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ANALYSIS OF HUMAN RESOURCES AND DIGITAL LEADERSHIP IN DEVELOPING DIGITAL TALENT AT PT. TELKOM

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ABSTRACT

This study investigates the impact of knowledge sharing on sustainable performance with employee ambidexterity as a mediator. A survey was conducted with 200 employees from various organizations in Indonesia. The results suggest that knowledge sharing has a positive impact on sustainable performance, and employee ambidexterity mediates the relationship between knowledge sharing and sustainable performance. These findings suggest that organizations should encourage knowledge sharing among employees and develop employee ambidexterity to improve sustainable performance.

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INTRODUCTION

The development of Human Resources (HR) has undergone significant transformation over time, reflecting the dynamics of change in the business and organizational world. In the industrial era, HR's focus was often on personnel administration and meeting employee needs. However, with the advancement of technology and globalization, the role of HR has evolved to become more strategic and proactive. Relevant references in this context include the works of eminent management scholars, such as Peter F. Drucker, who discusses the paradigm shift in HR management towards a more strategic role(Drucker, 1999). Drucker emphasizes the necessity of involving HR in organizational strategy formulation and underscores the concept that human beings are not merely a "cost aspect" in business but a strategic human capital for long-term success.

In the contemporary era, the development of Human Resources (HR) is increasingly closely linked to sustainability and corporate social responsibility. Organizations now recognize the importance of building an inclusive work culture, promoting justice, and prioritizing environmental sustainability. References from the International Labour Organization's (ILO) Green Book on HR Sustainability (United Nations, 2021) can

provide insights into the role of HR in the context of sustainability and global efforts to achieve sustainable development goals.

The continuous transformation in the development of Human Resources (HR) has laid a crucial foundation for the implementation of more sophisticated HR analysis strategies. Alongside the evolution of the HR role from administrative aspects to more strategic and proactive dimensions, HR analysis has become an increasingly essential tool in guiding policies and human resource management practices. Confronted with the complexities of changes in the business environment, organizations need to not only understand the qualitative developments in HR but also conduct holistic analyses to delineate strengths, weaknesses, opportunities, and threats within and around the organization. Through this approach, organizations can be more directed in designing employee development programs, enhancing engagement, and ensuring job satisfaction—all aligned with the established business vision and objectives. Thus, the development of HR and HR analysis complement each other, creating a robust foundation for sustainable and responsive human resource management strategies in the face of change.

Human Resources (HR) analysis plays a key role in the organizational management strategy to optimize employee potential and achieve business objectives. In this context, the SWOT analysis concept (Strengths, Weaknesses, Opportunities, Threats) is often utilized to assess the internal strengths and weaknesses of HR, as well as external opportunities and threats that may impact organizational performance. In management literature, references from an article authored by Nurfitasari & Sumadhinata (2022) discuss the application of SWOT analysis in the HR context, providing insightful perspectives on how this approach can be effectively employed to formulate sustainable HR strategies.

Furthermore, Human Resources (HR) analysis also encompasses the evaluation of employee engagement and job satisfaction as indicators of organizational well-being. References from the research conducted by Harter et al. (2002) in the Gallup Workplace Audit highlight the relationship between employee engagement and organizational performance, emphasizing the importance of understanding and enhancing engagement levels as a critical element in HR analysis (Harter et al., 2002). By leveraging data on employee engagement and satisfaction, HR analysis can provide the necessary in-depth insights to formulate employee development strategies and create a productive and competitive work environment.

The development of Human Resources (HR) has experienced significant impacts from the ongoing digital revolution in the business world. Recognizing the importance of adapting to digital trends, organizations are increasingly integrating technology into their HR analysis. The adoption of data analytics technology, as outlined in the work of Nurfitasari & Sumadhinata (2022), enables organizations to optimize HR management by efficiently leveraging data. Furthermore, the use of digital platforms to measure employee engagement, as found in Harter et al.'s study ((2002)), illustrates how HR analysis can provide in-depth insights into organizational well-being and employee engagement (Harter et al., 2002). The increasingly digitized recruitment processes supported by smart algorithms are also an integral part of modern HR analysis. The use of technology in performance management, as outlined in the references of Jabbour and Santos (2008), creates a dynamic and measurable system to evaluate and improve employee performance (Jabbour & Santos, 2008).

This development not only transforms how HR analysis is conducted but also opens up opportunities to enhance HR strategies as a whole. Therefore, the integration of technology into HR analysis not only facilitates better decision-making but also allows organizations to stay relevant amidst the rapidly changing dynamics of the digital business environment. With the continued evolution of technology, it can be anticipated that the close relationship between HR analysis and digital development will continue to play a crucial role in human resource management strategies in the future.

The digital development has been a primary driver of change in the business world, and in response to this dynamic, digital leadership has emerged as a necessity. Digital leadership is not just about the use of technology; it involves a deeper transformation in how organizations operate. According to Westerman, Bonnet, and McAfee (2014), digital leadership entails a profound understanding of how to integrate technology into business strategy to achieve sustainable transformation (Westerman et al., n.d.). Digital leaders need to guide organizations through these changes, ensuring that technological innovations are effectively integrated and fostering a culture that supports adaptation to digital changes.

Digital leadership also demands high organizational flexibility, aligning with the concept discussed by Bughin et al. (2018). Organizations that adapt quickly to technological and market changes will have a significant competitive advantage (Bughin et al., 2018). Digital leaders not only need a vision for digital transformation but must also design organizational structures that enable rapid adaptation and innovation.

Empowering teams through technology is a key aspect of digital leadership. According to Westerman et al. (2014), digital leaders use technology to create a work environment that supports collaboration and effective communication among team members (Westerman et al., 2014). By leveraging digital collaboration platforms, leaders can ensure that information flows smoothly, enabling teams to collaborate more efficiently in the evolving digital workplace.

In conclusion, digital leadership is not just about adopting technology; it involves cultural transformation, organizational structure changes, and overall changes in how work is done. In an increasingly digitally connected world, digital leadership is the key to guiding organizations to success in the face of rapid and complex changes.

The development of digital and digital talent is closely intertwined, creating dynamics that influence how organizations operate and evolve in the digital era. Digital development, involving the widespread use of information technology and communication, has generated a need for digital talents with a profound understanding of technology, data analytics, and innovation.

In this context, the development of digital technology creates a new demand for skills and capabilities relevant to the digital environment. Organizations need to identify and cultivate digital talents who can master new technologies, understand digital industry trends, and address the complex challenges of technology. The success of organizations in adopting and integrating digital technology often depends on the availability and readiness of digital talents capable of driving innovation.

Findings from a study conducted by McKinsey & Company (McKinsey Global Surveys, 2021) reveal that organizations that adeptly cultivate digital talents showcase improved performance in navigating changes in the market and establishing a competitive edge

(McKinsey Global Surveys, 2021). This underscores the significance of possessing digital talents to attain strategic goals.

Conversely, the development of digital talent contributes to an organization's ability to fully harness the potential of digital technology. By having skilled and trained digital talents, organizations can more swiftly adapt to technological changes, lead innovative projects, and respond to the ever-changing market demands. The development of digital and digital talent forms a mutually supportive ecosystem, where technology opens new opportunities that require digital talents, and digital talents add value in effectively implementing digital technology in the business and organizational context.

LITERATURE REVIEW

HR Analysis

Human Resource Analysis (HRM) refers to the process of evaluating and gaining an in-depth understanding of critical aspects related to the workforce within an organization. This approach includes assessing the internal strengths and weaknesses of HRM, as well as external opportunities and threats that can influence human resource performance and strategies.

According to Nurfitasari & Sumadhinata (2022), HRM analysis can be implemented through the SWOT (Strengths, Weaknesses, Opportunities, Threats) framework to detail internal and external factors relevant to human resources in an organizational context. This analysis aims to identify potentials and challenges that can affect the success of HRM and design appropriate strategies to enhance organizational performance and competitiveness.

Thus, HRM analysis is not just about collecting data about employees but rather a strategic tool to guide decision-making and human resource planning by considering internal and external factors influencing the work environment.

Digital Leadership

Digital leadership refers to a leader's ability to understand, adapt to, and leverage digital technology effectively in managing and transforming organizations. Digital leadership involves integrating technology into business strategy, fostering a culture of innovation, and empowering teams through relevant technological solutions.

According to Westerman, Bonnet, and McAfee (2014), digital leadership involves using technology as a tool to achieve sustainable business transformation and enhance organizational competitiveness (Westerman et al., n.d.). Digital leaders must have a deep understanding of how to use technology to create added value, lead change, and navigate the complexity of an increasingly digitally connected business environment.

Digital leadership also encompasses aspects of organizational culture. Bughin et al. (2018) highlight the importance of creating a culture that supports innovation and adaptation to technological changes (Bughin et al., 2018). Digital leaders need to encourage collaboration, creativity, and flexibility within the organization to address the challenges of digital transformation.

Thus, digital leadership is not just about using technology but about how a leader guides an organization through digital changes by strategically leveraging technology.

The Development of Digital Talent

The development of digital talent encompasses the growth and evolution of skills and expertise required in the context of the digital ecosystem. The term "digital talent" refers to individuals who possess specific understanding, skills, and capabilities in digital technology, data, and innovation. The book "The War for Talent" by Ed Michaels, Helen Handfield-Jones, and Beth Axelrod (2001) is a relevant reference in the business and management literature. While the book may not specifically address the digital context, the concept of the importance of attracting, developing, and retaining talent can be applied to the digital talent development context. The book provides a profound understanding of talent management strategies in a competitive environment.

In general, digital talent development reflects the organizational need to continually adapt to technological advancements and ensure that they have individuals with relevant digital capabilities to address challenges and opportunities in the current digital era.

RESEARCH METHODS

Quantitative research, as articulated by Creswell (2014), is a research method that relies on numerical data or measurable variables to analyze and explain a phenomenon or the relationships among variables. The primary goal of this research is to obtain objective and measurable data. Beginning with the development of testable hypotheses, quantitative research involves collecting data through measurement instruments such as questionnaires, tests, or observations. The data analysis process is conducted statistically, utilizing various techniques like t-tests, analysis of variance, and regression. The selection of a representative sample is crucial as this research often aims to generalize findings to a larger population.

Quantitative research can employ experimental methods, focusing on controlling variables and assessing the influence of one variable on another. Additionally, survey methods are commonly used to collect data from respondents through specific instruments. Despite providing advantages in generating measurable data, reliable statistics, and generalizable findings to a larger population, quantitative research often pays less attention to the context and in-depth understanding of individual experiences.

The implementation of Structural Equation Modeling (SEM) in research represents a progressive step that allows researchers to delve into and measure the relationships between various conceptual variables comprehensively. SEM enables the integration of various statistical models, including regression, factor analysis, and path analysis, to form a comprehensive framework. In SEM, researchers can detail the cause-and-effect relationships between complex variables and identify latent factors that may be challenging to measure with conventional analysis methods.

The first step in using SEM is to detail a conceptual model that reflects the relationships between variables. This involves creating structural and measurement equations that interpret the role of each variable in the research context. Then, researchers measure latent variables through several directly measurable indicators, validating existing constructs.

The next process involves estimating model parameters using optimization techniques. This allows researchers to find parameter values that best fit the observed data. Model evaluation is then performed by checking the model's fit with the available data, using statistics such as chi-square, Comparative Fit Index (CFI), and Root Mean Square Error of Approximation (RMSEA).

In the end, the application of SEM provides researchers with the ability to test complex variable relationships, gain in-depth insights into the dynamics of variable interactions, and understand the impact of latent variables on research outcomes.

RESULTS AND DISCUSSION

Overview of PT Telkom Indonesia (Persero) Tbk.

PT Telkom Indonesia (Persero) Tbk is a state-owned company that provides information technology and communication services as well as telecommunication networks in Indonesia. The major shareholder of Telkom is the Government of the Republic of Indonesia, owning 52.09%, while the remaining 47.91% is owned by the public. Telkom's shares are traded on the Indonesia Stock Exchange (IDX) with the stock code "TLKM" and on the New York Stock Exchange (NYSE) with the stock code "TLK".

In its effort to evolve into a digital telecommunication company, TelkomGroup implements customer-centric business and operational strategies. As a result of this transformation, the TelkomGroup organization will become leaner and more flexible, adapting to rapid changes in the telecommunications industry. This new organization is also expected to enhance efficiency and effectiveness in creating high-quality customer experiences.

TelkomGroup's business continues to grow and evolve in line with the development of technology, information, and digitization, while remaining within the telecommunications and information industry framework. This is evidenced by its continuously expanding business lines, complementing its existing legacy. Telkom currently divides its business into 3 digital business lines:

1. Digital Connectivity: fiber to the x network (FTTx), 5G, software-defined networks (SDN)/network function virtualization (NFV)/satellite.
2. Digital Platform: data centers, cloud, Internet of Things (IoT), big data/artificial intelligence (AI), cyber security.
3. Digital Services: corporate, consumer.

The vision of PT Telkom Indonesia (Persero) Tbk is to become a leading digital telecommunication company for the advancement of society. Meanwhile, the mission of PT Telkom Indonesia (Persero) Tbk is:

1. To accelerate the development of sustainable, cost-effective, and accessible smart digital infrastructure and platforms for all layers of society.
2. To train highly skilled digital professionals to help improve digital capabilities and adoption rates in Indonesia.
3. To enhance the digital ecosystem to provide the best digital customer experience.

Respondent characteristics

The respondents of this research are active employees of PT Telkom Indonesia (Persero) Tbk, totaling 415 individuals. The characteristics of the respondents in this study consist of entity group, gender, job level, work location, length of employment at PT Telkom Indonesia (Persero) Tbk, highest education level, current field of work, desired field of work (in the future), prior experience before joining PT Telkom Indonesia (Persero) Tbk, quantity of job changes before, employment status, average duration of employment at one company, quantity of job rotations at PT Telkom Indonesia (Persero) Tbk, quantity of training per year at PT Telkom Indonesia (Persero) Tbk, gadgets used for work, work location, innovation space, and experience working on innovation processes at PT

Telkom Indonesia (Persero) Tbk. Further details on the characteristics of the respondents can be seen in Table 1.

Tabel 1 Karakteristik responden

	Characteristic of Respondents	Number	Percentage
Entity Group	**Telkom Parent Entity**	**257**	**61,93%**
	Subsidiary Entity	158	38,07%
Gender	**Male**	**289**	**69,64%**
	Female	126	30,36%
Job Level	Manager / Senior Officer (BOD -3)	117	28,19%
	Officer	**280**	**67,47%**
	Senior Leader/VP/EVP/SGM (BOD -1)	4	0,96%
	Senior Manager/GM/OSM/AVO (BOD -2)	14	3,37%
Work Location	Divisi Digital Connectivity Service (DCS)	6	1,45%
	Mitratel	17	4,10%
	Probis InfraCo	3	0,72%
	PT Multimedia Nusantara (METRA)	9	2,17%
	PT PINS Indonesia	10	2,41%
	Telkom Akses	**38**	**9,16%**
	Telkom CEO Office	3	0,72%
	Telkom Digital Business (DDB)	28	6,75%
	Telkom Digital Infrastructure Development (DID)	2	0,48%
	Telkom Divisi EBIS - Divisi SOE Service	3	0,72%
	Telkom Divisi Government Service (DGS) Jakarta	23	5,54%
	Telkom Divisi Information Technology	1	0,24%
	Telkom Divisi IT	4	0,96%
	Telkom Infomedia Nusantara	1	0,24%
	Telkom Internasional (Telin)	28	6,75%
	Telkom Kantor Pusat (Direktorat-Direktorat)	23	5,54%
	Telkom Metranet	1	0,24%
	Telkom Property	9	2,17%
	Telkom Regional I Sumatera	23	5,54%
	Telkom Regional II Jabodetabek	20	4,82%
	Telkom Regional III Jabar Banten	34	8,19%
	Telkom Regional IV Jateng dan DIY	19	4,58%
	Telkom Regional V Jatim Bali Nusra	3	0,72%
	Telkom Regional VI Kalimantan	28	6,75%
	Telkom Regional VII Kawasan Timur Indonesia	29	6,99%
	Telkom Service Operation (DSO)	5	1,20%
	Telkom Telkomsel	26	6,27%
	Telkomsat	19	4,58%

Length of Employment at PT Telkom Indonesia	**1-5 years**	**129**	**31,08%**
	6-10 years	122	29,40%
	11-15 years	68	16,39%
	16-20 years	34	8,19%
	21-25 years	12	2,89%
	>25 years	50	12,05%
Highest Education Level	Diploma	60	14,46%
	Bachelor's Degree (S1)	**272**	**65,54%**
	Master's Degree (S2)	79	19,04%
	Doctoral Degree (S3)	4	0,96%
Current Field of Work	Business Development	46	11,08%
	Finance	21	5,06%
	Human Capital	15	3,61%
	Marketing dan Sales	129	31,08%
	Technology	**134**	**32,29%**
	Others	70	16,87%
Desired Field of Work (Future)	Business Development	104	25,06%
	Finance	24	5,78%
	Human Capital	67	16,14%
	Marketing dan Sales	71	17,11%
	Technology	**131**	**31,57%**
	Others	18	4,34%
Prior Work Experience Outside Telkom Group	**Yes**	**242**	**58,31%**
	No	173	41,69%
Number of Job Changes Before	**1-3 times**	**223**	**53,73%**
	4-6 times	15	3,61%
	7 times	10	2,41%
	Never	167	40,24%
Employment Status at Telkom Group	**Permanent Employee (Kartap)**	**320**	**77,11%**
	Outsourcing	29	6,99%
	PKWT	48	11,57%
	Professional Hire	18	4,34%
Average Length of Employment at a Company	< 1 year	31	7,47%
	1-5 years	**188**	**45,30%**
	6-10 years	78	18,80%
	>10 years	118	28,43%
Number of Job Rotations at Telkom	**1-3 times**	**178**	**42,89%**
	4-6 times	111	26,75%
	7 times	42	10,12%
	Never	84	20,24%
Number of Training Sessions Per Year	**1-3 times**	**253**	**60,96%**
	4-6 times	81	19,52%

	7 times	41	9,88%
	Never	40	9,64%
Gadgets Used for Daily Tasks	**Laptop**	**376**	**90,60%**
	Smartphone	331	79,76%
	Tablet	55	13,25%
	PC	2	0,48%
	Smart Watch	1	0,24%
	ioV	1	0,24%
Work Location	**Hybrid**	**251**	**60,48%**
	Fully Online/WFH (virtual)	4	0,96%
	Must be physically present at the office	160	38,55%
Division/Unit in Telkom Group	Innovation Possible with Permission from Superior	113	27,23%
	Provides space for innovation	**292**	**70,36%**
	All work processes are fixed, no room for innovation	10	2,41%
Involvement in Innovation Processes in Telkom Group	**Never, but want to be part of the innovation team**	**189**	**45,54%**
	Joined Product/Service Innovation Team	138	33,25%
	Currently working on a unit managing new products and services	88	21,20%

Source: Processed Data (2023)

The profile of respondents in this study is predominantly composed of employees in the Telkom parent entity (61.93%), male (69.64%), and holding officer-level positions (67.47%). Furthermore, respondents in this study are distributed across 28 offices of PT Telkom Indonesia (Persero) Tbk, with the majority working in the Telkom Access office (9.16%). Moreover, most respondents have been employed at PT Telkom Indonesia (Persero) Tbk for 1-5 years (31.08%).

The characteristics of respondents in this study indicate that the majority are bachelor's degree holders (65.54%). The technology division dominates the respondents in this study with a total of 134 respondents (32.29%). Additionally, most employees also aspire to develop their careers in the technology division, with a total of 131 respondents (31.57%).

Respondents in this study show that the majority of PT Telkom Indonesia (Persero) Tbk employees have previous work experience (58.31%) and have changed jobs 1-3 times (53.73%). Meanwhile, most respondents in this study are permanent employees of PT Telkom Indonesia (Persero) Tbk, totaling 320 respondents (77.11%). The research findings also indicate that the majority of respondents work for the same company with an average duration of 1-5 years (45.30%), undergo job rotations 1-3 times while at PT Telkom Indonesia (Persero) Tbk (42.89%), and attend training sessions 1-3 times per year while at PT Telkom Indonesia (Persero) Tbk (60.69%).

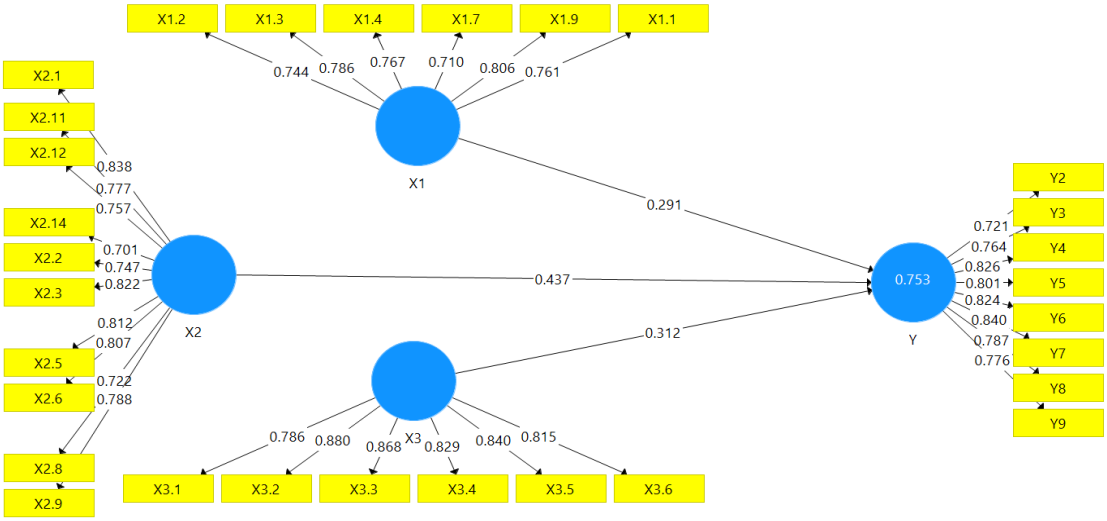
In carrying out their daily tasks, the majority of respondents use laptops, with 376 respondents (90.60%), followed by smartphones with 331 respondents (79.76%). Meanwhile, the research results indicate that some respondents work in a hybrid manner, with 251 respondents (60.48%). Furthermore, most respondents state that they are given space to innovate in their work units or divisions (70.36%). However, this is somewhat

contrasted by the majority of respondents who state that they have never been part of an innovation team at PT Telkom Indonesia (Persero) Tbk but wish to do so (45.54%).

Hypothesis Testing

The initial step in assessing PLS-SEM involves examining the outer model to ensure the validity of the model. This includes evaluating convergent validity, which is done by testing reflective indicators using SmartPLS 2.0 software. Convergent validity is considered acceptable if the loading factor value for each indicator of a construct exceeds 0.7. Additionally, the Average Variance Extracted (AVE) values for discriminant reliability across all measurement variables should surpass 0.5, indicating the reliability of all items in measuring their respective latent variables (Hair et al., 2019).

The final stage entails establishing the relationships between exogenous and endogenous variables. The significance of these relationships is assessed using p-values at a 95% confidence level (considered significant at $\alpha < 0.05$). Degrees of freedom (df) are calculated as n-2, where n represents the sample size. Hypothesis testing for each relationship between latent variables is described in Picture 1.



Picture 1. Hypotheses Testing Results

The interpretation of the hypothesis test results is as follows: 1) Human Resources Management variable demonstrates a significant influence on Digital Talent, as indicated by a p-value below 0.05. Therefore, Human Resource Management can positively contribute to the development of digital talent in the current context. 2) Similarly, the Human Resource Risk variable exhibits a significant effect on Digital Talent, with a p-value below 0.05. Futhermore, 3) Digital Leadership also has impact to Digital Talent, given its p-value also below 0.05. This implies leadership in creating a culture that fosters continuous learning and adaptability, essential for nurturing digital talent.

It is crucial to understand the integral role of Human Resource (HR) analysis in the development of digital talent during organizational transformation in the digital era. Several research studies and journals provide in-depth insights into this topic. In the study "The Impact of HRM Practices on IT Professionals' Job Attitudes and Intention to Leave" (Ahmad & Schroeder, 2003), it was found that HR management practices can influence the attitudes of IT professionals and their intention to leave their jobs, identifying critical factors such as organizational support. The research "Strategic Human Resource Practices

and Innovation Performance: The Mediating Role Of Knowledge Management Capacity" (Chen & Huang, 2009) stated that knowledge management plays a crucial role in connecting human resource management (HRM) practices to innovation performance, by effectively managing knowledge, organizations can ensure that their HRM strategies support and enhance their ability to innovate. This linkage helps in the creation, sharing, and application of knowledge, fostering an environment where innovative ideas can flourish and be implemented successfully (Chen & Huang, 2009), it's crucial in the context of digital talent development. "Impact of Digitization on Human Resources: Challenges and Opportunities" (Bhat & Sheikh, 2024) highlights the opportunities digitization offers for HR departments to become strategic partners in driving organizational growth and performance, by utilizing data-driven insights, HR professionals can boost workforce productivity, identify skill gaps, and forecast future talent requirements. Additionally, digital HR tools provide personalized employee experiences, leading to higher job satisfaction and retention (Bhat & Sheikh, 2024). Bhat & Sheikh (Bhat & Sheikh, 2024) concludes with recommendations for HR leaders and organizations on how to effectively embrace digitization while addressing the associated challenges. Referring to this literature provides a strong foundation for understanding how HR analysis can positively contribute to the development of digital talent in the current context.

Understanding the intricate relationship between digital leadership and the development of digital talent is paramount in navigating the challenges of the digital landscape. A plethora of research studies and journals delve into this dynamic interplay, shedding light on key aspects and insights. In the study "The Impact of Digital Transformation on Talent Management" (Montero Guerra et al., 2023), provides that the changes within organizations resulting from digital transformation significantly impact talent management, influencing the attraction and retention of talent. It explores the role of leadership in fostering a conducive environment for nurturing digital skills and competencies within the workforce. The journal "Leadership 4.0: Digital Leaders in the Age of Industry 4.0" (Com et al., 2018) was found that the emerging Industry 4.0 leadership style could encompass aspects related to first-year students, social elements, and technological or digital dimensions, with the 4.0 digital leader representing the pinnacle in the 4.0 leadership matrix. It delves into the qualities and competencies that digital leaders should possess to effectively lead and inspire digital talent. In summary, these studies and journals collectively contribute to our understanding of the intricate relationship between digital leadership and the development of digital talent. They emphasize the pivotal role that leadership plays in creating an environment conducive to cultivating the skills and competencies required in the ever-evolving digital landscape.

CONCLUSION

The analysis of human resources (HR) and digital leadership in developing digital talent reflects a crucial intersection between traditional HR practices and the evolving demands of the digital era. This synthesis underscores the integral relationship between HR, digital leadership, and the development of digital talent as key components for organizational success in the digital age. The study investigates the impact of knowledge sharing on sustainable performance with employee ambidexterity as a mediator. The results suggest that knowledge sharing positively influences sustainable performance, and employee ambidexterity mediates the relationship between knowledge sharing and sustainable

performance. These findings suggest that organizations should encourage knowledge sharing among employees and develop employee ambidexterity to improve sustainable performance. In summary, the study emphasizes the strategic role of HR in nurturing a workforce equipped with digital skills and capabilities. Digital leadership emerges as a pivotal factor in steering organizations toward successful digital transformations. By aligning HR practices with digital leadership strategies, companies can effectively cultivate and retain digital talent, ensuring they possess the necessary skills to thrive in the rapidly changing digital landscape.

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