The Influence of Organizational Culture, Leadership, And Digital Skills On Employee Performance In The Polyester Division of PT. Indo-Rama Synthetics Tbk Purwakarta

Risa Alfira[1*], Deden Sutisna[2]

[1,2] Magister Management, Widyatama University, Bandung, Indonesia
*Corresponding Author:
Email: risa.alfira@widyatama.ac.id

Abstract.

Organizational culture, leadership, and the use of digital technology are key factors that influence the success of organizational change. When managed properly, these aspects can have a positive impact on improving both organizational and individual performance. This study aims to determine the influence of organizational culture, leadership, and digital skills on employee performance in the Polyester Division of PT. Indo-Rama Synthetics Tbk, Purwakarta. The research method used is a descriptive quantitative approach. The population in this study consisted of all employees, totaling 1,580 individuals, with a sample of 319 respondents determined using the Slovin formula. Data were collected through questionnaires and analyzed using multiple linear regression. The results of the study indicate that, partially, the variables of organizational culture and leadership have a positive but not significant effect on employee performance. Meanwhile, digital skills have a negative and significant effect. Simultaneously, all three variables have a significant effect on employee performance. Digital skills contribute the most to employee performance, followed by organizational culture and leadership. This study recommends the need for targeted and adaptive improvement of employees' digital capabilities, as well as strengthening organizational culture and leadership styles that support productivity in order to enhance employee performance optimally.

Keywords: *Organizational Culture; Leadership; Digital Skills and Employee Performance.*

I. INTRODUCTION

The textile and textile product (TPT) industry in Indonesia is one of the strategic sectors supporting national export and manufacturing industry growth. However, this sector is currently facing various challenges, such as intense global competition, shifting consumer preferences, fluctuating raw material prices, and increasing demands for environmentally friendly products. These conditions require companies to continuously innovate and undergo transformation, including through the digitalization of production processes.PT. Indo-Rama Synthetics Tbk. as one of the leading textile companies in Indonesia, is currently pursuing digital transformation to enhance efficiency and competitiveness. However, the success of digital transformation does not rely solely on technology, but also on organizational readiness, particularly in terms of organizational culture, leadership style, and employees' digital skills. Previous studies have shown that a positive and adaptive organizational culture significantly contributes to improved employee performance (Febriani & Ramli, 2023; Anggara et al., 2022), as do visionary and transformational leadership (Bohalima, 2024; Bennis, 2010), and high levels of digital competence (Erri et al., 2021; Elizabeth, 2022).

A reliminary survey conducted with 30 respondents in the Polyester Division of PT. Indo-Rama Synthetics Tbk indicated that the variables of organizational culture (77.2%), leadership (74%), and digital skills (73.8%) scored lower compared to other variables such as work environment and work motivation, suggesting a need for improvement in these areas. Furthermore, the 2024 employee performance assessment data showed that many employees remain in the low-performance category (Grade C) in several key aspects such as discipline, work quality, and work speed. High absenteeism rates and disciplinary violations further strengthen the indication that organizational culture and leadership have not been implemented optimally. In facing the digital era and global competition, it is crucial for companies to cultivate an organizational culture that supports innovation, adopt leadership styles that empower, and ensure that employees possess relevant digital skills. Based on this background, this study aims to analyze the influence of organizational culture, leadership, and digital skills on employee performance in the Polyester Division of PT. Indo-Rama Synthetics Tbk, and to provide strategic recommendations for performance improvement and the successful implementation of the company's digital transformation.

II. LITERATURE REVIEW

2.1 Management

Manulang (2018) views management as a dynamic process that involves interactions between people, tasks, and technology. The main objective of management is to achieve optimal performance through the effective and efficient utilization of available resources. Afandi (2018) also emphasizes the importance of human resources in management. The collaboration among employees, supported by the functions of management, enables organizations to maximize the potential of their human resources.Hasibuan (2020) sees management as a dynamic process that continuously adapts to environmental changes. Managers are required to anticipate changes and take appropriate actions to ensure organizational sustainability. Based on these perspectives, the author concludes that management is a complex and dynamic process aimed at optimizing the use of resources—especially human resources—in order to achieve organizational goals.

2.2 Human Resources

Daryanto (2017) explains that human resource management is a crucial function within an organization aimed at optimizing the potential of human resources. Through various activities such as recruitment, selection, training, and development, human resource management plays a role in creating a conducive work environment where employees can contribute at their maximum capacity.Hamali (2018) views human resources as a key factor in organizational success. By managing human resources effectively, organizations can achieve optimal performance and reach their goals.Risky (2023) emphasizes that human resources are the key to organizational success. Effective human resource management enables organizations to achieve their goals more efficiently and effectively.Based on these perspectives, the author concludes that human resources are not merely labor, but an intellectual asset with a strategic role in the organization. By managing human resources effectively, organizations can create a positive work environment, enhance employee productivity, and ultimately achieve competitive advantage.

2.3 Organizational Culture

Sudaryono (2017) views organizational culture as a highly valuable strategic asset. A strong organizational culture can support the achievement of the organization's strategic goals. The values upheld within the organizational culture must align with the organization's vision and mission, so they can serve as a driving force for long-term success.According to Fahmi (2017), organizational culture is the result of complex interactions among individuals from diverse backgrounds. Through processes of socialization and learning, these individuals create a new social structure in which shared norms and values serve as behavioral guidelines. A strong organizational culture provides members with a clear sense of identity and purpose. Sangaji (2018) sees organizational culture as the outcome of various practices carried out by the organization. These practices may include policies, programs, and activities designed to shape and strengthen the organizational culture.Based on these perspectives, the author concludes that organizational culture is a valuable asset that plays a crucial role in an organization’s success. Organizational culture is not merely a collection of values or norms, but rather the result of complex interactions among individuals within the organization, along with various practices implemented by the organization.

2.4 Leadership

Hasibuan (2016) defines leadership as the art of influencing subordinate behavior. However, effective leadership styles are not static; they must be adapted to different situations and conditions. Successful leaders are those who can adjust to environmental changes and apply leadership styles that suit the needs of both the organization and its employees. Sutrisno (2020) also presents a definition of leadership that is highly relevant in the context of modern organizations. Leadership is not merely about giving orders, but more about the ability to inspire, motivate, and guide others toward shared goals. In the dynamic environment of a startup, for example, a leader must be capable of creating a clear vision, building an innovative work culture, and managing rapid change.

Natalia and Lucky (2021) further emphasize the importance of leadership within organizations. They highlight that effective leaders are able to create synergy and strong cooperation, not only among subordinates but also among fellow leaders. The ability to build solid and collaborative relationships is a key factor

in achieving organizational goals.Based on the explanations above, the author concludes that leadership is a key factor in organizational success. Effective leaders not only possess technical skills but also demonstrate strong interpersonal and emotional capabilities. By applying sound leadership principles, organizations can achieve their goals and face future challenges more effectively.

2.5 Digital Skill

According to Van Laar et al. (2020), digital skills are defined as fundamental competencies required by every individual to use the internet and digital technologies. Danuri (2020) states that companies that are reluctant to undergo digital transformation will face serious challenges in maintaining their competitiveness. All aspects of business—from human resource management to production—have now become reliant on more efficient and effective digital systems.Musnaini et al. (2020) define digital technology as the transition from manual methods to computer-based automated systems. Through this automation, various processes can be carried out more quickly, accurately, and efficiently, thereby increasing productivity across multiple sectors. Based on these explanations, the author concludes that digital technology has become an inseparable part of modern life. Companies that wish to remain relevant and competitive must be able to leverage digital technology effectively. Failure to adapt to the development of digital technology may have fatal consequences for business sustainability.

III. METHODS

Research Characteristics

This research is a type of quantitative associative study that aims to examine the influence of organizational culture, leadership, and digital skills on employee performance. The nature of this study is explanatory, which seeks to explain causal relationships between independent and dependent variables through a quantitative approach. This approach is chosen to obtain objective and measurable results using numerical data analyzed statistically.The research was conducted in the Polyester Division of PT Indo-Rama Synthetics Tbk, located in Purwakarta Regency, West Java. The population in this study consists of employees in the mentioned division, and the sampling technique used is the Slovin formula, with a sample size of 319 employees out of a total of 1,580 employees in the Polyester Division at PT Indo-Rama Synthetics Tbk. Data collection was carried out using a closed-ended questionnaire based on a Likert scale, which had been tested for validity and reliability using SPSS version 29. The data were analyzed through descriptive analysis to describe the tendencies of each variable, and multiple linear regression analysis, Pearson Product-Moment correlation test, and coefficient of determination test to examine the relationships and effects among the variables studied.This approach was selected to provide a comprehensive understanding of the factors influencing employee performance, both simultaneously and partially, within the context of the textile industry.

Data Collection Techniques

The data collection techniques in this study include field research and literature review. Field research was conducted to obtain primary data through direct observation of activities at PT Indo-Rama Synthetics Tbk, in-depth interviewswith management (Head of Section of the Training Department and the Production Division), and distribution of questionnaires to employees in the Polyester Division, both online and offline. Meanwhile, the literature review was carried out by examining books, journals, e-books, and relevant online sources to strengthen the theoretical foundation and support the analysis.

Data Analysis Techniques

This study employed quantitative data analysis, beginning with the collection, classification, and tabulation of data based on variables, followed by hypothesis testing. Descriptive analysis was used to describe the data through mean values categorized into five interval scales. Subsequently, multiple linear regression analysis was applied to determine the simultaneous effect of independent variables (organizational culture, leadership, and digital skills) on the dependent variable (employee performance). The relationships between variables were tested using Pearson Product Moment correlation analysis, with interpretation of the correlation coefficient (r) to determine the strength of the relationships. Significance testing was conducted to ensure the statistical relevance of the relationships. Finally, the coefficient of determination (R^2)

was used to measure the extent to which the independent variables contribute to the dependent variable in this study.

Validity and Reliability Testing

According to Sugiyono (2016), validity testing refers to the degree of accuracy between the actual data occurring in the object of study and the data collected by the researcher. Validity is defined as the accuracy or reliability of an instrument in measuring the content of its questions. In other words, valid data are data that do not differ between what is reported by the researcher and what actually occurs in the research object. Validity testing was conducted using data collected from questionnaires, with the Product Moment correlation method, and measured using SPSS version 29. The criteria for assessing validity are as follows:

a) An instrument is considered valid if the calculated correlation coefficient (r count) is greater than the critical value from the r table

b) An instrument is considered invalid if the r count is less than the value in the r table

The formula for degrees of freedom is:

df = n - 2

df = 319 - 2 = 317

At a significance level of 0.05, the critical r table value is 0.1098. Thus, the research instrument is considered valid if r count > 0.1098, and invalid if r count < 0.1098.

Tabel 1. Results of Validity and Reliability Test

Variabel		**R tabel**	**R count**	**Remarks**	**Conbrach's alpha**	**Remarks**
Organizational Culture	X1_1	0,1098	0,5139	Valid	0,749	Reliable
	X1_2	0,1098	0,5654	Valid		
	X1_3	0,1098	0,6124	Valid		
	X1_4	0,1098	0,6359	Valid		
	X1_5	0,1098	0,6221	Valid		
	X1_6	0,1098	0,6466	Valid		
	X1_7	0,1098	0,6584	Valid		
	X1_8	0,1098	0,6172	Valid		
Leadership	X2_1	0,1098	0,6770	Valid	0,768	Reliable
	X2_2	0,1098	0,7433	Valid		
	X2_3	0,1098	0,6641	Valid		
	X2_4	0,1098	0,6872	Valid		
	X2_5	0,1098	0,6680	Valid		
	X2_6	0,1098	0,6889	Valid		
	X2_7	0,1098	0,6551	Valid		
Digital Skill	X3_1	0,1098	0,3695	Valid	0,767	Reliable
	X3_2	0,1098	0,7414	Valid		
	X3_3	0,1098	0,7009	Valid		
	X3_4	0,1098	0,7213	Valid		
	X3_5	0,1098	0,7569	Valid		
	X3_6	0,1098	0,6996	Valid		
	X3_7	0,1098	0,7703	Valid		
	X3_8	0,1098	0,6688	Valid		
Employe Performance	Y1_1	0,1098	0,5537	Valid	0,747	Reliable
	Y1_2	0,1098	0,5587	Valid		
	Y1_3	0,1098	0,5710	Valid		
	Y1_4	0,1098	0,5733	Valid		
	Y1_5	0,1098	0,7026	Valid		
	Y1_6	0,1098	0,6406	Valid		
	Y1_7	0,1098	0,5931	Valid		
	Y1_8	0,1098	0,5783	Valid		
	Y1_9	0,1098	0,5976	Valid		
	Y1_10	0,1098	0,4084	Valid		
	Y1_11	0,1098	0,5274	Valid		
	Y1_12	0,1098	0,5265	Valid		

Source: Author's Data Analysis Results (2025)

Based on Table 1, the validity test was conducted to assess the extent to which the research instrument accurately measures what it is intended to measure. The results of the validity test show that all statement items representing each variable—Organizational Culture (X1), Leadership (X2), Digital Skill (X3), and Employee Performance (Y)—have correlation values greater than the r-table (0.1098). This indicates that all items are considered valid and are therefore suitable to be used as measurement tools in this study.Furthermore, the reliability test was conducted to determine the consistency of the instrument in producing stable data when used repeatedly. Based on the reliability test using SPSS version 29, all variables have Cronbach's Alpha values above 0.60: Organizational Culture (0.749), Leadership (0.768), Digital Skill (0.767), and Employee Performance (0.747). These values indicate that the instrument used in this study is categorized as reliable and trustworthy in measuring the intended variables. Thus, the research instrument meets the criteria for validity and reliability, and can be used for accurate and consistent data collection.

IV. RESULTS AND DISCUSSION

The complete data processing results are presented in the appendix and are further explained in the following table:

Table 2. Sample Demographics

Characteristics	**Category**	**Percentage**
Gender	Male	64,9%
	Female	35,1%
Age	20 - 30 Years	45,8%
	31 - 40 Years	26,3%
	41 - 50 Years	20,4%
	51 - 60 Years	7,5%
Latest Education	Senior High School	22,6%
	Diploma 1/2/3	16%
	Bachelor's Degree (S1)	53,3%
	Masrer's Degree (S2)	7,8%
	Doctoral Degree (S3)	0,3%
Year of Service	1 - 10 Years	77,12%
	11 - 20 Years	17,55%
	21 - 30 Years	4,39%
	> 30 Years	0,94%
Employee Status	Permanent Employee	77,4%
	Contract Employee	22,6%

Source: Author's Data Analysis Results (2025)

The demographic analysis results show that the majority of respondents in this study are male (64.9%) and fall within the age range of 20–30 years (45.8%). In terms of education, most respondents hold a bachelor's degree (53.3%), indicating a relatively high educational background among the employees. The respondents' work experience is predominantly in the range of 1–10 years (77.12%), reflecting a relatively young and productive workforce composition. Additionally, most of the respondents are permanent employees (77.4%), indicating a high level of employment stability in the Polyester Division of PT Indo-Rama Synthetics Tbk.

This demographic composition suggests that respondents possess adequate educational qualifications, sufficient work experience, and stable employment status, which are believed to enable them to provide objective and relevant assessments of the variables examined in this study. A good regression model assumes normally distributed data or at least data that approximates a normal distribution. If the data does not follow a normal distribution pattern, the estimation results may be biased. The normality test was conducted using the Kolmogorov-Smirnov test with Lilliefors correction. With the aid of SPSS version 29 software, the following results were obtained:

Tabel 3. Normality Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		319
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	6.60596050
Most Extreme Differences	Absolute	.041
	Positive	.023
	Negative	-.041
Test Statistic		.041
Asymp. Sig. (2-tailed)[c]		.200[d]

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.

Source: Author's Data Analysis Results (2025)

The normality analysis based on the Kolmogorov-Smirnov method requires a normal curve if the Sig. value is above the maximum error threshold, which is 0.05. In regression analysis, the normality test is performed on the residuals or disturbance variables that are stochastic in nature. Therefore, the data above can be used as the residuals are normally distributed. To detect the presence of multicollinearity, the Variance Inflation Factor (VIF) is used. With the assistance of SPSS version 29, the results are as follows:

Table 4. Multicollinearity Test

Coefficients[a]

Model		Collinearity Statistics	
		Tolerance	VIF
1	Budaya Organisasi (X1)	.508	1.969
	Kepemimpinan (X2)	.517	1.934
	Digital Skill (X3)	.800	1.251

a. Dependent Variable: Kinerja Karyawan (Y)

Source: Author's Data Analysis Results (2025)

From the output in Table 4.13, it can be seen that all VIF values are below 10 and all Tolerance values are above 0.100. Therefore, it can be concluded that there is no multicollinearity in the data.Next, the heteroskedasticity test was conducted to examine whether the variance of the residuals differs between observations. If the variance of the residuals remains constant across observations, it is called homoskedasticity. To test for heteroskedasticity, each independent variable was correlated with the absolute value of its residuals using Spearman's rank correlation. With the assistance of SPSS version 29, the following results were obtained:

Table 5. Spearman Rank Test for Heteroskedasticity

Correlations

			Budaya Organisasi (X1)	Kepemimpinan (X2)	Digital Skill (X3)	Unstandardized Residual
Spearman's rho	Budaya Organisasi (X1)	Correlation Coefficient	1.000	.685**	.461**	-.035
		Sig. (2-tailed)	.	<.001	<.001	.538
		N	319	319	319	319
	Kepemimpinan (X2)	Correlation Coefficient	.685**	1.000	.441**	.009
		Sig. (2-tailed)	<.001	.	<.001	.879
		N	319	319	319	319
	Digital Skill (X3)	Correlation Coefficient	.461**	.441**	1.000	.033
		Sig. (2-tailed)	<.001	<.001	.	.563
		N	319	319	321	319
	Unstandardized Residual	Correlation Coefficient	-.035	.009	.033	1.000
		Sig. (2-tailed)	.538	.879	.563	.
		N	319	319	319	319

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Author's Data Analysis Results (2025)

From the output in Table 5, the Sig. values for each independent variable—Organizational Culture (X1), Leadership (X2), and Digital Skill (X3)—are all above 0.05, indicating that no heteroskedasticity is present in the data. To examine the effects of Organizational Culture (X1), Leadership (X2), and Digital Skill (X3) on Employee Performance (Y) in the Polyester Division of PT Indo-Rama Synthetics Tbk, a multiple linear regression analysis was performed using the following model:

The SPSS version 29 output for the multiple regression analysis is presented in the following table:

Table 6. Multiple Linear Regression Analysis

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	44.713	3.174		14.086	<.001
	Budaya Organisasi (X1)	.152	.119	.100	1.280	.202
	Kepemimpinan (X2)	.102	.119	.066	.858	.392
	Digital Skill (X3)	-.220	.080	-.171	-2.749	.006

a. Dependent Variable: Kinerja Karyawan (Y)

Source: Author's Data Analysis Results (2025)

Based on the calculations in Table 6., the multiple linear regression equation is follows:

Y = 44.713 + 0.152 X1 + 0.102 X2 − 0,220) X3

Y : Employee Performance (dependent variable)

X1 : Organizational Culture

X2 : Leadership

X3 : Digital Skill

Interpretation of Coefficients:

1) Constant (Intercept): 44.713

This means that if Organizational Culture, Leadership, and Digital Skill all equal zero, the Employee Performance score is estimated to be 44.713.

2) Organizational Culture (X_1): 0.152

Every one-unit increase in Organizational Culture is associated with a 0.152-point increase in Employee Performance. However, the significance value (Sig.) = 0.202 > 0.05, so this effect is not statistically significant.

3) Leadership (X_2): 0.102

Every one-unit increase in Leadership is associated with a 0.102-point increase in Employee Performance. The significance value = 0.392 > 0.05, indicating this effect is also not statistically significant.

4) Digital Skill (X_3): –0.220

Every one-unit increase in Digital Skill is associated with a 0.220-point decrease in Employee Performance. The significance value = 0.006 < 0.05, which means this negative effect is statistically significant.

Tabel 7. Correlation Coefficient Test

Correlations

		Budaya Organisasi (X1)	Kepemimpinan (X2)	Digital Skill (X3)	Kinerja Karyawan (Y)
Budaya Organisasi (X1)	Pearson Correlation	1	.683**	.419**	.073
	Sig. (2-tailed)		<.001	<.001	.191
	N	319	319	319	319
Kepemimpinan (X2)	Pearson Correlation	.683**	1	.401**	.066
	Sig. (2-tailed)	<.001		<.001	.241
	N	319	319	319	319
Digital Skill (X3)	Pearson Correlation	.419**	.401**	1	-.110*
	Sig. (2-tailed)	<.001	<.001		.050
	N	319	319	321	321
Kinerja Karyawan (Y)	Pearson Correlation	.073	.066	-.110*	1
	Sig. (2-tailed)	.191	.241	.050	
	N	319	319	321	335

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Author's Data Analysis Results (2025)

Based on Table 7. above, the results of the Correlation Coefficient Test which shows the partial relationships between the independent variables and the dependent variable (Employee Performance, Y) using Pearson's correlation are as follows:

- The correlation coefficient between Organizational Culture and Employee Performance is 0.073. The positive sign indicates a direct relationship: as Organizational Culture improves, Employee Performance also improves. According to the correlation coefficient interpretation, a value of 0.073 falls into the "very low" category.
- The correlation coefficient between Leadership and Employee Performance is 0.066. The positive sign likewise indicates a direct relationship: as Leadership quality improves, Employee Performance improves. With a value of 0.066, this also falls into the "very low" category.
- The correlation coefficient between Digital Skill and Employee Performance is –0.110. The negative sign indicates an inverse relationship: as Digital Skill increases, Employee Performance decreases. According to the interpretation scale, –0.110 is categorized as a "very low negative" correlation.

Tabel 8. Coefficient of Determination Test

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.171[a]	.029	.020	6.63734

a. Predictors: (Constant), Digital Skill (X3), Kepemimpinan (X2), Budaya Organisasi (X1)

b. Dependent Variable: Kinerja Karyawan (Y)

Source: Author's Data Analysis Results (2025)

Based on Table 8., the correlation coefficient (R) obtained is 0.171. This R value is then used to calculate the coefficient of determination.

KD = R^2 x 100%

= $(0.171)^2$ x 100%

= 2,92%

This means that only 2.92% of the variation in Employee Performance can be explained by the variables Organizational Culture, Leadership, and Digital Skill. The remaining 97.08% is influenced by other factors not included in this model.

Tabel 9. Partial Effect Sizes

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			Correlations		
		B	Std. Error	Beta	t	Sig.	Zero-order	Partial	Part
1	(Constant)	44.713	3.174		14.086	<.001			
	Budaya Organisasi (X1)	.152	.119	.100	1.280	.202	.073	.072	.071
	Kepemimpinan (X2)	.102	.119	.066	.858	.392	.066	.048	.048
	Digital Skill (X3)	-.220	.080	-.171	-2.749	.006	-.102	-.153	-.153

a. Dependent Variable: Kinerja Karyawan (Y)

Source: Author's Data Analysis Results (2025)

Based on Table 9., the calculation to obtain the partial effect of each independent variable on the dependent variable can be performed using the beta × zero-order correlation formula as follows:

1) Organizational Culture Variable (X1) 0,100 x 0,73 = 0,0073
2) Leadership Variable (X2) 0,066 x 0,066 = 0,0044
3) Digital Skill Variable (X3) − 0,171 x (−0,102) = 0,0174

From the calculations above, the partial contributions of each variable to Employee Performance (Y) are:

1) Organizational Culture (X1) : 0.0073
2) Leadership (X2) : 0.0044
3) Digital Skill (X3) : 0.0174

This means that Digital Skill has the largest partial influence (despite its negative beta value) compared to the other two variables.To determine whether the partial effects of the independent variables on the dependent variable are statistically significant, a t-test is used.

Hypotheses:

H_{01} : There is no significant effect of organizational culture on the performance of employees in the Polyester Division at PT. Indo-Rama Synthetics Tbk Purwakarta.

H_1 : There is a significant effect of organizational culture on the performance of employees in the Polyester Division at PT. Indo-Rama Synthetics Tbk Purwakarta.

H_{02} : There is no significant effect of leadership on the performance of employees in the Polyester Division at PT. Indo-Rama Synthetics Tbk Purwakarta.

H_2 : There is a significant effect of leadership on the performance of employees in the Polyester Division at PT. Indo-Rama Synthetics Tbk Purwakarta.

H_{03} : There is no significant effect of digital skill on the performance of employees in the Polyester Division at PT. Indo-Rama Synthetics Tbk Purwakarta.

H_3 : There is a significant effect of digital skill on the performance of employees in the Polyester Division at PT. Indo-Rama Synthetics Tbk Purwakarta.

Tabel 10. t-Test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	44.713	3.174		14.086	<.001
	Budaya Organisasi (X1)	.152	.119	.100	1.280	.202
	Kepemimpinan (X2)	.102	.119	.066	.858	.392
	Digital Skill (X3)	-.220	.080	-.171	-2.749	.006

a. Dependent Variable: Kinerja Karyawan (Y)

Source: Author's Data Analysis Results (2025)

Based on Table 10, at a significance level of 0.05 (95% confidence) with degrees of freedom (df) = n – k = 319 – 3 = 316, the critical t-value (t-table) is 1.650.

Test Criteria:

If Sig. > 0.05 or t-count > t-table, then H_a is accepted and H_0 is rejected, meaning that, on a partial basis, the variable has an effect on employee performance.

- If Sig. > 0.05 or t-count < t-table, then H_a is rejected and H_0 is accepted, meaning that, on a partial basis, the variable does not have an effect on employee performance.

1. Organizational Culture (X_1) on Employee Performance (Y): The t-test results show that the significance value for Organizational Culture is 0.202, which is greater than 0.05. Likewise, the calculated t-value is 1.280, which is less than the critical t-table value of 1.650. Therefore, H_{01} is acceptedand H_1 is rejected, meaning that Organizational Culture does not have a statistically significant partial effect on Employee Performance in the Polyester Division at PT. Indo-Rama Synthetics Tbk Purwakarta.
2. Leadership (X_2) on Employee Performance (Y): The t-test results for Leadership show a significance value of 0.392 (> 0.05) and a calculated t-value of 0.858 (< 1.650). Hence, H_{02} is accepted and H_{12} is rejected, indicating that Leadership does not have a statistically significant partial effect on Employee Performance. In this context, the leadership style and practices applied in the Polyester Division at PT. Indo-Rama Synthetics Tbk Purwakarta are not yet strong enough to significantly influence employee performance.
3. Digital Skill (X_3) on Employee Performance (Y): The t-test results show that Digital Skill has a significance value of 0.006, which is less than 0.05, and a calculated t-value of –2.749, whose absolute value (2.749) exceeds the critical t-table value of 1.650. Therefore, H_{03} is rejected and H_3 is accepted, indicating that Digital Skill has a statistically significant effect on Employee Performance. However, the negative regression coefficient (–0.220) reveals that this effect is negative. This suggests that increases in employees' digital skills are associated with decreases in performance—possibly because high digital proficiency does not always align with existing job tasks and responsibilities, or because the demands of adapting to new technologies may temporarily reduce productivity.

V. CONCLUSIONS

Based on the data analysis and discussion conducted in this study, it can be concluded that, in partial tests, the variables Organizational Culture and Leadership did not have a statistically significant effect on Employee Performance in the Polyester Division at PT. Indo-Rama Synthetics Tbk Purwakarta. This indicates that the current work-culture values and leadership practices are not yet sufficiently strong or fully internalized by employees to optimally support performance improvements. Meanwhile, Digital Skill showed a statistically significant effect but in a negative direction; that is, higher levels of employees' digital proficiency tended to correlate with lower performance. This finding suggests a possible mismatch between the technologies in use and the actual needs or comfort levels of employees, or pressure arising from digital changes that have not been accompanied by adequate systems support and training. However, when all three variables were tested simultaneously, they collectively had a significant impact on employee performance. This underscores the importance of synergy among organizational culture, leadership, and digital skills as an integrated human-resource management system that mutually reinforces efforts to enhance employee performance.

VI. ACKNOWLEDGMENTS

Based on the conclusions above, the researcher provides several practical and academic recommendations.For the management of the Polyester Division at PT. Indo-Rama Synthetics Tbk Purwakarta, it is recommended to strengthen organizational culture through the internalization of work values that align with the company's vision and mission, as well as to build a collaborative and supportive work environment. Furthermore, the development of effective leadership should be made a priority, particularly through continuous training for leaders so they can effectively serve as motivators, facilitators, and role models within their teams. In terms of digital skills, the company should re-evaluate the digital systems currently in use and provide training that is aligned with employees' needs, so that technology truly becomes a tool that enhances productivity rather than a barrier.

In general, the management of organizational culture, leadership, and digital skills should be carried out in an integrated and strategic manner as part of a long-term human resource development framework.For future research, it is recommended to broaden the scope of the study, whether by increasing the number of respondents, expanding to different industry sectors, or employing varied methodological approaches. Adding other variables such as work motivation, compensation, job satisfaction, or work environment can also enrich the research model and provide a more comprehensive picture of the factors influencing employee performance. In this way, research findings will become more applicable and relevant as a basis for organizational policy-making in various contexts.

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