

Digital Leadership, Digital Capability, and Teamwork Support as Predictors of Employee Performance in Clinical Laboratory Services

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ABSTRACT

Digital transformation in the healthcare sector requires organizations to improve human resource readiness to adapt to technological changes. The success of digital service implementation is not only influenced by technology quality but also by leadership capability, digital competence, and teamwork support. This study aims to analyze the influence of digital leadership, digital capability, and supporting teamwork on employee performance at the Laboratory and Clinic of PT Prodia Widyahusada Tbk. This research used a quantitative approach with a causal associative method. The research population consisted of permanent employees of PT Prodia Widyahusada Tbk, with a sample of 353 respondents selected using a purposive sampling technique. Data were collected through a Likert scale questionnaire and analyzed using Partial Least Squares-based Structural Equation Modeling through outer model, inner model, and bootstrapping analysis. The results showed that digital leadership, digital capability, and supporting teamwork had a positive and significant effect on employee performance. These findings indicate that the combination of digital-based leadership, individual technological capability, and collaborative support can improve work effectiveness during digital transformation. This study concludes that strengthening organizational factors and employee digital competence is an important aspect in improving technology-based healthcare service performance.

Keywords: Digital Capability, Digital Leadership, Employee Performance, SEM PLS, Support Teamwork

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INTRODUCTION

The development of digital technology has brought about significant changes in how organizations conduct business activities and manage human resources. The digital transformation era compels organizations to alter work processes, organizational culture, and workforce competencies to align with technological advancements. Technologies such as artificial intelligence, big data analytics, cloud computing, and the Internet of Things have become critical factors in enhancing operational efficiency and the quality of organizational decision-making (Feroz et al., 2021). Digital transformation also enables organizations to build more integrated work systems through the utilization of modern technologies (Attaran & Celik, 2023). In this context, the success of digital transformation depends not only on technology investment but also on the readiness of human resources as the users and primary drivers of organizational change (Hariri et al., 2025).

Digital transformation is progressing rapidly across various industrial sectors, including the healthcare services sector. According to a report by the International Data Corporation (IDC), global spending on digital transformation is projected to reach USD 3.9 trillion by 2027, with an annual growth rate of 16.2% during the

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2022–2027 period (International Data Corporation, 2023). Furthermore, the World Health Organization (WHO) affirms that health digitalization is a crucial strategy for improving access, effectiveness, and the quality of global healthcare services (World Health Organization, 2021). These conditions indicate that healthcare organizations need to possess a balanced readiness in both technology and human resources to meet the demands of digitalization.

The healthcare industry in Indonesia has undergone significant changes due to the growing public demand for fast, accessible, and digital-based services. The acceleration of health digitalization became increasingly evident after the COVID-19 pandemic, which spurred the use of technologies such as telemedicine and various digital service platforms (Andiani et al., 2023). Health digitalization in Indonesia represents a form of transformation aimed at strengthening the service system through technological integration and enhanced service quality (Isbayuputra et al., 2024). PT Prodia Widyahusada Tbk, as one of the largest clinical laboratory companies in Indonesia, has also undertaken digital transformation through the development of technology-based service systems, notably the "U by Prodia" application (Widodo et al., 2024). However, the success of digital innovation is not determined solely by system quality but also by employee readiness to utilize and introduce digital services to customers.

In practice, digital transformation still faces challenges on the human resource front, as technological changes require new skills and work patterns. Human resource readiness is a critical factor in the implementation of health technology, as employees must possess competencies that align with the demands of digital services (Hariri et al., 2025). Employees are expected to understand digital technology, work collaboratively, and adapt to increasingly dynamic work systems. The implementation of health information systems requires user adaptability so that technology can enhance service effectiveness (Anjani et al., 2024). Employee unreadiness in facing digital change can negatively impact service quality, productivity, and the achievement of organizational digital transformation goals.

The improvement of employee performance in a digital environment is influenced by various internal organizational factors, including leadership, individual capabilities, and workplace support. Digital leadership plays a role in providing direction, building a digital vision, and creating an organizational culture that supports technology use. Digital capability is also required for employees to effectively utilize technology in completing tasks and enhancing productivity. The ability to leverage digital technology can support improved work activities, as employees are able to use various digital systems more effectively (Marbun & Simanjuntak, 2021). Additionally, support teamwork is a crucial aspect, as collaboration and mutual support among team members can assist employees in overcoming challenges during the digital transformation process.

PT Prodia Widyahusada Tbk, as a technology-based healthcare service organization, requires human resources capable of keeping pace with digital developments to ensure that innovations operate optimally. As a clinical laboratory company, Prodia continuously improves service quality and corporate image to strengthen customer trust in utilizing healthcare services (Praptiningsih et al., 2024). The presence of digital leaders, employee technological capabilities, and team support form a critical combination for enhancing work effectiveness. Prodia's digital strategy development indicates that technology plays an essential role in building customer relationships and enhancing the competitiveness of

healthcare services (Widodo et al., 2024). Digital transformation that is not balanced with human resource readiness can create a gap between corporate strategy and operational implementation.

Several prior studies have examined the factors that may influence employee performance in the context of digital transformation and modern organizational environments. Nurshinta et al. (2025) found that digital leadership positively influences organizational performance, suggesting that leaders' ability to direct the digitalization process is a crucial factor in improving work effectiveness. However, Yulianti and Maharani (2024) indicated that digital leadership does not directly affect employee performance but rather requires the mediating role of creativity and innovative work behavior. Meanwhile, Fadelan et al. (2025) demonstrated that digital capability has a positive effect on performance, as individuals' digital abilities can enhance effectiveness and productivity in carrying out work activities.

Other studies also reveal differing results regarding the factors affecting employee performance. Yulianto (2024) showed that digital capability contributes to improving employee performance through individuals' ability to optimally utilize work technologies. In contrast, Kusumadewi (2022) found that teamwork does not have a significant effect on employee performance, as work effectiveness is more influenced by other organizational factors. Conversely, Schmutz et al. (2019) provided evidence that teamwork has a positive relationship with performance improvement, particularly in healthcare organizations that require coordination and collaboration among team members.

Based on the phenomenon of digital transformation and the inconsistencies in previous research findings, a research gap still exists regarding the influence of digital leadership, digital capability, and supporting teamwork on employee performance, specifically in the diagnostic healthcare services sector currently undergoing digital change. Most prior studies have been conducted in general sectors such as MSMEs, banking, and non-healthcare organizations; thus, research within the context of digital-based clinical laboratories still requires further development. Therefore, this study aims to analyze the influence of digital leadership, digital capability, and supporting teamwork on the performance of employees at the Laboratory and Clinic of PT Prodia Widyahusada Tbk. The results of this research are expected to contribute to the development of digital human resource management science and serve as valuable input for the company in enhancing employee readiness to face technological transformation.

LITERATURE REVIEW

Digital transformation has become a strategic agenda for contemporary organizations because it reshapes business processes, decision-making mechanisms, service delivery models, and human resource practices. In the organizational context, digital transformation is not limited to the adoption of technological tools; rather, it reflects a comprehensive change involving strategy, work culture, organizational structure, and employee readiness. Technologies such as artificial intelligence, big data analytics, cloud computing, and the Internet of Things enable organizations to improve operational efficiency, enhance managerial decision-making, and develop more integrated work systems. Therefore, the success of digital transformation depends not only on technological investment but also on the organization's ability to align technology with

leadership, employee competence, and adaptive work practices (Feroz et al., 2021; Attaran & Celik, 2023).

In the healthcare sector, digital transformation has become increasingly important because healthcare organizations are required to provide services that are faster, more accurate, accessible, and responsive to patient needs. Digital health systems enable healthcare institutions to integrate service processes, improve data management, and expand access to medical services through digital platforms. The World Health Organization emphasizes that digital health is a critical strategy for strengthening global health systems through the effective use of information technology, health data, and digital innovation. In Indonesia, the development of telemedicine, integrated clinic information systems, digital laboratory services, and online health platforms demonstrates the growing relevance of digitalization in improving healthcare service quality (World Health Organization, 2021; Andiani et al., 2023; Isbayuputra et al., 2024).

The implementation of digital transformation in healthcare organizations requires not only advanced technology but also the readiness of human resources to adopt new work systems. Employees are expected to possess adaptive capabilities, digital skills, and sufficient understanding of technology-based service processes. In healthcare institutions, inadequate employee readiness may reduce the effectiveness of digital systems because technology cannot function optimally without competent users. Human resource readiness is therefore a determining factor in ensuring that digital systems can improve service accuracy, productivity, patient interaction, and organizational performance. This indicates that the success of digital health transformation is strongly associated with employee competence, digital adaptation, and organizational support (Hariri et al., 2025; Anjani et al., 2024).

Digital leadership is one of the key organizational factors that supports digital transformation because leaders play an essential role in developing a digital vision, guiding organizational change, and building a work culture that is adaptive to technological development. Digital leaders are not only expected to understand technology, but also to integrate digital tools into organizational strategy, work processes, and employee behavior. Effective digital leadership can help employees understand the direction of change, reduce resistance, and strengthen commitment to the use of digital systems. Previous studies have shown that digital leadership has a positive influence on organizational and employee performance because leaders are able to encourage innovation, improve work effectiveness, and support digital adaptation within the organization (Nurshinta et al., 2025; Putra et al., 2024; Saptaprasetya et al., 2025).

However, the relationship between digital leadership and employee performance is not always direct across different organizational contexts. Several studies indicate that digital leadership may require mediating mechanisms such as creativity, innovative work behavior, organizational commitment, digital capabilities, and organizational agility to produce stronger effects on performance. This suggests that digital leadership becomes more effective when it operates within an organizational ecosystem that supports innovation, learning, and consistent technology utilization. Accordingly, digital leadership should not be viewed as a single determinant of performance, but as a strategic factor that interacts with individual readiness, organizational systems, and the broader digital work environment (Yulianti & Maharani, 2024; Gunawan et al., 2023; Wijaya et al., 2024).

Digital capability refers to the ability of individuals or organizations to understand, use, and optimize digital technology in achieving work objectives. At the employee level, digital capability is reflected in the ability to operate digital devices, access information systems, process data, use work-related applications, and adapt to new technological platforms. Employees with strong digital capabilities tend to adapt more quickly to changes in work systems, perform tasks more independently, and contribute to higher service quality. Prior research has demonstrated that digital capability has a positive effect on performance because digital competence improves efficiency, productivity, accuracy, and effectiveness in completing work tasks (Fadelan et al., 2025; Yulianto, 2024; Damayanti & Tahwin, 2025).

Support teamwork is also an important factor in improving employee performance, particularly in healthcare organizations where work processes require coordination, accuracy, and interprofessional collaboration. Team support may take the form of information sharing, technical assistance, effective communication, task coordination, and emotional support in dealing with work pressure. In the context of digital transformation, teamwork enables employees to exchange knowledge about digital systems, solve operational problems collectively, and adapt more effectively to technological change. Studies in healthcare and organizational settings have shown that teamwork contributes positively to employee performance because it strengthens coordination, reduces errors, and improves the effectiveness of service delivery (Manzoor et al., 2011; Schmutz et al., 2019; Redo et al., 2024).

Based on the literature, employee performance in a digital work environment is influenced by the interaction of leadership, individual capability, and social support within the organization. Digital leadership provides strategic direction and creates a supportive digital culture, digital capability strengthens employees' ability to use technology effectively, and support teamwork facilitates collaborative adaptation to digital work processes. In laboratory and clinical healthcare settings, these three factors are particularly relevant because digital services require speed, precision, coordination, and technological readiness. Therefore, examining the influence of digital leadership, digital capability, and support teamwork on employee performance has a strong theoretical foundation, especially in healthcare organizations undergoing digital transformation (Hariri et al., 2025; Schmutz et al., 2019; Widodo et al., 2024).

RESEARCH METHODS

This study employed a quantitative approach with a causal-associative research design, which aimed to analyze the causal relationship between the independent and dependent variables. The independent variables in this study consisted of digital leadership, digital capability, and supporting teamwork, while the dependent variable was employee performance. The study was conducted among employees of the Laboratory and Clinic of PT Prodia Widyahusada Tbk who were involved in operational activities and the use of digital-based service systems. Data were collected using a structured questionnaire with a Likert scale to measure respondents' perceptions of each indicator of the research variables.

The population of this study comprised all permanent employees of the Laboratory and Clinic of PT Prodia Widyahusada Tbk, with a total population of 2,962 employees. The sampling technique used in this study was purposive sampling, with respondents selected based on criteria relevant to the research

objectives, namely employees who were directly associated with service activities and the implementation of the company’s digital systems. The sample size was determined using the Slovin formula with a 5% margin of error, resulting in a minimum sample of 353 respondents. Primary data obtained through questionnaire distribution were then processed to examine the relationships among variables in the proposed research model.

The data analysis technique used in this study was Partial Least Squares Structural Equation Modeling (PLS-SEM), assisted by SmartPLS software. The analysis was conducted in several stages. First, the outer model was evaluated to assess the quality of the research instrument through convergent validity, discriminant validity, composite reliability, and Cronbach’s alpha. Second, the inner model was examined to determine the structural relationships among variables by analyzing the R-square value, path coefficients, and the magnitude of the effects among constructs. Hypothesis testing was carried out using the bootstrapping procedure by assessing the t-statistics and p-values to determine the significance of the effects of digital leadership, digital capability, and support teamwork on employee performance.

RESULTS

The initial section presents a general overview of the respondents’ characteristics based on the data obtained from the questionnaire distributed to employees of the Laboratory and Clinic of PT Prodia Widyahusada Tbk.

Table 1. Respondents’ Characteristics

Category	Subcategory	Frequency	Percentage
Gender	Male	137	38.8%
	Female	216	61.2%
Age	20–30 years	96	27.2%
	31–40 years	168	47.6%
	> 40 years	89	25.2%
Educational Background	Diploma	105	29.7%
	Bachelor’s Degree	218	61.8%
	Master’s Degree	30	8.5%
Length of Employment	< 5 years	74	21.0%
	5–10 years	156	44.2%
	> 10 years	123	34.8%

Based on the respondents’ characteristics shown in Table 1, the majority of respondents were female, totaling 216 employees or 61.2%, while male respondents accounted for 137 employees or 38.8%. In terms of age, the respondents were predominantly in the 31–40-year age group, totaling 168 employees or 47.6%, indicating that most respondents were within the productive age category. Regarding educational background, most respondents held a bachelor’s degree, with 218 employees or 61.8%. In addition, based on length of employment, the majority of respondents had worked for 5–10 years, totaling 156 employees or 44.2%. This indicates that most respondents had sufficient work

experience to understand the company’s work system and digital transformation process.

Table 2. Descriptive Statistics of Research Variables

Variable	N	Minimum	Maximum	Mean	Standard Deviation
Digital Leadership	353	2.80	5.00	4.21	0.512
Digital Capability	353	2.90	5.00	4.28	0.486
Support Teamwork	353	2.75	5.00	4.17	0.538
Employee Performance	353	3.00	5.00	4.32	0.451

Based on the descriptive statistical results, all research variables obtained mean values categorized as high. The digital leadership variable had a mean value of 4.21, indicating that respondents perceived leaders as capable of supporting the organization’s digital transformation process. The digital capability variable obtained a mean value of 4.28, reflecting that employees possessed good abilities in using digital technology. The support teamwork variable had a mean value of 4.17, indicating the presence of support and cooperation among team members. Meanwhile, employee performance obtained the highest mean value of 4.32, suggesting that employees had positive perceptions of their work quality, effectiveness, and productivity.

The collected research data were subsequently analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the assistance of SmartPLS software to examine the relationships among variables in the research model.

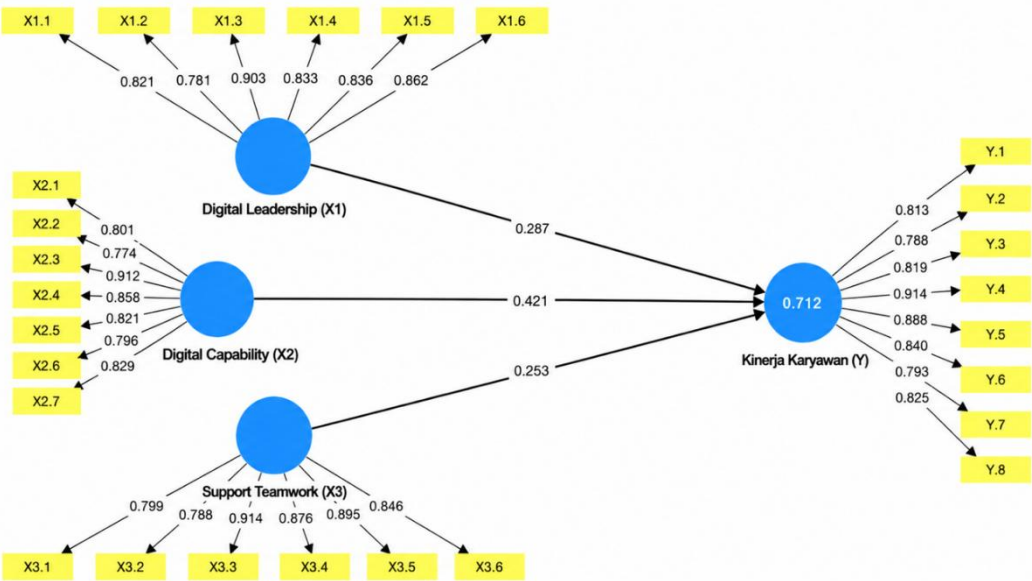


Figure 1. SmartPLS Research Model Processing Results

Based on the SmartPLS model processing results, all indicators for each variable had loading factor values that met the criteria for convergent validity, with values above 0.70. These results indicate that each indicator was able to adequately represent its respective construct. Therefore, the research model could proceed to the outer model and inner model testing stages. After the initial data processing met the required criteria, the outer model was evaluated to assess the quality of the research instrument based on the validity and reliability of each construct.

Table 3. Outer Model Testing Results

Variable	Item	Outer Loading	AVE	CR
Digital Leadership (X1)	X1.1–X1.6	0.781–0.903	0.724	0.940
Digital Capability (X2)	X2.1–X2.7	0.774–0.912	0.698	0.932
Support Teamwork (X3)	X3.1–X3.6	0.788–0.914	0.681	0.914
Employee Performance (Y)	Y.1–Y.8	0.788–0.914	0.746	0.948

Based on the outer model testing results, all indicators for each variable had outer loading values greater than 0.70, indicating that they met the criteria for convergent validity. The Average Variance Extracted (AVE) values for all constructs were also above 0.50, demonstrating that each variable was able to explain a substantial proportion of the variance in its indicators. Furthermore, the composite reliability values for all variables exceeded 0.70, indicating good internal consistency of the research instrument. Accordingly, the constructs of digital leadership, digital capability, support teamwork, and employee performance met the criteria for validity and reliability and were therefore suitable for structural model testing.

Discriminant validity testing was conducted to ensure that each construct in the research model had distinct characteristics from the other constructs. In the following table, the research variables are presented in both rows and columns. The values on the diagonal, shown in parentheses, represent the square root of the AVE for each construct. The values below the diagonal represent correlations among variables, while the values above the diagonal indicate the Heterotrait-Monotrait Ratio (HTMT), which is used as a measure of discriminant validity among constructs.

Table 4. Discriminant Validity Testing Results

Variable	Digital Leadership	Digital Capability	Support Teamwork	Employee Performance
Digital Leadership	(0.851)	0.721	0.693	0.742
Digital Capability	0.645	(0.835)	0.704	0.765
Support Teamwork	0.612	0.638	(0.825)	0.718
Employee Performance	0.674	0.701	0.653	(0.864)

Based on the discriminant validity testing results, the square root of the AVE for each construct was higher than its correlation with other constructs. This indicates that each variable had a greater ability to explain its own indicators than those of other variables. In addition, the HTMT values among variables were below the threshold of 0.90, indicating that there were no discriminant validity issues in the research model. Therefore, all constructs used in this study fulfilled the criteria for discriminant validity and could proceed to the structural model evaluation stage.

Table 5. Direct Effect Hypothesis Testing Results

Relationship Between Variables	Path Coefficient (β)	t- statistic	p- value
Digital Leadership → Employee Performance	0.287	4.215	0.000
Digital Capability → Employee Performance	0.421	6.783	0.000
Support Teamwork → Employee Performance	0.253	3.894	0.000

Based on the bootstrapping results, all relationships among variables showed t-statistic values greater than 1.96 and p-values below 0.05; therefore, all proposed hypotheses were accepted. Digital leadership had a positive effect on employee performance, with a path coefficient of 0.287, indicating that stronger digital leadership contributes to higher employee performance. Digital capability had the strongest effect, with a path coefficient of 0.421, indicating that employees' digital capability is the dominant factor in improving performance. In addition, support teamwork had a positive effect, with a path coefficient of 0.253, demonstrating that team support and collaboration strengthen employees' work effectiveness.

Table 6. Structural Model Evaluation Results

Endogenous Variable	R-Square	Adjusted R-Square	Q-Square
Employee Performance	0.712	0.709	0.526

Based on the structural model evaluation, the R-square value for employee performance was 0.712. This indicates that digital leadership, digital capability, and support teamwork collectively explained 71.2% of the variance in employee performance, while the remaining 28.8% was influenced by other factors outside the research model. The adjusted R-square value of 0.709 indicates that the model had strong predictive ability after adjustment for the number of independent variables. Furthermore, the Q-square value of 0.526 indicates good predictive relevance because the value was greater than zero. Thus, the structural model in this study can be considered to have a strong ability to explain the factors influencing employee performance.

DISCUSSION

The results of this study indicate that digital leadership has a positive and significant effect on employee performance at the Laboratory and Clinic of PT Prodia Widyahusada Tbk. This finding suggests that the better the leader's ability to direct the digital transformation process, the higher the level of employee performance. Leaders with digital competence are able to provide clear direction, utilize technology in work processes, and develop an organizational culture that is more adaptive to change. In the context of digital healthcare services, digital leadership is an important factor because leaders play a role in helping employees understand changes in work systems and improve their readiness to use new technologies. This finding is consistent with Nurshinta et al. (2025), who showed that digital leadership can improve organizational performance because leaders are able to create a work environment that supports technology utilization. Similar findings were reported by Putra et al. (2024), who demonstrated that digital leadership contributes to improved employee performance through leaders' ability to build adaptation and work effectiveness. Furthermore, Saptaprasetya et al. (2025) found that digital leadership contributes to employee performance improvement because digital-based leadership can accelerate organizational transformation processes.

Although this study shows a significant effect of digital leadership on employee performance, several previous studies have reported different results. Yulianti and Maharani (2024) found that digital leadership does not directly affect employee performance, but requires creativity and innovative work behavior as mediating mechanisms linking the two variables. A different finding was also reported by Gunawan et al. (2023), who explained that the influence of digital leadership on performance may occur through increased organizational commitment as a mediating factor. In addition, Wijaya et al. (2024) showed that digital leadership does not always directly improve organizational performance because its effectiveness is also influenced by digital capabilities and organizational agility. These differences indicate that the success of digital leadership depends on organizational characteristics, human resource readiness, and the company's ability to integrate technology into work activities. In the context of PT Prodia Widyahusada Tbk, the positive influence of digital leadership may occur because the company's digital transformation requires an active leadership role in directing the use of digital systems and enhancing employee readiness.

The next finding shows that digital capability has a positive and significant effect on employee performance. This result indicates that employees' ability to understand, use, and optimize digital technology can improve the effectiveness of task completion. Employees with high digital capability tend to adapt more quickly to system changes, use technology independently, and improve service quality for customers. This finding supports Fadelan et al. (2025), who showed that digital capability has a positive effect on performance because digital competence helps individuals work more productively and efficiently. Yulianto (2024) also proved that digital capability can improve employee performance through the ability to optimally utilize work-related technology. In addition, Damayanti and Tahwin (2025) demonstrated that information technology capability is an important factor in improving organizational performance because digital transformation requires internal competence readiness.

However, the relationship between digital capability and performance does not always show consistent results across different organizational contexts. Sulistiyo et al. (2023) found that transformation capability does not always directly lead to performance improvement because the success of digitalization is also influenced by system readiness, organizational policies, and effective technology implementation. These differences indicate that digital capability needs to be supported by an organizational environment that enables employees to apply their digital skills effectively. At PT Prodia Widyahusada Tbk, digital capability is a critical aspect because employees directly interact with technology-based service systems. Therefore, mastery of digital tools can support speed, accuracy, and service quality. Accordingly, improving digital capability is not merely related to technical skills, but also reflects individual readiness to adapt to digital-based business process changes.

The results also prove that support teamwork has a positive and significant effect on employee performance. This finding indicates that support among team members can create a more collaborative work environment, thereby helping employees respond to work demands and technological change. In the process of digital transformation, teamwork becomes important because employees require information exchange, technical assistance, and emotional support to adapt to new systems. This result is consistent with Manzoor et al. (2011), who found that teamwork can improve employee performance through better coordination, communication, and team member involvement. Schmutz et al. (2019) also demonstrated that teamwork has a positive relationship with performance, particularly in healthcare organizations that require high levels of collaboration among professionals. Furthermore, Redo et al. (2024) showed that effective teamwork can improve work outcomes through better communication and coordination within the organization.

The finding regarding the effect of support teamwork on employee performance also differs from several previous studies. Kusumadewi (2022) found that teamwork does not have a significant effect on employee performance because other factors may be more dominant in determining work achievement. In addition, Mensah (2024) explained that the quality of teamwork does not depend solely on the existence of cooperation, but also on the effectiveness of communication, task coordination, and the ability of team members to solve problems collectively. In the context of PT Prodia Widyahusada Tbk, support teamwork was proven to make a positive contribution because digital healthcare services require coordination among employees to ensure service effectiveness. Team support enables employees to share knowledge about technology use, reduce adaptation barriers, and accelerate the resolution of operational problems.

This study has several limitations that should be considered for future research. First, this study focused only on three main factors, namely digital leadership, digital capability, and supporting teamwork, while other variables may also influence employee performance, such as digital organizational culture, work motivation, job satisfaction, organizational agility, and innovative work behavior. Second, this study used a quantitative approach through questionnaires, meaning that the results depend on respondents' perceptions and do not provide an in-depth exploration of employees' experiences during the digital transformation process. Third, the cross-sectional research design only describes conditions at a particular point in time and is therefore unable to explain changes in employee performance over the long term. Future research is therefore recommended to apply a

longitudinal approach, include mediating or moderating variables, and expand the research object to obtain a more comprehensive understanding of the factors that determine the success of organizational digital transformation.

CONCLUSION

Based on the research findings, it can be concluded that digital leadership, digital capability, and support teamwork have positive and significant effects on employee performance at the Laboratory and Clinic of PT Prodia Widyahusada Tbk. Effective digital leadership is able to provide direction, build an adaptive organizational culture, and encourage the utilization of technology in work processes. Digital capability is also an important factor because employees' ability to use and optimize technology can improve work effectiveness, speed, and quality. In addition, support teamwork plays a role in creating a collaborative work environment through informational support, emotional support, and assistance among team members. Overall, improving employee performance in the context of digital transformation requires a balance among leadership roles, individual competency readiness, and social support within the organization.

The findings of this study provide both theoretical and practical implications for the development of human resource management in the digital era. Theoretically, this study strengthens the understanding that the success of digital transformation does not depend solely on technology, but also on human factors, particularly digital leadership, digital capability, and support teamwork. Practically, the findings can serve as input for PT Prodia Widyahusada Tbk in improving the effectiveness of digital service implementation through the strengthening of digital leadership competencies, technology training for employees, and the development of a collaborative work culture. The organization needs to ensure that employees are not only capable of using technology, but also receive appropriate support and direction in order to achieve optimal performance.

This study has several limitations that should be considered in future research. First, this study only examined three independent variables, namely digital leadership, digital capability, and support teamwork, and therefore did not include other factors that may influence employee performance, such as digital culture, job satisfaction, work motivation, or innovative work behavior. Second, this study employed a questionnaire-based quantitative approach, which has not yet provided an in-depth description of employees' experiences in facing the digital transformation process. Third, this study used a cross-sectional design, which only represents conditions at a specific point in time. Future studies are recommended to include mediating or moderating variables, apply a mixed-methods approach, and expand the research object to obtain a more comprehensive understanding of employee performance improvement in the digital era.

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