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The Influence of Digital Leadership and Organizational Culture on Employee Performance in the Industry 4.0 Era

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ABSTRACT

The rapid development of digital technology in the Industry 4.0 era has transformed organizational work patterns, including in the banking sector, which is required to adapt to digital transformation. In this context, employee performance has become a crucial factor in supporting organizational success. This study aims to analyze the influence of digital leadership and organizational culture on employee performance at Bank Sulselbar Masamba Branch in the Industry 4.0 era. This study employed a quantitative research approach using primary data collected through questionnaires distributed to respondents. The study population consisted of all active employees of Bank Sulselbar Masamba Branch, totaling 34 employees in the branch. A saturated sampling technique was applied, in which the entire population was selected as the research sample for this study. The data were analyzed using IBM SPSS Statistics Version 26 through validity and reliability tests, multiple linear regression analysis, the t-test (partial), and the F-test (simultaneous). The results indicate that digital leadership has a positive and significant effect on employee performance, with a significance value of 0.000 ($p < 0.05$). Organizational culture also has a positive and significant effect on employee performance, with a significance value of 0.003 (< 0.05). Simultaneously, digital leadership and organizational culture have a positive and significant effect on employee performance, as indicated by an F-value of 39.622 and a significance value of 0.000 ($p < 0.05$). These findings suggest that improving employee performance is determined not only by the effective utilization of digital technology but also by leadership capabilities in managing organizational change and an organizational culture that supports innovation and adaptation to digital transformation.

Keywords: Digital Leadership, Organizational Culture, Employee Performance, Industry 4.0.

I. Introduction

The rapid development of digital technology in the era of Industry 4.0 has accelerated digital transformation across various sectors, including banking. Digital transformation is not only associated with the adoption of advanced technologies but also requires the readiness of human resources to adapt to digital-based work systems. These changes have made employee performance a critical factor in maintaining organizational sustainability and competitiveness. To address these challenges, organizations require leaders capable of managing digital transformation effectively. Digital leadership refers to a leader's ability to utilize

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digital technologies to support innovation, facilitate data-driven decision-making, and improve organizational effectiveness (Wibowo and Wartini, n.d.). Leaders with strong digital competencies are expected to create adaptive, innovative, and responsive work environments. However, several studies have reported that the influence of digital leadership on employee performance is also affected by organizational conditions and the readiness of human resources to embrace digital transformation (Indriani et al., 2026). In addition to digital leadership, organizational culture plays a significant role in enhancing employee performance. Organizational culture encompasses the values, norms, beliefs, and behavioral patterns shared by organizational members in their work. A strong and adaptive organizational culture enables employees to cope with technological changes, strengthens teamwork, and fosters a productive work environment. In the context of digital transformation, an organizational culture that promotes innovation and collaboration is essential to ensure effective implementation of the transformation process. Nevertheless, empirical studies examining the influence of organizational culture on employee performance in the banking sector during the digital era are relatively limited (Safira et al., 2024). The Bank Sulselbar Masamba Branch, as a regional banking institution, is also facing challenges in implementing digital transformation, particularly in terms of employee readiness and the adjustment of organizational culture. The transition toward digital banking services requires employees to possess strong technological adaptability and the ability to adjust to new work systems (Aprilia 2024). Therefore, effective digital leadership and a supportive organizational culture are essential for maintaining optimal employee performance. Based on these circumstances, this study is important because it examines the influence of digital leadership and organizational culture on employee performance in the era of Industry 4.0 at the Bank Sulselbar Masamba Branch. Specifically, this study aims to determine the effects of digital leadership and organizational culture on employee performance, both partially and simultaneously (Usman & Widyastuti, 2025).

II. Literature Review and Hypothesis Development

2.1. Digital Leadership

Digital transformation in the era of Industry 4.0 requires organizations to adapt to rapid developments in information and communication technologies. In this context, digital leadership has become a critical factor in determining organizational success in managing changes. Digital leadership is not only associated with the ability to utilize digital technologies but also with a leader's capability to guide the organization, foster innovation, and build an organizational culture that is adaptive to digital transformation (Tanjung, 2025). According to Irfan et al. (2024), digital leadership refers to a leader's ability to manage digital transformation through data-driven decision-making, effective utilization of technology, and development of adaptive human resources. Meanwhile, McAfee and George emphasize that the success of digital transformation is determined not only by technological advancement but also by the quality of leadership in creating sustainable organizational change. In the banking sector, digital leadership has become increasingly important because banking services have shifted toward digital platforms such as mobile banking, Internet banking, and application-based financial services. Leaders with strong digital competencies can improve work efficiency, accelerate coordination, and assist employees in adapting to technology-based work systems. Recent studies have indicated that digital leadership positively influences employee performance through the development of a digital culture and innovative work behavior (Sitompul et al., 2025). Likewise, Damayanti and Tahwin (2025) found that digital leadership enhances organizational performance by strengthening innovation and information technology competencies. Theoretically, this study adopts Transformational Leadership Theory, which emphasizes a leader's ability to provide vision, motivation, and support for organizational change. In the digital era, transformational leadership has evolved into digital leadership, which focuses on innovation, flexibility, and technological adaptability of the organization.

H1 : Digital leadership positively and significantly affects employee performance.

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2.2. Organizational Culture

Organizational culture refers to the shared values, norms, beliefs, and behavioral patterns that guide organizational members in performing their work and interacting with one another. A strong organizational culture creates a conducive work environment, enhances teamwork, and enables organizations to respond effectively to changes in the business environment (Aisha et al., 2025). In the digital era, an adaptive organizational culture has become a key factor in supporting digital transformation in organizations. Organizations that promote innovation, collaboration, and openness to change are generally better equipped to adapt to technological advances. Conversely, a rigid organizational culture may hinder digital transformation and reduce employee productivity. Faiz (2021) found that organizational culture has a positive effect on employee performance and organizational readiness to face changes in the era of industry 4.0. Similarly, Khairunnisa et al. (2026) reported that organizational culture improves employee performance in companies that implement digital-based work systems. Furthermore, Iskandar and Utami (2024) argue that a strong organizational culture enhances employee motivation, loyalty, and productivity, particularly among the millennial workforce. This study adopts Schein's Organizational Culture Theory, which explains that organizational values and norms shape the work behavior of its members. In the context of digital transformation, an adaptive organizational culture enables employees to embrace technological change, improve collaboration, and support the achievement of organizational objectives.

H2 : Organizational culture positively and significantly affects employee performance.

2.3. Employee Performance

Employee performance refers to the work outcomes achieved by individuals while carrying out their duties and responsibilities within an organization. Performance is evaluated not only based on work results but also on effectiveness, quality, and timeliness in completing the assigned tasks (Fachrezi, 2024). According to Gusnia and Alhabsyi (2025), employee performance is the qualitative and quantitative achievement of work outcomes by an individual fulfilling assigned responsibilities. They further explained that employee performance is influenced by individual abilities, work effort, and organizational support. In the era of Industry 4.0, employee performance is strongly influenced by an organization's ability to implement digital leadership and establish an adaptive organizational culture. Leaders who effectively utilize digital technology can simplify work processes, while an organizational culture that encourages innovation creates a productive, collaborative, and efficient work environment (Eva et al., 2026).

2.4. The Relationship between Digital Leadership, Organizational Culture, and Employee Performance

Digital leadership and organizational culture are closely interconnected in improving the performance of employees. Digital leadership plays an essential role in directing organizational transformation through the effective use of technology, whereas organizational culture serves as a framework of shared values and work behaviors that support the transformation process (Usman & Widyastuti, 2025). Leaders who adapt to technological change are better able to foster an innovative organizational culture that is open to change. Such a culture encourages employees to work effectively, collaboratively, and productively. Therefore, improving employee performance in the digital era depends not only on technological advancement but also on the quality of leadership and organizational culture implemented within the organization (Sihite, 2021). Mahayani and Darma (2025) demonstrated that digital leadership, culture, and technology have a simultaneous positive effect on organizational performance. Their findings also indicate that leadership and organizational culture significantly contribute to improving employee performance in the digital banking sector.

H3 : Digital leadership and organizational culture have a positive and significant effect on employee performance.

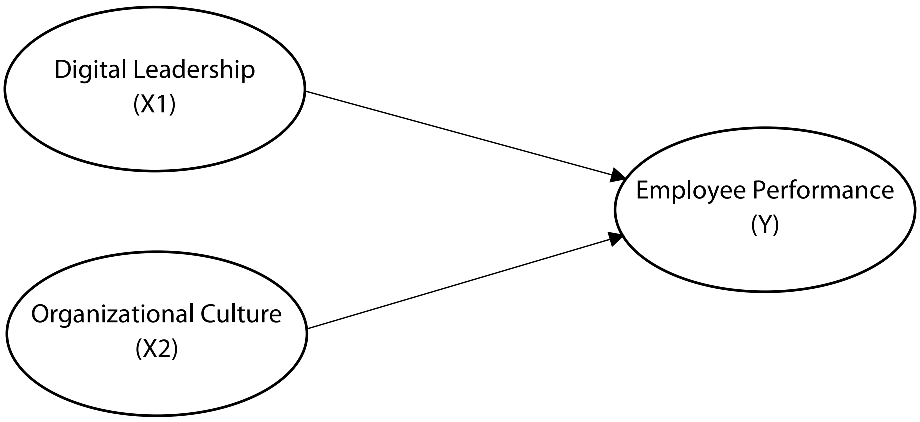

Figure 1. Conceptual Framework

III. Research Method

This study employed a quantitative research approach using a survey method to analyze the influence of digital leadership and organizational culture on employee performance at Bank Sulselbar's Masamba Branch in the era of Industry 4.0. A quantitative approach was selected because this study aimed to examine the relationships among variables objectively through numerical data and statistical analysis. The research design is causal associative research, which is intended to determine the effects of independent variables on the dependent variable. This design is appropriate because it aligns with the objective of examining the influence of digital leadership and organizational culture on employee performance. The study was conducted at the Bank Sulselbar Masamba Branch over two months. The research population consisted of all active employees of Bank Sulselbar Masamba Branch, totaling 34 employees. Since the population size was relatively small, this study employed a saturated sampling technique in which the entire population was selected as the research sample. This technique was chosen to ensure that all characteristics of the population were comprehensively represented, thereby improving the accuracy of the study findings. The primary advantage of saturated sampling is that it minimizes sampling error because every member of the population is included as a respondent in the sample. However, the findings are limited to a specific research setting; therefore, their generalizability to a broader population remains limited. The data used in this study consisted of quantitative and qualitative data. Quantitative data were collected through questionnaires distributed to all respondents using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire was developed based on indicators for each research variable, derived from established theories and previous studies. Digital leadership was measured using indicators related to leaders' ability to utilize digital technology, encourage innovation, make data-driven decisions, and adapt to technological changes (Kane et al., 2019).

Organizational culture was measured using indicators of teamwork, work discipline, innovation, organizational communication, and orientation toward organizational goals (Robbins and Judge, 2019). Employee performance was measured using indicators of work quality, work quantity, timeliness, work effectiveness, and responsibility for completing assigned tasks (Mangkunegara, 2017). The data collection process comprised several stages. First, the researcher obtained permission from the Bank Sulselbar Masamba Branch to conduct the study. Subsequently, questionnaires were distributed directly to all respondents during working hours to maximize the response rates. After all questionnaires were collected, the researcher reviewed them to ensure the completeness of respondents' answers. In addition to the questionnaire survey, brief interviews were conducted with several employees and managers to obtain supporting information

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regarding the implementation of digital leadership and organizational culture in the workplace. Documentation, including the company's organizational profile and employee data, was used to complement the research data. The research instrument was evaluated using validity and reliability tests on the data collected. A validity test was conducted to determine whether each questionnaire item accurately measured the intended research variable, while a reliability test assessed the consistency of respondents' answers using Cronbach's alpha coefficient. Data were analyzed using IBM SPSS Statistics Version 26. Descriptive statistical analysis was used to describe the respondent characteristics and questionnaire responses, whereas inferential statistical analysis was conducted to test the research hypotheses using multiple linear regression analysis. Hypothesis testing included the t-test to examine the partial effects of the independent variables, the F-test to evaluate their simultaneous effects, and the coefficient of determination (R^2) to measure the proportion of variance in employee performance explained by the digital leadership and organizational culture.

Table 1. Operational Definition of Variables

Variable	Operational Definition	Indicators	Source
Digital Leadership (X1)	Digital leadership refers to a leader's ability to guide an organization in responding to technological change by developing a transformational vision, fostering innovation, empowering employees, and making data-driven decisions. Digital leaders serve as catalysts who ensure that technology functions not only as a tool but also as a driver of organizational change.	1. Transformational Vision 2. Future Orientation 3. Innovation 4. Employee Empowerment 5. Data-Driven Decision Making	Nuraini (2025)
Organizational Culture (X2)	Organizational culture refers to the shared values, beliefs, and norms that serve as guidelines for organizational members to perform their work, address external challenges, and achieve organizational integration. These values influence employee behavior and interaction within the organization.	1. Innovation and Risk Taking 2. Attention to Detail 3. Results Orientation 4. Team Orientation 5. Aggressiveness 6. Stability	Sari & Rosdiana (2023)
Employee Performance (Y)	Employee performance refers to the quality and quantity of work achieved by an employee while carrying out assigned duties and responsibilities. Employee performance reflects the extent to which individuals accomplish organizational objectives efficiently and effectively.	1. Quality of Work 2. Quantity of Work 3. Timeliness 4. Effectiveness 5. Independence	Syahputra et al. (2025)

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IV. Result and Discussion

4.1. Validity Test

A validity test was conducted to evaluate the extent to which the research instrument accurately measured the intended construct (Darma, 2021). In other words, this test was used to determine whether the questionnaire items were appropriate and valid for measuring research variables. Validity assesses whether each statement in the research instrument effectively represents the concept being measured (Zayrin et al., 2025). The validity test was interpreted using the following criteria:

a. If the calculated correlation coefficient (r-value) is greater than the critical r-table value, the questionnaire item is considered valid, indicating a strong correlation with the total score.
b. If the calculated correlation coefficient is lower than the critical value, the questionnaire item is considered invalid, indicating that it does not adequately measure the intended concept.

In addition, validity can be evaluated based on the significance value.

a. If the significance value was less than 0.05 ($p < 0.05$), the correlation was statistically significant, and the questionnaire item was considered valid.
b. If the significance value is greater than 0.05 ($p > 0.05$), the correlation is not statistically significant, indicating that the questionnaire item is invalid (Hidayat, 2021).

The results of the validity tests are presented in Table 2.

Table 2. Validity Test Results

Variables	Item	r-value	r-table	Result
Digital Leadership (X1)	X1.1	0.807	0.334	Valid
	X1.2	0.455		
	X1.3	0.798		
	X1.4	0.807		
	X1.5	0.798		
Organizational Culture (X2)	X2.1	0.942		
	X2.2	0.452		
	X2.3	0.861		
	X2.4	0.903		
	X2.5	0.952		
	X2.6	0.903		
Employee Performance (Y)	Y1	0.942		
	Y2	0.820		
	Y3	0.942		
	Y4	0.778		
	Y5	0.908		

Based on the results presented in Table 2, all questionnaire items for the Digital Leadership (X_1), Organizational Culture (X_2), and Employee Performance (Y) variables have r-values greater than the critical r-table value of 0.334. Therefore, all questionnaire items were considered valid and appropriate for use as research instruments.

4.2. Reliability Test

Reliability refers to the consistency and stability of a research instrument in producing dependable measurement results that are free of random measurement errors. A reliability test was conducted to ensure that the collected data were consistent and that the research instrument produced stable results when administered under similar conditions. A reliable instrument provides consistent measurements across repeated applications. In research, reliability is commonly evaluated using Cronbach's alpha coefficient (Behavior et al., 2022). The reliability criteria were as follows:

a. If Cronbach's alpha is greater than 0.60 ($\alpha > 0.60$), the research instrument is considered reliable.
b. If Cronbach's alpha is less than 0.60 ($\alpha < 0.60$), the research instrument is considered unreliable.

After confirming that all questionnaire items were valid, a reliability analysis was conducted using IBM SPSS Statistics Version 26. The procedure involved entering all questionnaire items into the Variable View and Data View worksheets, followed by selecting Analyze → Scale → Reliability Analysis using Cronbach's alpha model. The Item, Scale, and Scale if Item Deleted options were selected in the Statistics menu to obtain detailed reliability results (Utami & Rasmanna, 2023). The reliability test results are shown in Table 3.

Table 3. Reliability Test Results

Variables	Number of Items	Cronbach's Alpha	Reliability Threshold
Digital Leadership (X1)	5	0.896	0.60
Organizational Culture (X2)	6	0.911	0.60
Employee Performance (Y)	5	0.885	0.60

Based on the results shown in Table 3, all research variables—Digital Leadership (X_1), Organizational Culture (X_2), and Employee Performance (Y)—have Cronbach's Alpha values greater than the minimum threshold of 0.60. Therefore, the questionnaire used in this study is considered reliable, indicating that all questionnaire items consistently measured their respective constructs and were suitable for further statistical analysis.

4.3. Multiple Linear Regression Analysis

Multiple linear regression analysis is a statistical technique used to examine the relationship between one dependent variable and two or more independent variables. The primary objective of this analysis was to determine the magnitude and direction of the influence of each independent variable on the dependent variable while controlling for the effects of the other variables in the model. The results of the multiple linear regression analysis are shown in Table 4.

Table 4. Results of Multiple Linear Regression Analysis

Coefficients[a]					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	3.214	0.421	–	7.634	0.000
Digital Leadership (X1)	0.412	0.105	0.487	3.926	0.000
Organizational Culture (X2)	0.378	0.117	0.421	3.231	0.003

Based on the Unstandardized Coefficients (B), the multiple linear regression equation is expressed as follows:

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$$Y = 3.214 + 0.412X_1 + 0.378X_2 + e$$

The interpretation of the regression coefficients is as follows.

a. Constant (3.214). The constant value indicates that when Digital Leadership (X_1) and Organizational Culture (X_2) are assumed to be zero, the Employee Performance (Y) score is predicted to be 3.214.
b. Digital Leadership (X_1). The regression coefficient of 0.412 with a significance value of 0.000 (< 0.05) indicates that every one-unit increase in Digital Leadership is associated with an increase of 0.412 units in Employee Performance, assuming the other variable remains constant.
c. Organizational Culture (X_2). The regression coefficient of 0.378 with a significance value of 0.003 (< 0.05) indicates that every one-unit increase in Organizational Culture is associated with an increase of 0.378 units in Employee Performance, indicating a positive relationship.

4.4. t-Test (Partial)

A t-test was conducted to examine the partial effect of each independent variable on the dependent variable. This statistical test determines whether an individual regression coefficient differs significantly from zero, indicating that the corresponding independent variable has a significant effect on the dependent variable (Laboratory et al. 2023).

Table 5. Results of the t-Test (Partial)

Coefficients[a]					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	3.214	0.421	–	7.634	0.000
Digital Leadership (X1)	0.412	0.105	0.487	3.926	0.000
Organizational Culture (X2)	0.378	0.117	0.421	3.231	0.003

Based on the results of the t-test, the calculated t-value for Digital Leadership (X_1) is 3.926, whereas the t-table value at a significance level of 0.05 (df = 31) is approximately 2.042. Because the calculated t-value is greater than the critical t-value (3.926 > 2.042) and the significance value is 0.000 (< 0.05), H_1 is accepted. Therefore, Digital Leadership has a positive and significant effect on Employee Performance. This finding indicates that improvements in digital leadership are associated with higher employee performance at the Bank Sulselbar Masamba Branch. Similarly, the calculated t-value for Organizational Culture (X_2) is 3.231, which is also greater than the critical t-table value of 2.042, with a significance value of 0.003 (< 0.05). Therefore, H_2 is accepted, indicating that Organizational Culture has a positive and significant effect on Employee Performance. This finding suggests that a strong organizational culture contributes to improved employee performance. Overall, the t-test results demonstrate that both Digital Leadership and Organizational Culture individually have positive and statistically significant effects on Employee Performance.

4.5. F-Test (Simultaneous)

An F-test was conducted to evaluate the overall significance of the regression model and to determine whether the independent variables jointly influenced the dependent variable. A regression model is considered statistically significant when the significance value is less than or equal to 0.05 (Sugi et al., 2023).

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Table 6. Results of the F-Test (Simultaneous)

ANOVA[a]						
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	65.217	2	32.609	39.622	0.000
	Residual	27.031	31	0.872		
	Total	92.248	33			
Dependent Variable: Employee Performance						
Predictors: (Constant), Digital Leadership, Organizational Culture						

Based on Table 6, the calculated F-value is 39.622, with a significance value of 0.000. At the 5% significance level ($\alpha = 0.05$), the critical F-table value for $df_1 = 2$ and $df_2 = 31$ was approximately 3.32. Because the calculated F-value (39.622) is greater than the F-table value (3.32) and the significance value 0.000 is less than 0.05, H_3 is accepted. Therefore, Digital Leadership and Organizational Culture simultaneously have a positive and significant effect on employee performance at Bank Sulselbar's Masamba Branch. The findings indicate that digital leadership plays a significant role in improving employee performance. Effective digital leadership enables employees to adapt to technological changes, enhances decision-making processes, and increases work efficiency. Likewise, organizational culture has a positive and significant effect on employee performance, highlighting the importance of shared values, organizational norms, collaboration, and adaptability in enhancing employee productivity. Furthermore, the simultaneous effect of Digital Leadership and Organizational Culture demonstrates that employee performance is influenced not only by technological advancement but also by leadership quality and a supportive organizational culture. These findings suggest that successful digital transformation depends on the integration of effective digital leadership with an adaptive organizational culture that encourages innovation, collaboration, and continuous development.

4.6. Discussion

The results of this study indicate that digital leadership has a positive and significant effect on employee performance at Bank Sulselbar's Masamba Branch in the era of Industry 4.0. These findings suggest that leaders' ability to utilize digital technology, foster innovation, and make data-driven decisions enhances employees' work effectiveness and overall performance. Theoretically, these findings are consistent with digital leadership theory, which proposes that digital leaders function not only as organizational controllers but also as catalysts for digital transformation through effective technology utilization and human resource development. In the context of this study, leaders who provide technology-based direction and promote effective digital communication have been shown to improve productivity (Putri & Febriantina, 2025). The findings are also supported by Transformational Leadership Theory, which explains that leaders who are adaptive to change can enhance employee motivation and performance by encouraging innovation and providing inspirational leadership. Karliena et al. (2026) emphasized that the success of organizational digital transformation largely depends on leaders' ability to integrate technological advancement with human resource development. Therefore, digital leadership at the Bank Sulselbar Masamba Branch can be regarded as a strategic factor in creating a flexible, innovative, and technology-responsive work environment. Empirically, the findings of this study support those of Rahmawati and Puspita (2022), who reported that digital leadership significantly and positively affects employee performance in the era of Industry 4.0. Similarly, Putranti and Sulistiyani (2024) found that digital leadership enhances organizational commitment and employee performance by strengthening employees' ability to adapt to digital transformation in the workplace. Furthermore, Rohman and Nuraeni (2023) demonstrated that digital leadership improves employee morale and work effectiveness by establishing a work environment that is faster, more transparent and more collaborative. In addition to digital leadership, organizational culture has a positive and significant effect on employee performance. These findings are consistent with organizational culture theory, which defines organizational culture as a system of shared values, norms, and beliefs that guide the behavior of its

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members. A strong organizational culture creates order, strengthens teamwork, and enhances employees' commitment to achieving organizational goals (Agustin et al., 2024). In this study, the organizational culture at the Bank Sulselbar Masamba Branch is reflected in effective teamwork, work discipline, open communication, and a willingness to embrace digital innovation. These characteristics contribute to improved service quality and enhanced employee performance.

Organizational culture theory further explains that organizational culture develops through shared values and assumptions learned by organizational members in response to both internal and external challenges. An adaptive organizational culture enables organizations to implement digital transformation effectively (Bogale & Debela, 2024). The findings of this study indicate that an organizational culture that encourages innovation and continuous learning enables employees to adapt more easily to digital work systems, thereby improving productivity. These findings are also consistent with recent empirical studies demonstrating the important role of organizational culture in improving employee performance, particularly in response to the challenges of digital transformation and the demands of the Industry 4.0 era. Asih (2023) found that organizational culture positively influences employee performance by fostering adaptive work behavior, increasing self-efficacy, and enhancing productivity. Likewise, Hidayati et al. (2024) emphasized that an adaptive and well-planned organizational culture promotes innovation, collaboration, and work effectiveness while strengthening organizational competitiveness in a technology-driven business environment. Furthermore, Iskandar and Utami (2024) reported that an adaptive organizational culture plays a crucial role in improving the performance of millennial employees, who generally possess higher levels of familiarity with digital technologies. Simultaneously, digital leadership and organizational culture were found to have a positive and significant effect on employee performance. These findings indicate that improving employee performance depends not only on the adoption of digital technology but also on leaders' ability to manage organizational change and cultivate an organizational culture that supports innovation. This finding is consistent with modern management theory, which argues that organizational success in the digital era depends on the integration of technology, leadership, and culture. Through effective digital leadership and an adaptive organizational culture, employees become better prepared to respond to changes in work systems, demonstrate higher work motivation, and deliver higher quality services to customers. Finally, the results of this study reinforce the findings of Usman and Widyastuti (2025), who concluded that digital leadership, culture, and technology collectively enhance organizational performance when supported by adequate digital literacy. Therefore, this study confirms that successful digital transformation in the banking sector requires not only advanced digital technologies but also visionary leadership and an adaptive organizational culture capable of supporting sustainable changes.

V. Conclusion

The findings of this study indicate that digital leadership and organizational culture have positive and significant effects on the employee performance of Bank Sulselbar Masamba Branch in the era of industry 4.0. Digital leadership, reflected in leaders' ability to utilize digital technology, promote innovation, and make data-driven decisions, has been shown to enhance employees' work effectiveness and productivity. Furthermore, an adaptive, disciplined, and collaborative organizational culture plays a crucial role in shaping professional work behavior and improving employee responsiveness to digital transformation. Simultaneously, digital leadership and organizational culture complement each other in creating a work environment that enhances employee performance and supports the successful implementation of digital transformation in the banking sector. Based on these findings, the Bank Sulselbar Masamba Branch is encouraged to strengthen its digital leadership development programs, enhance employees' digital literacy, and foster a more innovative and collaborative organizational culture to sustain and improve employee performance. This study had several limitations. It was conducted at only one bank branch with a relatively small number of respondents, which limits the generalizability of these findings. Therefore, future research should expand the scope of the study by involving a larger sample size and including organizations from the

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broader banking sector or other industries. Future studies should incorporate other relevant variables, such as digital literacy, work motivation, job satisfaction, and organizational readiness for change, to provide a more comprehensive understanding of the factors influencing employee performance in the era of digital transformation.

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