

## Implementation of E-Leadership, Technology Competency, and Corporate Ethical Values to Improve Employee Performance in the Manufacturing Industry

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### ABSTRACT

The role of a leader is crucial to supporting the achievement of organizational goals. The objectives of this study are: 1) to describe employee perceptions of e-leadership, technological competency, corporate ethical values and employee performance, 2) to analyze and test the effect of e-leadership on employee performance, 3) to analyze and test technological competency on employee performance, and 4) to analyze and test the effect of corporate ethical values on employee performance. This research method is explanatory research using a quantitative approach with a population of employees in a manufacturing company, with a purposive sampling technique. The results of the study are: e-leadership has a positive and significant effect on employee performance, technological competency has a negative and significant effect on employee performance, and corporate ethical values have a negative and significant effect on employee performance.

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## INTRODUCTION

Rapid technological developments have driven digitalization in all aspects of life, including the workplace (Abuowda et al., 2024). One of the outcomes of this rapid technological advancement is the development of leadership character and spirit, namely e-leadership. This leadership model plays a crucial role in ensuring and driving transformational change in Industry 4.0. Digital leadership is a combination of transformational leadership styles and the use of digital technology (Journal, 2013).

Therefore, e-leadership behavior is the attitude or actions of leaders in motivating or running an organization so that its members can work effectively and efficiently to achieve organizational goals (Luo & Tworek, 2022). The e-work environment is an institution or external force that has the potential to influence organizational performance (Alkhayyal & Bajaba, 2023).

One factor supporting the success of e-leadership is employee dynamic capabilities, defined as the ability to integrate, build, and reconfigure employee capabilities to address rapidly changing environments. This directly impacts task performance in the workplace. This refers not only to current adaptability and problem-solving skills but also to long-term learning and reshaping of business processes. Literature shows a clear relationship between competency and job performance (Soetrisno & Gilang, 2018). Furthermore, there have been scientific efforts to uncover the relationship between proactive personality and job performance.

Several previous studies have found that the dimensions of e-leadership include digital attitude and leadership skills (Aulia et al., n.d.). Digital attitude is a person's or leader's perspective on the digital technology used by the company to assist them in organizational or company activities (Costa & Opare, 2025), guiding employees within the company to pursue a shared vision and mission for development in the digital era. To shape employee performance, in addition to competence, a strong organizational culture is also needed, one of which is corporate ethical values (CEV) which can be explained as "part of organizational culture, which represents a multidimensional interaction between various 'formal' and 'informal' behavioral control systems" (Waheed Akbar Bhatti, 2013). This informal system consists of values, attitudes, norms, perceptions and beliefs that exist within the organization (Sharma et al., 2009). In relation to this informal aspect, corporate ethics can also be expressed through strong formal structures such as compensation methods, institutional procedures, and regulations.

In dynamic and complex organizations, business uncertainty is inevitable. Problems always arise under conditions of uncertainty due to conflicts of interest between various stakeholders, interest groups, and unclear laws. These factors make decision-making a challenging task for managers, and they face ethical dilemmas due to the conflicting interests between various stakeholders (Asraar Ahmed et al., 2022). Managers engaged in ethical decision-making affect the lives and well-being of others, especially consumers, communities, and employees. Their decisions and actions can have significant social consequences, as is the case with the use of technology for businesses (Sabir et al., 2012).

Creating an organizational culture that encourages ethical decision-making is the responsibility of the executive management team. Those in positions of authority are responsible for creating a technology-friendly environment for employees (Abuowda et al., 2024). They behave in a manner that considers not only the immediate outcomes of their decisions but also whether those decisions align with their organizational and social values. Furthermore, there is an emerging need for accountability and transparency in decision-making. As a result of unethical or illegal decisions of one or more managers an organization may face lawsuits that may have severe financial consequences and could adversely affect its public image, therefore ethical values are necessary in the work culture (Asraar Ahmed et al., 2022).

This research was conducted at a manufacturing company in Malang Raya. Most companies have already implemented digital transformation, but some technology-savvy leaders find it difficult to implement the technology due to limited employee competency. Corporate ethical values are not implemented smoothly due to low employee improvisation in producing sustainable quality. Company values can be implemented through two ways, namely formally and informally (Bhatti, 2013). Adapting to digital technology changes is carried out in two stages. First, awareness of making changes by understanding technology, supported by informal ways in which the company understands the importance of technological mastery. The second stage is developing strategies and action plans related to appropriate technology for use in the digital transformation process, in this case digital technology using Excel VBA. However, there is still a lack of research directed at e-leadership, especially leaders who innovate to direct their subordinates in using digital infrastructure that supports employee and organizational performance. The mindset and work methods of leaders in industrial management require a transformation often referred to as electronic leadership (e-leadership). On the other hand, the current phenomenon is interesting to study, because the ability to master technology to support performance becomes a burden for employees. This also has an impact on how leaders are engaged in implementing technological capabilities that are realized in transformation to improve organizational performance.

## LITERATURE REVIEW

### *E-leadership*

E-leadership is a combination of transformational leadership style and the utilization of digital technology. The functions of e-leadership include inspiring trust and loyalty among subordinates, communicating ideas to others through various methods of influence, driving effective digital transformation in group performance, and motivating others to willingly carry out desired actions. The indicators of e-leadership are digital attitude and leadership skills (Ahmed et al., 2022).

H1: E-leadership has a positive, significant impact on employee performance. This means that the more effectively e-leadership is implemented by leaders, the more it will enhance capabilities.

### ***Technological Competence***

Two dimensions of competence—namely, sensitivity to change and adaptation to technological change—have been studied in depth in relation to job performance (Talibo, 2023). Furthermore, scholarly efforts have been made to uncover the relationship between proactive personality and job performance. The link between proactivity and job performance is not as simple as previously assumed; proactivity alone may not be as potent a trait as reported, and other traits must coexist to significantly influence job performance.

H2: technological competency have imfluence on jobperformance

### ***Corporate ethical values***

Corporate ethical values (CEV) can be described as “part of the organizational culture, representing the multidimensional interaction between various ‘formal’ and ‘informal’ behavior control systems” (Ambarwati et al., 2019). These informal systems consist of the values, attitudes, norms, perceptions, and beliefs present within the organization (9). In conjunction with these informal aspects, corporate ethics can also be manifested through robust formal structures, such as compensation methods, institutional procedures, and regulations.

H3: Corporate ethical values influence employee performance.

### ***Employee Performance***

Regarding the understanding of performance, there are several indicators that can serve as a reference; performance comprises three indicators (Robbie et al., 2022), namely: quantity, quality, timeliness, and responsibility.

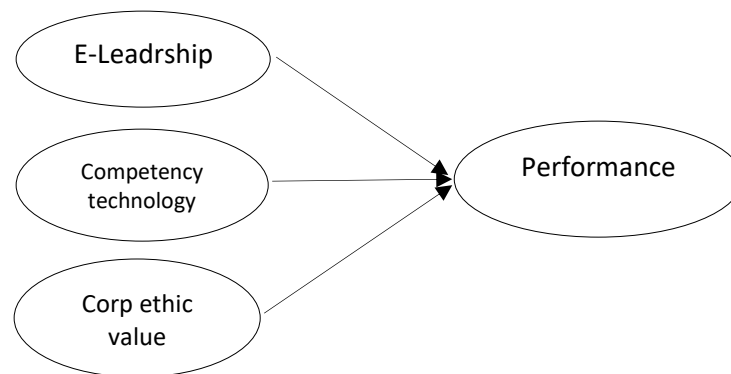


Figure 1. Conceptual Framework

## **METHODOLOGY**

This study used a quantitative approach to analyze and test the influence of e-leadership, competency, and corporate ethical values on employee performance.

The study was conducted with employees working at a manufacturing company in Greater Malang. The study period was scheduled for one year, from July 2024 to June 2025. The study population included all employees working at manufacturing companies in Greater Malang. The population size was unknown, so one method for determining a representative sample size was to multiply the

number of indicators by a factor of between 5 and 10. Thus, there were 6 e-leadership indicators, 5 technological competency indicators, 4 CEV indicators, and 6 performance indicators, resulting in a total of 21 (5 x 21 indicators = 105 research samples) (Ferdinand, 2014). The sampling technique used was purposive sampling (Hair et al., 2014), with samples selected based on certain criteria, such as employees with at least 2 years of experience, using Excel VBA technology, and being partners of UMM. Based on these criteria, the respondents in this study were 105 employees from four companies (PT. Jaya Etika Beton, PT. Loka Fiber Indonesia, PT. Indotama Seraya Artha, and PT. Lumos Agro Karya).

### ***Data Collection Techniques***

Data were collected through a structured questionnaire with both closed-ended and open-ended questions designed to gather quantitative information related to the proposed variables.

### ***Data Analysis***

Descriptive analysis was the initial step in data analysis. It was used to provide an overview of the collected data, including the distribution and characteristics of the sample. The first objective was analyzed by describing the results of the respondents' response scale range. The second through fifth objectives used the SEM analysis program Smart PLS method, with the analysis stages of measurement/outer model, structural/inner model, and hypothesis testing (Hair et al., 2014).

## **RESEARCH RESULT**

### ***Company Profile***

PT. JAYA ETIKA BETON is a precast concrete company focused on construction design. The company provides services and keeps abreast of the latest precast developments in the construction and irrigation sectors. Furthermore, it possesses a comprehensive understanding of construction work and market demand, and independently supplies precast. PT. Jaya Etika Beton was established in 2014. PT. Jaya Etika Beton is a subsidiary or partner of the contractor PT. Jaya Etika Teknik. Established in 2004, PT Jaya Etika Teknik holds a National Construction Services Business License as a provider of construction services.

PT. LOKA FIBER INDONESIA is a leading manufacturer of high-quality kapok fiber, a natural and sustainable material known for its exceptional properties. Sourced from the kapok tree, our fiber offers a unique combination of buoyancy, softness, and insulation, making it suitable for a wide range of applications.

Located in Malang Regency, East Java an area widely recognized as the heart of kapok fiber production in Indonesia. Loka Fiber benefits from unique geographical conditions and soil composition that produce some of the highest quality kapok fiber in the world. Our deep-rooted experience with kapok trees has equipped us with extensive knowledge of cultivating and processing premium kapok fiber. We have a comprehensive understanding of the entire

production process, from selecting the finest raw materials to manufacturing and finalizing high-quality products.

PT. INDOTAMA SERAYA ARTHA is a company engaged in the food court and retail sector with 3 (three) business units: Idaku, Foodland, and Paperpen. - IDAKU (Provides more than 2,500 items needed for food business actors, such as cake ingredients, food, and beverages that meet modern retail store standards to support MSMEs and become a pioneer king of cake ingredients, food, and beverage franchises in Indonesia). - FOODLAND (Creating culinary tourism destinations for the middle and lower-middle economic segments managed with optimal management standards). - PAPERPEN (Provides a variety of office stationery that meets modern retail store standards).

CV. LUMOS AGRO KARYA was established in 2013 in Malang, East Java. We are engaged in agribusiness and focus on providing and supplying raw materials for businesses engaged in the F&B (Food and Beverage) sector for both large and small scales. Throughout its business journey, supported by trusted business partners, CV. Lumos Agro Karya has collaborated and supported many agricultural activities with both government and private institutions as well as local farmers in the Malang and Pasuruan areas as an effort to develop the agribusiness in Indonesia, especially in East Java. In running its business, CV. Lumos Agro Karya always prioritizes the quality of service and products in building long-term relationships with customers and leading retailers, based on trust and commitment. Lumos Agro Karya always strives to provide first-class quality services and products supported by research development on its products.

### *Description of Respondents Answers*

Table 1. Respondents' answers by gender

| No    | Description | Responden total | Percentage |
|-------|-------------|-----------------|------------|
| 1     | Man         | 75              | 71%        |
| 2     | Woman       | 30              | 29%        |
| Total |             | 105             | 100%       |

Table 2. Respondents answer by age

| No | Description   | Responden total | Percentage |
|----|---------------|-----------------|------------|
| 1  | 23 – 32 years | 33              | 31%        |
| 2  | 33 – 42 years | 46              | 44%        |
| 3  | >42 years     | 27              | 25%        |
|    |               | 105             | 100%       |

Table 3. Respondents' answers based on length of service

| No | Description  | Total Responden | Percentage |
|----|--------------|-----------------|------------|
| 1  | 1 – 5 years  | 28              | 27%        |
| 2  | 6 – 10 years | 58              | 55%        |
| 3  | >10 years    | 19              | 18%        |
|    |              | 105             | 100%       |

Tabel 4. Respondent answer by education

| No | Description        | Total Responden | Percentage |
|----|--------------------|-----------------|------------|
| 1  | Senior high school | 29              | 27%        |
| 2  | Under graduate     | 47              | 44%        |
| 3  | Post graduate      | 3               | 2%         |
|    |                    | 105             | 100%       |

### Scale Range Results

The scale range in this study was applied to measure conditions related to the variables studied: e-leadership, technology competencies, Corporate Ethical Values, and job performance in manufacturing companies in Greater Malang. Therefore, the scale interval for each criterion uses the following formula:

$$R_s = \frac{n(m-1)}{m}$$

Based on the formula above, the scale range can be obtained with the following calculation:

$$R_s = \frac{105(5-1)}{5} = 84$$

Based on the calculations above, the scale range is 84. Therefore, the scale determination for each criterion begins with the lowest and highest score ranges, with a total sample of 105. The results of the scale range calculation are used as the basis for interpreting the average assessment for each variable indicator. This table displays it in the form of an average index, as follows:

Table 5 Range of Scale and Measurement of Variables

| Range of scale | <i>e-leadership</i> | <i>Technology competencies</i> | <b>Corp ethical values</b> | <b>Job performance</b> |
|----------------|---------------------|--------------------------------|----------------------------|------------------------|
| 105 - 189      | Very Not Good       | Very Not competent             | Very Low                   | Very Low               |
| 190 - 274      | Not good            | Not competent                  | Low                        | Low                    |
| 275 - 359      | Enough              | Enough                         | Enough                     | Enough                 |
| 360 -444       | Good                | Competent                      | High                       | High                   |
| 445 - 529      | Very Good           | Very Competent                 | Very High                  | Very High              |

Source: developed in research, (2025)

The frequency distribution of respondents' answers based on the results of data tabulation with scores on the scale range is explained as follows: The e-Leadership variable consists of six items, which were distributed to respondents for their answers. The distribution of respondents' answers is presented in the following table:

Table 6. Distribution of Respondents  
e-Leadership Variable

| Item                 | Respondents answer |    |   |    |    | Total Responden | Score       | Description |
|----------------------|--------------------|----|---|----|----|-----------------|-------------|-------------|
|                      | 1                  | 2  | 3 | 4  | 5  |                 |             |             |
|                      | STS                | TS | N | S  | SS |                 |             |             |
| LI.1                 | 0                  | 2  | 6 | 80 | 17 | 105             | 427         | Good        |
| LI.2                 | 0                  | 2  | 6 | 84 | 13 | 105             | 423         | Good        |
| LI.3                 | 0                  | 2  | 0 | 90 | 13 | 105             | 429         | Good        |
| LI.4                 | 0                  | 2  | 6 | 86 | 11 | 105             | 421         | Good        |
| LI.5                 | 0                  | 2  | 4 | 92 | 7  | 105             | 419         | Good        |
| LI.6                 | 0                  | 2  | 6 | 88 | 9  | 105             | 419         | Good        |
| <b>Total Score</b>   |                    |    |   |    |    |                 | <b>2538</b> |             |
| <b>Score average</b> |                    |    |   |    |    |                 | <b>423</b>  | <b>Good</b> |

Source : Primer data (2025)

Based on Table 6, the average score for the e-leadership variable was 423, indicating a good result. This indicates that company leaders are considered positive role models in terms of electronic-first work behavior, which motivates employees to follow suit.

The technological competency variable consists of five items, which were distributed to respondents. The distribution of respondents' answers is presented in the following table:

Table 7. Respondent Distribution  
Technological Competence Variable

| Item                 | Respondents answer |    |    |    |    | Total Responden | Score       | Description      |
|----------------------|--------------------|----|----|----|----|-----------------|-------------|------------------|
|                      | 1                  | 2  | 3  | 4  | 5  |                 |             |                  |
|                      | STS                | TS | N  | S  | SS |                 |             |                  |
| KO.1                 | 0                  | 2  | 4  | 66 | 33 | 105             | 445         | Very competent   |
| KO.2                 | 0                  | 2  | 4  | 72 | 27 | 105             | 439         | Competent        |
| KO.3                 | 0                  | 2  | 6  | 68 | 29 | 105             | 439         | Competent        |
| KO.4                 | 0                  | 2  | 6  | 68 | 29 | 105             | 439         | Competent        |
| KO.5                 | 0                  | 2  | 10 | 66 | 27 | 105             | 433         | Competent        |
| <b>Score total</b>   |                    |    |    |    |    |                 | <b>2195</b> |                  |
| <b>Score average</b> |                    |    |    |    |    |                 | <b>439</b>  | <b>Competent</b> |

Source: Primer data (2025)

Based on Table 7, the average calculation results for the technology competency variable yielded a score of 439, categorized as competent. This indicates that the company's employees feel capable of mastering technology to support their tasks, feel comfortable, and continue to desire development within the company.

The Corporate Ethical Values variable consists of four items distributed to respondents. The distribution of respondents' answers is presented in the following table:

Table 8. Distribution of Respondents  
Corporate Ethical Values Variable

| Item                 | Respondent answer |    |    |    |    | Total Respondent | Score       | Description |
|----------------------|-------------------|----|----|----|----|------------------|-------------|-------------|
|                      | 1                 | 2  | 3  | 4  | 5  |                  |             |             |
|                      | STS               | TS | N  | S  | SS |                  |             |             |
| CEV1                 | 0                 | 2  | 0  | 64 | 39 | 105              | 455         | Very good   |
| CEV2                 | 0                 | 2  | 2  | 74 | 27 | 105              | 441         | Good        |
| CEV3                 | 0                 | 2  | 26 | 74 | 3  | 105              | 393         | Good        |
| CEV4                 | 0                 | 2  | 2  | 68 | 33 | 105              | 447         | Very good   |
| <b>Total Score</b>   |                   |    |    |    |    |                  | <b>1736</b> |             |
| <b>Score average</b> |                   |    |    |    |    |                  | <b>434</b>  | <b>Good</b> |

Source: Primer data (2025)

Based on Table 8, the results of the scale range calculation for the Corporate Ethical Values variable show a score of 434, categorized as good. This indicates that the company's employees have a clear personal commitment to ethical values. The Employee Performance variable consists of six items covering three indicators, which were distributed to respondents. The distribution of respondents' answers is presented in the following table:

Table 9. Distribution of Respondents  
Employee Performance Variable

| Item                 | Respondent answer |    |    |    |    | Total Respondent | Score       | Description |
|----------------------|-------------------|----|----|----|----|------------------|-------------|-------------|
|                      | 1                 | 2  | 3  | 4  | 5  |                  |             |             |
|                      | STS               | TS | N  | S  | SS |                  |             |             |
| KI1                  | 0                 | 4  | 10 | 70 | 21 | 105              | 423         | High        |
| KI2                  | 0                 | 2  | 2  | 82 | 19 | 105              | 433         | High        |
| KI3                  | 0                 | 2  | 0  | 74 | 29 | 105              | 445         | Very high   |
| KI4                  | 0                 | 2  | 0  | 72 | 31 | 105              | 447         | Very high   |
| KI5                  | 0                 | 2  | 4  | 72 | 27 | 105              | 439         | High        |
| KI6                  | 0                 | 2  | 2  | 78 | 23 | 105              | 443         | High        |
| <b>Total Score</b>   |                   |    |    |    |    |                  | <b>2630</b> |             |
| <b>Score average</b> |                   |    |    |    |    |                  | <b>438</b>  | <b>High</b> |

Source: Primer data (2025)

Based on Table 9, the results of the scale range calculation for the employee performance variable obtained a score of 222, categorized as high. This indicates that the company's employees perform efficiently and productively, enabling them to complete work within a defined timeframe.

### *Instrument Testing*

Instrument testing is a comprehensive examination of variables using a questionnaire (g-form) and statements experienced and felt by respondents. Instrument testing is conducted outside the research object and aims to determine the appropriateness of the statements used in the instrument. Instrument testing itself includes validity and reliability testing.

### Validity Testing

Validity testing is used to measure how accurately the test performs its task, whether the prepared measuring instrument can actually measure what it is supposed to. An instrument is considered valid if  $r$  is greater than  $r$  with a significance level of 5%. The  $r$  value is 0.355 ( $N=31$ ). The results of the validity test are presented as follows:

Table 10. Validity Test

|       | Corporate Ethic Value | Ethic Leadership | Job Performance | Technology competencies |
|-------|-----------------------|------------------|-----------------|-------------------------|
| CEV.1 | 0.670                 |                  |                 |                         |
| CEV.2 | 0.844                 |                  |                 |                         |
| CEV.3 | 0.873                 |                  |                 |                         |
| CEV.4 | 0.851                 |                  |                 |                         |
| KL.1  |                       |                  | 0.838           |                         |
| KL.2  |                       |                  | 0.859           |                         |
| KL.3  |                       |                  | 0.928           |                         |
| KL.4  |                       |                  | 0.910           |                         |
| KL.5  |                       |                  | 0.922           |                         |
| KL.6  |                       |                  | 0.851           |                         |
| KO.1  |                       |                  |                 | 0.874                   |
| KO.2  |                       |                  |                 | 0.922                   |
| KO.3  |                       |                  |                 | 0.897                   |
| KO.4  |                       |                  |                 | 0.899                   |
| KO.5  |                       |                  |                 | 0.890                   |
| L1.1  |                       | 0.918            |                 |                         |
| L1.2  |                       | 0.925            |                 |                         |
| L1.4  |                       | 0.870            |                 |                         |
| L1.5  |                       | 0.892            |                 |                         |
| L1.6  |                       | 0.913            |                 |                         |

Table 1 above shows that the data processing results can be considered valid because each indicator item in this research variable has an outer loading value of  $\geq 0.5$ , meaning that most indicators meet construct validity in this study. This means that each indicator is able to adequately represent each latent variable.

Table 11. Reliability test

|                         | Cronbach's Alpha | rho_A | Composite Reliability | (AVE) |
|-------------------------|------------------|-------|-----------------------|-------|
| Corporate Ethic Value   | 0.837            | 0.922 | 0.886                 | 0.662 |
| Ethic Leadership        | 0.944            | 0.945 | 0.957                 | 0.817 |
| Job Performance         | 0.944            | 0.946 | 0.956                 | 0.784 |
| Technology competencies | 0.939            | 0.950 | 0.953                 | 0.804 |

Based on Table 2 above, it is clear that the Cronbach's alpha and composite reliability values for each construct or latent variable are  $>0.50$ . Therefore, all latent variables have good reliability and meet the specified requirements, allowing for further testing of the structural model.

#### a. Inner Model

The inner model testing phase will be evaluated by observing the R-squared results, statistical values, and p-values using the bootstrapping algorithm in SmartPLS software.

##### 1. R-Square

Ghozali & Latan, 2015, stated that R-Square values of 0.75, 0.50, and 0.25 indicate a strong, moderate, and weak model, respectively. The purpose of testing the R-Square is to determine the extent of influence between the independent variables on the dependent variable. The following table shows the results of the R-Square calculation:

Hypothesis test:

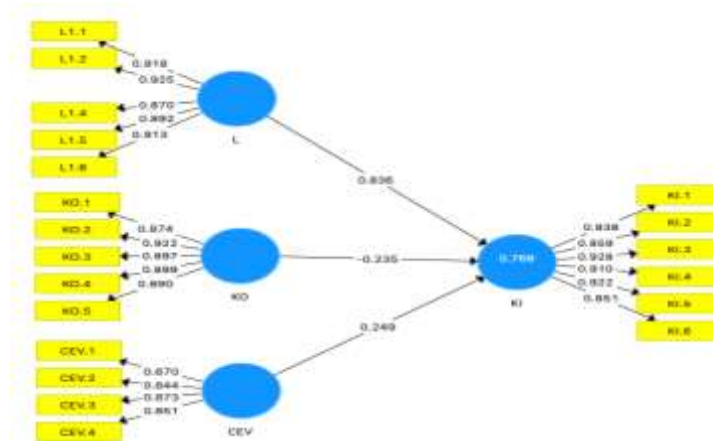


Figure 2. Algorithm

The purpose of hypothesis testing here is to determine the influence of the causal variable on the effect variable, as seen from the path coefficient value after conducting a bootstrapping test. This study uses a 95% confidence level and a 5% or 0.05 inaccuracy limit. If the t-statistic value is greater than 1.96 and the p-value is less than 0.05, then  $H_a$  is accepted and  $H_0$  is rejected. Meanwhile, if the t-statistic value is less than 1.96 and the p-value is more than 0.05, then  $H_a$  is rejected and  $H_0$  is accepted. The results of the hypothesis testing will be presented in two tables: the direct and indirect effect tables, also known as path coefficients, as follows:

Table 12. Hypothesis Test

|                                 | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics ( O/STDEV ) | P Values |
|---------------------------------|---------------------|-----------------|----------------------------|--------------------------|----------|
| e-Leadership -> Job performance | 0.836               | 0.827           | 0.080                      | 10.496                   | 0.000    |

|                                            |        |        |       |       |       |
|--------------------------------------------|--------|--------|-------|-------|-------|
| Technology competencies -> Job performance | -0.235 | -0.226 | 0.121 | 1.931 | 0.054 |
| Corporate Ethic Value -> Job performance   | 0.249  | 0.250  | 0.148 | 1.684 | 0.093 |

## DISCUSSION

### *The Effect of e-leadership on Employee Performance*

The research results and hypothesis testing above indicate a positive and significant effect of e-leadership on employee performance. This means that engaged leaders tend to be more enthusiastic and motivated in carrying out their tasks using technology. They have a higher sense of responsibility in the use of technology and in their work, which leads to increased productivity. Employees who feel engaged not only complete their tasks well but also strive to understand the digital components within the company to deliver better and faster results. Employees in the manufacturing industry who feel engaged tend to show a higher level of attention to technology, quality, and work completion. This engagement encourages them to make the best contribution to their work because they feel more ownership and responsibility for the final results (Zhong et al., 2023).

### *The Influence of Technological Competence on Performance*

The results of the research and hypothesis testing above indicate a negative and significant relationship between competence and performance. Competence has a positive and significant influence on employee performance. Employees with strong competencies tend to perform better. Competence, which encompasses knowledge, skills, and attitudes, plays a crucial role in supporting the achievement of organizational goals (Soetrisno & Gilang, 2018). Technological competence provides a strong foundation for improving employee performance and achieving organizational success. Research should indicate that the higher an employee's competency, the better their performance. However, in this study, the opposite is true; the more employees lack technological proficiency, the less their competency can improve performance. Competence encompasses various aspects, such as knowledge, skills, and attitudes, all of which contribute to improved performance (Talibo, 2023). With appropriate competencies, employees can be more productive, innovative, and able to adapt to changes in the work environment. Companies need to continuously develop their employees' competencies through various training, education, and other development programs.

### *The Influence of Corporate Ethical Values on Employee Performance*

A company's ethical values no significant influence employee performance. A positive work culture can increase employee motivation, engagement, and retention, ultimately contributing to increased productivity and company success. Conversely, a negative work ethic can hinder performance and hinder the achievement of company goals. A supportive, collaborative, and

respectful work culture can increase employee motivation and engagement (Costa & Opare, 2025). Employees who feel valued and motivated tend to be more productive and perform better. Negative work ethics, such as discrimination, lack of recognition, or internal conflict, can decrease employee motivation and engagement. Employees who feel unappreciated or uncomfortable in the workplace tend to be less productive and less focused on their work. A negative work culture can cause employees to look for jobs elsewhere, increasing employee turnover rates. An authoritarian or oppressive work culture can stifle employee creativity and innovation. An unhealthy work culture can increase stress, conflict, and mental health issues among employees. Healthy and positive relationships with coworkers can boost morale, strengthen a sense of responsibility, and strengthen employees' connection to the organization's mission and goals (SABIR et al., 2012).

## CONCLUSIONS AND RECOMMENDATIONS

Based on the data analysis, hypothesis testing, and discussion presented in the previous chapter, the following conclusions can be drawn:

1. E-leadership has a positive and significant effect on employee performance.  
This indicates that the better the digital leadership perceived by employees, the higher their work output. E-leadership exerts a direct positive influence on employee performance. These findings reinforce research conducted by Avolio, which posits that e-leadership – a combination of leadership context and technology – contributes to and optimizes employee performance.
2. Technological competence has a positive and significant effect on employee performance.  
This implies that technological competence – when clear and structured – provides opportunities for enhancing employee performance. Technological competence exerts a positive and significant influence on employee performance. Employees who have mastered technology are able to complete tasks more quickly, minimize errors, and adapt better to digital systems, thereby dramatically increasing overall productivity and the quality of work output.
3. Corporate ethical values have a positive and no significant effect on employee performance.  
In companies that uphold strong ethical values, employees tend to possess a stronger desire to improve the quality of their work. Conversely, it is also the case that corporate ethical values do not have a direct impact on performance.

## ADVANCED RESEARCH

The findings demonstrate that e-leadership, technological competence, and corporate ethical values each have a positive and significant effect on employee performance. Effective digital leadership enhances work outcomes, technological competence improves efficiency and adaptability, while strong ethical values encourage employees to maintain higher standards of work quality.

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