

ABSTRACT

In the era of digital transformation, education faces challenges in harnessing technology in the teaching and learning process. Digital transformation can influence the relationship between organizational culture and the digital competence of employees in an institution or business. This study examines how the utilization of technology and organizational culture influences the performance of employees in English language education institutions in the city of Malang.

This study aims to explore the extent to which organizational culture and digital competence influence the performance of employees, mediated by digital transformation, in English language education institutions in the city of Malang. The research subjects include English language education institutions such as English First (EF), Intensive English Course (IEC), Mayantara School, and Malang International School (MIS).

This research utilizes a causal study with a quantitative approach and a survey research strategy. The study population consists of employees from English language education institutions namely English First (EF), Intensive English Course (IEC), Mayantara School, and Malang International School (MIS). The total sampling method is used for sample selection. The research sample comprises 113 respondents. Data collection is conducted through a survey using a closed questionnaire. Data analysis is performed using the continuum line and SEM-PLS analysis, and hypothesis testing is done using full model Structural Equation Modeling (SEM) analysis with smartPLS.

The results show that organizational culture falls into the category of very strong, digital competence falls into the category of very good, digital transformation falls into the category of good, and employee performance falls into the high category. Organizational culture, digital competence, and digital transformation have a positive and significant effect on employee performance. Organizational culture and digital competence have a positive and significant effect on digital transformation. Digital transformation can mediate the effects of organizational culture and digital competence on employee performance.

The results of this research are expected to bring benefits in the form of further insights that will assist a company in improving the performance of its employees related to organizational culture, digital competence skills, and digital transformation.

Keywords: *Digital Transformation, Digital Competence, English Language Institutions, Organizational Culture, Employee Performance.*