

## ABSTRACT

*The digital transformation has changed the way organizations operate, including in higher education. Telkom University, as a technology-based university, has implemented various digital platforms such as CeLOE, I-Gracias, and Digi-Tran to enhance academic and administrative efficiency. However, the effectiveness of organizational culture, digital literacy, and human resource development (HRD) in improving employee performance is still not fully understood. Additionally, the role of length of service as a moderating variable in the relationship between organizational culture, digital literacy, and HRD on employee performance remains an issue that requires further investigation.*

*This study employs a quantitative approach using the SMART PLS 4.0 method to analyze the relationships between the research variables. Data was collected through a questionnaire involving 221 professional employees and permanent Academic Support Staff at Telkom University. The variables examined in this study include organizational culture, digital literacy, and HRD as independent variables, employee performance as a dependent variable, and length of service as a moderating variable.*

*The results indicate that organizational culture does not have a significant impact on employee performance, whereas digital literacy and HRD have a positive and significant influence on employee performance. Furthermore, length of service does not moderate the relationship between organizational culture and employee performance, nor does it moderate the relationship between digital literacy and employee performance.*

*The conclusion of this study is that organizational culture alone is not strong enough to directly enhance employee performance. Digital literacy and HRD play a more critical role in increasing efficiency and productivity. Length of service does not significantly strengthen the relationship between organizational culture, digital literacy, and HRD on employee performance, indicating that long working experience does not necessarily guarantee increased productivity. Therefore, Telkom University must optimize the implementation of organizational culture, strengthen digital literacy training, and manage HRD based on performance rather than length of service alone.*

**Keywords:** *Organizational culture, digital literacy, human resource development, employee performance, length of service*