on performance improvement. Therefore, it is recommended that the company strengthen the role of digital leadership by enhancing leaders' capacities in managing technology, promote a flexible and adaptive work culture through comprehensive implementation of Agile Working, and maximize the utilization of collaborative technologies

that are relevant and integrated with team work needs. These three aspects also need to be integrated into the human resource management strategy in a holistic manner through training, formation of cross-functional teams, and the development of new work procedures to create a more productive, responsive, and collaborative work environment.

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