

ABSTRACT

Digital transformation has become a strategic necessity to address challenges and dynamics in Indonesia's property industry. This study aims to analyze Digital Transformation as a Mediator of Organizational Factors and Digital Disruption on work unit performance (Case Study of PT. PP Properti Tbk). The adoption of digital technology in this company is considered crucial to enhance operational efficiency, strengthen competitiveness, and respond to evolving market demands.

The research employs a quantitative approach with SEM-PLS analysis. Data were collected through questionnaires distributed to managers and employees in work units directly involved in digital transformation at PT. PP Properti Tbk. The study adopts a conceptual framework incorporating strategic variables to identify each factor's contribution to successful digital transformation and its implications for work unit performance.

The SEM-PLS analysis reveals that Digital Culture ($\beta=0.366$), Digital Leadership ($\beta=0.452$), and Digital Skills ($\beta=0.251$) significantly influence Digital Transformation, while Technology Infrastructure ($\beta=-0.072$) and Digital Disruption ($\beta=-0.068$) show no significant impact. On the other hand, Digital Culture ($\beta=0.325$), Digital Leadership ($\beta=0.480$), and Digital Skills ($\beta=0.378$) directly enhance Work Unit Performance, whereas Digital Transformation ($\beta=-0.026$) has no significant effect. These findings suggest that performance improvement at PT PP Properti Tbk is driven more by organizational capabilities (leadership, culture, human resources) than by mere technological implementation, challenging the common assumption that external disruption and infrastructure are the primary drivers of digital transformation.

For managerial implications, PT PP Properti Tbk should: (1) Strengthen Digital Leadership through competency development programs for management in formulating digital strategies and effective vision communication; (2) Enhance Digital Culture by fostering experimentation with new technologies and cross-departmental collaboration; and (3) Optimize Digital Skills through data analytics training and real-case-based implementation. Meanwhile, the company should reassess infrastructure investments by prioritizing system integration and cybersecurity, while managing digital disruption through ecosystem collaboration rather than defensive reactions. This strategy emphasizes a human-centric digital transformation, focusing on strengthening workforce capabilities and organizational culture as the foundation for performance improvement.

Keywords: *digital transformation, digital culture, technology infrastructure, digital leadership, digital skills, digital disruption, work unit performance.*