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Plantation milenial generation digital leadership and Its contribution in increasing individual performance at PTPN IV

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ABSTRACT

This study aims to analyze the effect of digital leadership on performance, analyze the effect of digital leadership on talent management and analyze the effect of digital leadership on performance with talent management as an intervening variable at PTPN IV, one of the largest state-owned plantation companies in Indonesia. The population of this study is all millennial employees at the BOM (Board of Management) position level minus 1 to minus 3, a total of 400 people. The data collection method used was a questionnaire with a sample of 221 people. Data analysis technique using PLS-SEM. The results of the study show that digital leadership directly has a positive and significant effect on individual work, talent management has a positive and significant effect on individual work, digital leadership has a positive and insignificant effect on employee performance. Indirectly, job satisfaction does not mediate the relationship between motivational variables and employee performance variables. The results of this research are expected to be a reference for companies as material for consideration and input regarding the extent to which digital leadership and talent management influence employee performance. It is hoped that this research can provide ideas for companies in determining policies, especially in human resource management strategies.

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1. INTRODUCTION

The concept of Industry 4.0 basically combines physical industrial resources and digital technology. Industry 4.0 includes intelligent manufacturing, which enables the transformation of resources into intelligent objects. Thus resources can feel, act and behave even in an intelligent environment. The Industry 4.0 intelligent production system transforms industry into a business model with a much more efficient production value chain.

This concept enables the development of digitalization or automation in many fields of agriculture which responds to the challenges of current technological

developments. The goal is optimization through increased yields (quality and quantity) and the effective use of available resources in the agricultural sector.

Agriculture is the fundamental foundation of the national economy, and good agricultural development contributes to a stable economy. The development of agriculture is directly proportional to the nation's economy. A nation can be called a developed nation if all the basic needs of its people, namely the fulfillment of food needs.

Era 4.0 must continue to support the basic needs of the Indonesian people, especially in the agricultural sector. In agriculture, digital technology can be used in processes that occur on and off the farm. Mobile technology can also be used for agricultural innovation. The aim is to increase opportunities for farmers to obtain information about agricultural commodities through agricultural information services. Mobile information services are needed when farmers need fast agricultural information. So, it didn't take long to find out, especially about commodities such as the availability of seeds and fertilizers, commodity prices on the market, commodity area, estimated time of harvest and how farmers harvest. (Puspitasari, 2020)

According to Qualman & Qualman (2012), someone who becomes a digital leader can be formed, not born. Thanks to technological advances, managers can exert more influence than ever before. To be successful, digital leaders must adapt their leadership skills to today's digital developments and bring about change for themselves and others.

A survey conducted by Amrop Global in 2020 stated that although 69% of digital leaders stated that the top management of companies prioritized digitalization, only 28% understood the meaning and scope of digitalization. Also, only 41% understand the challenges facing digital leaders and support their efforts. (Voorhoeve, n.d.)

In any organization regardless of its form, leadership is a factor that also determines the achievement of organizational goals more effectively and efficiently. Leaders are symbols, role models, drivers, as well as organizational resources to achieve their goals. In order to improve the performance of employees in the organization, it takes a leader who is able to bring the organization towards its goals.

As the largest palm oil producing country in the world, Indonesia has great potential to market palm oil and palm kernel both at home and abroad. The Directorate of Production Balance of the Central Bureau of Statistics for 2021, stated that the agricultural sector is a sector that has a fairly important role in economic activity in Indonesia. (BPS, 2021).

PTPN IV or abbreviated as PT. Perkebunan Nusantara IV is a subsidiary of BUMN Plantation with a working area in the North Sumatra region which has consistently transformed, and in 2022 it has recorded the highest profit in history, namely 2.1.

This success cannot be separated from the role of all individuals in achieving performance and especially the consistency of the Board of Management in implementing Talent Management.

Michaels, *et al.*, (2001) conducted a survey in more than 120 companies of 13,000 executives, and case studies in 27 leading (world-class) companies to find out the programs that these world-class leading companies carry out to attract and retain their best employees and find out what Interestingly, there is a relationship between talent management and superior company performance.

here are five things that strengthen talent from companies, namely: 1) Embracing the Talent Mindset 2) Creating a Winning Employee Value Proposition 3) Renewing Recruitment Strategy 4) Implementing Talent Development into the Organization 5) Differentiating and Strengthening people in the company.

Taking into account the above, then whether digital leadership, especially among plantation millennials, has an influence on individual performance with talent management as an intervening variable, it is an interesting matter to discuss, especially in plantation companies. As in previous research from (Hilma Harmen, 2018), states that talent management and knowledge management together have a significant effect on

employee performance at PT. Nusantara Plantation II Tanjung Morawa. (Maryati & Siregar, 2022) state that digital leadership can influence company performance, then Information and Communication Technology (ICT) innovations are able to strengthen the relationship between digitalization of leaders and company performance. (Rantauwati, 2022), writes that there is a significant influence between the independent variables Digital Leadership Style on Employee Performance variables.

In January 2023, there were recorded a workforce of more than 15 thousand people in managerial positions as top performers at PTPN IV. Since 2016, based on the Board of Directors Decree Regarding Talent Management, a talent management program consisting of Talent Mapping (Identification), Talent Development (Development), Talent Retention (Maintenance) and Talent Mobility (Placement) has been implemented at the company.

2. RESEARCH METHOD

This research is a quantitative study using the Structural Equation Modeling-Partial Least Squares (SEM-PLS) method using SmartPLS 3.0 software. The research variables consist of the use of learning agility, talent management, and individual performance where previous research has not discussed the indirect effect of learning agility on individual performance with talent management as an intervening variable.

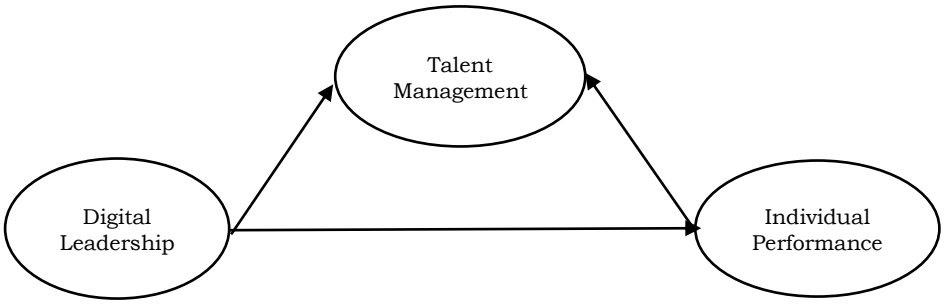

Figure 1. Relationship Model between Variables

Therefore, this study will adopt and adapt the relevant literature to produce construct variable measurements as shown in Figure 1 with details of the hypotheses: (H1) Digital Leadership has a direct positive effect on talent management; (H2) Digital Leadership has a direct positive effect on individual performance; (H3) Talent management has a direct positive effect on individual performance; and (H4) Digital Leadership has an indirect positive effect on individual performance through talent management. This study aims to examine the relationship between digital leadership and individual performance with Talent Management as an intervening variable.

The research method used in this study is descriptive quantitative. According to Sugiyono (2013), descriptive method is a descriptive method is a method used to describe or analyze a research result but not used to make broader conclusions. The population in this study were all millennial employees in managerial positions who worked at PT Perkebunan Nusantara IV, totaling 400 people, with the sample used in this study as many as 221 employees. The data collection technique used was a list of questions (questionnaire) given to research respondents. The data analysis technique used is SEM - PLS. Partial Least Square is a powerful analysis method because it is not based on many assumptions as a data analysis technique. The PLS method has its own advantages including, the data does not have to be normally distributed multivariate (indicators with category, ordinal, interval to ratio scales can be used in the same model) and the sample size does not have to be large.

3. RESULTS AND DISCUSSIONS

3.1 Measurement Model Analysis (Outer Model)

Analysis of the measurement model (outer model) aims to evaluate the construct variables studied, validity (accuracy), and profitability (reliability) of a variable.

a. Internal Consistency Analysis

Internal consistency analysis is a form of reliability used to assess the consistency of results across items on the same test. Internal consistency testing uses the Composite Reliability value with the criteria of a variable said to be reliable if the Composite Reliability value is > 0.60.

Table 1. Internal Consistency Analysis

	Cronbach's Alpha	rho_A	Reliability Composite	Average Variance Extracted (AVE)
Digital Leadership	0.926	0.931	0.941	0.696
Individual Performance	0.885	0.889	0.913	0.636
Talent Management	0.946	0.951	0.955	0.728

Sources: Processed Data (2023)

Based on internal consistency analysis data in table 1, the results of all variables show above 0.70, namely Digital Leadership has a composite reliability value of 0.941 > 0.60, Individual Performance Variables have a composite reliability value of 0.913 > 0.60, Talent Management variable has a composite reliability value of 0.955 > 0.60, so all declared variables are reliable. This is reinforced by all Cronbach's alpha values showing above 0.70, namely Digital Leadership has a composite reliability value of 0.926 > 0.60, Individual Performance Variables have a composite reliability value of 0.885 > 0.60, Talent Management variable has a composite reliability value of 0.946 > 0.60. (Ghozali & Latan, 2015)

b. Convergent Validity

Convergent validity is to see the extent to which a measurement is positively correlated with alternative measures of the same construct. To see an indicator of a construct variable is valid or invalid seen from the outer loading value. If the value of outer loading is greater than 0.7 (Ghozali & Latan, 2015), then an indicator is valid.

Table 2. Convergent Validity

	Digital Leadership	Individual Performance	Talent Management
Digital Leadership 1	0.755		
Digital Leadership 2	0.745		
Digital Leadership 3	0.849		
Digital Leadership 4	0.891		
Digital Leadership 5	0.839		
Digital Leadership 6	0.871		
Digital Leadership 7	0.877		
Individual Performance 1		0.743	
Individual Performance 2		0.814	
Individual Performance 3		0.764	
Individual Performance 4		0.858	
Individual Performance 5		0.820	
Individual Performance 6		0.781	
Talent Management 1			0.898
Talent Management 2			0.855
Talent Management 3			0.849
Talent Management 4			0.873
Talent Management 5			0.771

Talent Management 6	0.843
Talent Management 7	0.902
Talent Management 8	0.827

Sources: Processed Data (2023)

Based on the values in table 2 above, the results show that all outer loading values for the Digital Leadership, Individual Performance and Talent Management variables are above 0.7, so all indicators for each variable are valid. This is reinforced by all the Average Extracted Variance (AVE) values which are above 0.5 (Table 1), where Digital Leadership has an AVE value of 0.696 > 0.50, Individual Performance Variables have a composite reliability value of 0.636 > 0.50, so the Talent Management variable has a composite reliability value of 0.636 > 0.50, so the Talent Management variable has a composition reliability 0.728> 0.50.

c. Discriminant Validity

Discriminant validity aims to assess whether an indicator of a construct variable is valid or invalid, namely what is determined if the square root value of the AVE value is greater than the highest correlation value of a variable with other variables, then the variable has good discriminant validity (valid).

Table 3. Discriminant Validity

	Digital Leadership	Individual Performance	Talent Management
Digital Leadership	0.834		
Individual Performance	0.668	0.798	
Talent Management	0.555	0.612	0.853

Sources: Processed Data (2023)

Based on table 3, the results of the correlation of the Digital Leadership variable with Individual Performance = 0.668; correlation of Digital Leadership variable with Talent Management = 0.555; individual performance variable correlation with Talent Management = 0.612. The highest correlation value of a variavel with other variables is 0.668.

The AVE square root value of variable X1 (0.882) > from the highest correlation value between variables (0.696), then variable X1 is valid. The AVE square root value of variable X2 (0.929) > from the highest correlation value between variables (0.696), then variable X2 is valid. The square root value of the AVE variable X3 (0.727) > the highest correlation value between variables (0.696), then the Y1 variable is valid. The square root value of AVE Y (0.747) > the highest correlation value between variables (0.696), then the Y2 variable is valid.

3.2 Structural Model Analysis (Inner Model)

Structural model analysis or (inner model) aims to test the research hypothesis. The parts that need to be analyzed in the structural model are the coefficient of determination (R-Square) and hypothesis testing.

a. Coefficient of Determination (R-Square)

The coefficient of determination (R-Square) aims to evaluate the accuracy of the predictions of a model. In other words, to evaluate how the variation in the value of the dependent variable is affected by the variation in the value of the independent variable in a path model.

Table 4. Coefficient of Determination (R-Square)

	R Square	Adjusted R Square
Individual Performance	0.531	0.526
Talent Management	0.308	0.305

Sources: Processed Data (2023)

Based on table 4, the results of the influence of the Digital Leadership and Talent Management variables on the Individual Performance variable are 0.531. The R-Square value of 0.531 indicates that variations in the values of individual performance variables can be explained by variations in the values of digital leadership and talent management variables of 53.1%. The influence of the Digital Leadership variable on talent management is 0.308. The R-Square value of 0.308 indicates that the variation in the value of the talent management variable can be explained by the variation in the digital leadership value of 30.8%.

b. Hypothesis Testing

In testing the hypothesis there are two stages of testing, namely testing the hypothesis of direct influence and testing the hypothesis of indirect influence. The coefficients of the hypothesis testing path are shown in Figure 2 below:

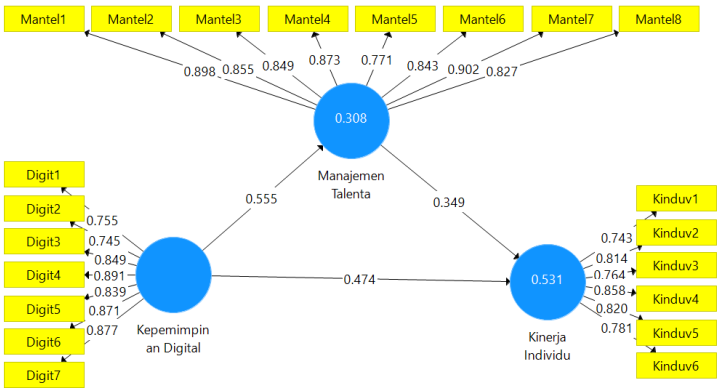

Figure 2. Path Coefficient

Sources: Processed Data with SmartPLS3 (2023)

Testing the direct effect hypothesis aims to prove the hypothesis of the effect of a variable on other variables directly (without intermediaries). If the path coefficient value is positive it indicates that an increase in the value of one variable is followed by an increase in the value of the other variable. If the path coefficient value is negative, it indicates that an increase in the value of one variable is followed by a decrease in the value of the other variable. (Ghozali & Latan, 2015)

If the probability value (P-Values) <α (0.05), then H0 is rejected (the influence of a variable on other variables is significant). If the probability value (P-Values) > α (0.05), then H0 is accepted (the effect of a variable on other variables is not significant).

Table 5. The Direct Effect Hypothesis

	Ordinal Sampel	Sampel Mean	Deviasi Standard	T Statistik	P Values
Digital Leadership → Individual Performance	0.474	0.481	0.061	7.738	0.000
Digital Leadership → Talent Management	0.555	0.559	0.065	8.577	0.000
Talent Management → Individual Performance	0.349	0.349	0.069	5.060	0.000

Based on table 5 above, it is obtained that the direct effect of digital leadership on individual performance has a path coefficient of 0.474 (positive), then an increase in the value of the digital leadership variable will be followed by an increase in individual performance value. The influence of digital leadership variables on individual employee performance has a P-Values (0.000) <α (0.05), so that H0 is rejected and Ha is accepted, which means that the influence of digital leadership on individual performance is significant.

The direct effect of digital leadership on talent management has a path coefficient of 0.555 (positive), so an increase in the value of the digital leadership variable will be followed by an increase in the value of talent management. The influence of the digital leadership variable on talent management has a P-Values (0.000) <α (0.05), so that H0 is rejected and Ha is accepted, meaning that the influence of digital leadership on talent management is significant.

The direct effect of work ability on job satisfaction has a path coefficient of -0.083 (negative), then an increase in the value of the work ability variable will be followed by a decrease in the value of job satisfaction. The effect of work ability variable on job satisfaction has a P-Values (0.549) > α (0.05), so that H0 is accepted and Ha is rejected, meaning that the effect of ability on job satisfaction is not significant.

The direct effect of talent management on individual performance has a path coefficient of 0.349 (positive), then an increase in the value of the talent management variable will be followed by an increase in the individual employee performance value. The influence of talent management variables on individual employee performance has a P-Values (0.048) <α (0.05), so that H0 is rejected and Ha is accepted, meaning that talent management on individual employee performance is significant.

Furthermore, testing the indirect effect hypothesis. Indirect hypothesis testing aims to prove the hypotheses of the effect of a variable on other variables indirectly (through intermediaries). If the value of the coefficient of indirect influence > the coefficient of direct influence, then Talent Management's intervening variable mediates the relationship between one variable and another. If the value of the indirect effect coefficient < the direct effect coefficient, then the intervening variable X3 does not mediate the relationship between one variable and another variable.

Table 6. Indirect Effect Hypothesis

	Ordinal Sampel	Sampel Mean	Deviasi Standart	T Statistik	P Values
Digital Leadership → Talent Management → Individual Performance	0.194	0.193	0.038	5.125	0.000

Sources: Processed Data (2023)

Based on table 5 above, it is obtained that the coefficient value of the indirect effect of the motivational variable on employee performance variables (0.194) < the value of the direct influence coefficient (0.474), then the Talent Management variable does not mediate the relationship between motivational variables and employee performance variables.

Discussion

The Effect of Digital Leadership on Individual Performance

From the results of data processing, it is known that the effect of digital leadership on individual performance has a path coefficient of 0.474 (positive), then an increase in the value of the digital leadership variable will be followed by an increase in the value of individual employee performance. The effect of the digital leadership variable on employee job satisfaction has a P-Values (0.000) <α (0.05), so that H0 is rejected and Ha is accepted, which means that the influence of digital leadership on individual

performance is significant. Thus digital leadership has a positive and significant effect on the individual performance of millennial employees of PT. Nusantara Plantation IV. This means, if the employee's digital leadership is improved, then the individual employee's performance will also increase. The research results are supported by the results of the tabulation of the frequency distribution of respondents' answers, in which the majority of respondents answered strongly agree and agree on all questions related to digital leadership. So thus it can be stated that digital leadership is one of the factors that influence individual performance at PTPN IV.

The results of this study are in line with research conducted by previous research that digital leadership has an effect on performance (Johanes et al., 2022; Lubis & Rifma, 2022; Purwanto et al., 2021; Quddus et al., 2020; Sunaryo, 2021)

The Influence of Digital Leadership on Talent Management

From the results of data processing, it is known that the influence of digital leadership on Talent Management has a path coefficient of 0.555 (positive), which means that an increase in the value of the digital leadership variable will be followed by an increase in the value of talent management. The influence of the digital leadership variable on talent management has a P-Values (0.000) <α (0.05), so that H0 is rejected and Ha is accepted, thus digital leadership has a significant effect on talent management. Thus digital leadership has a positive and significant effect on talent management for PT. Perkebunan Nusantara IV, which means talent management will also increase if the digital leadership of employees at PT. Nusantara Plantation IV. So thus it can be stated that digital leadership is one of the factors that influence talent management at PT. Nusantara Plantation IV.

The results of this study are in line with research conducted by previous studies that digital leadership influences talent management (Gagnon, 2022; Guerra et al., 2023)

The Influence of Talent Management on Individual Performance

From the results of data processing, it is known that the influence of talent management on individual performance has a path coefficient of 0.349 (positive), then an increase in the value of the talent management variable will be followed by an increase in the value of individual employee performance. The influence of talent management variables on employee job satisfaction has a P-Values (0.000) <α (0.05), so that H0 is rejected and Ha is accepted, which means the influence of talent management on individual performance is significant. Thus talent management has a positive and significant effect on the individual performance of millennial employees of PT. Nusantara Plantation IV. This means that if employee talent management is improved, individual employee performance will also increase. The research results are supported by the results of the tabulation of the frequency distribution of respondents' answers, in which the majority of respondents answered strongly agree and agree on all questions related to digital leadership. So thus it can be stated that talent management is one of the factors that influence individual performance at PTPN IV.

The results of this study are in line with research conducted by previous studies that talent management has an effect on performance (Chang & Lee, 2013); Fernandez & Jawadi, 2015; Johanes et al., 2022; Lubis & Rifma, 2022; (unaryo, 2021; Tulungen et al., 2022; Wiradendi Wolor, 2020)

The Influence of Digital Leadership on Performance Through Talent Management

From the results of the study, it was obtained that the coefficient value of the indirect effect of the digital leadership variable on individual performance variables (0.194) < the value of the direct influence coefficient (0.474), then the talent management variable does not mediate the relationship between digital leadership variables and individual performance variables.

4. CONCLUSION

From the results of data processing, it is known that: First, the effect of digital leadership on individual performance has a path coefficient of 0.474 (positive), then an increase in the value of the digital leadership variable will be followed by an increase in the value of individual employee performance. The effect of the digital leadership variable on employee job satisfaction has a P-Values (0.000) <α (0.05), so that H0 is rejected and Ha is accepted, which means that the influence of digital leadership on individual performance is significant. Thus digital leadership has a positive and significant effect on the individual performance of millennial employees of PT. Nusantara Plantation IV. Second, the effect of digital leadership on Talent Management has a path coefficient of 0.555 (positive), which means that an increase in the value of the digital leadership variable will be followed by an increase in the value of talent management. The influence of the digital leadership variable on talent management has a P-Values (0.000) <α (0.05), so that H0 is rejected and Ha is accepted, thus digital leadership has a significant effect on talent management. Thus digital leadership has a positive and significant effect on talent management for employees of PT Perkebunan Nusantara IV, which means that talent management will also increase if digital leadership for employees at PT. Nusantara Plantation IV. Third, the effect of talent management on individual performance has a path coefficient of 0.349 (positive), then an increase in the value of the talent management variable will be followed by an increase in the individual employee performance value. The influence of talent management variables on employee job satisfaction has a P-Values (0.000) <α (0.05), so that H0 is rejected and Ha is accepted, which means the influence of talent management on individual performance is significant. Thus talent management has a positive and significant effect on the individual performance of millennial employees of PT. Nusantara Plantation IV. Fourth, the research results obtained the coefficient value of the indirect influence of digital leadership variables on individual performance variables (0.194) < the value of the direct influence coefficient (0.474), so the talent management variable does not mediate the relationship between digital leadership variables and individual performance variables.

Based on the conclusions of research results regarding digital leadership, especially among plantation millennials, it has an influence on individual performance with talent management as an intervening variable at PT. Perkebunan Nusantara IV, the author conveys ideas that can provide benefits to related parties in this research. In improving employee performance, PT. Perkebunan Nusantara IV needs to pay attention to the needs and abilities of employees in dealing with changes in the digitalization era, because the needs and talents possessed by employees, because employees are important assets in an organization. The existence of leaders who are able to adjust to technological changes and manage the talents they have well will support the improvement of employee performance at PT. Perkebunan Nusantara IV.

With the limited variables used in this study, as a reference for future researchers with a theme similar to human resource management, it is hoped that the variables used will be more complete and the discussion organized in accordance with the reality of the problems to be studied at PT. Perkebunan Nusantara IV.

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