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Employee Performance in Tourism Destinations: Readiness, Culture, and Leadership

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ABSTRACT

The increasing implementation of digital systems in tourism operations requires employees to adapt quickly to technological changes while maintaining service quality. At Lembah Pandawa Tourism Destination, differences in employees' digital readiness, adaptability to new work practices, and consistency of job performance indicate the need for effective human resource management strategies. This study aims to analyze the influence of digital readiness, adaptive work culture, and transformational leadership on employee performance. A quantitative approach was employed using Partial Least Squares Structural Equation Modeling (PLS-SEM). Data were collected from 133 permanent and contract employees through a structured questionnaire. The findings indicate that digital readiness, adaptive work culture, and transformational leadership positively contribute to employee performance. These results emphasize the importance of enhancing digital competencies, encouraging adaptive work behavior, and strengthening transformational leadership to improve employee performance in tourism organizations. This study enriches the human resource management literature by providing empirical evidence from a developing tourism destination experiencing digital transformation.

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1. Introduction

The rapid advancement of digital technology has transformed the tourism industry and changed how tourism organizations operate. Tourism destinations are increasingly expected to implement digital systems in visitor services, marketing activities, ticketing, payment transactions, and operational management (Soto-Acosta, 2020). In this environment, employee performance plays a crucial role in ensuring service quality, visitor satisfaction, and organizational competitiveness. Human resource management literature emphasizes that organizations can improve employee performance by developing employees' digital readiness, fostering an adaptive work culture, and implementing transformational leadership practices that support organizational change and innovation (Prajogi et al., 2025). The growing tourism industry in Indonesia further highlights the importance of these factors. East Java has experienced a substantial increase in tourist visits in recent years, creating greater pressure on tourism destinations to provide efficient, responsive, and high-quality services. As a result, tourism organizations must ensure that their employees are capable of adapting to technological

developments while maintaining high performance standards. Ideally, employees should possess adequate digital competencies, demonstrate adaptability to changing work environments, and receive effective leadership support to meet evolving organizational demands. However, the actual conditions observed at Lembah Pandawa Tourism Destination indicate several challenges. Although digital systems have been implemented in operational activities, including online ticket reservations, cashless payment services, and digital promotional platforms, employees demonstrate varying levels of readiness in utilizing these technologies. Preliminary observations revealed inconsistencies in service quality, task completion, and technology utilization among employees.

In addition, differences in digital readiness were identified between permanent and contract employees, indicating that not all employees are equally prepared to adapt to digital transformation (Anatan & Nur, 2023). These conditions suggest that employee performance remains a critical issue and that organizational efforts to enhance performance may depend on employees' digital readiness, the existence of an adaptive work culture, and the effectiveness of leadership practices within the organization (Surbakti et al., 2025).

Previous studies have reported that digital readiness contributes positively to employee performance and organizational effectiveness by improving employees' ability to utilize technology in their work activities (Thuy et al., 2023). Other studies have shown that adaptive work culture enables employees to respond more effectively to organizational and technological changes, thereby supporting higher performance levels (Pham et al., 2024). Similarly, transformational leadership has been found to enhance employee motivation, commitment, and performance through inspiration, intellectual stimulation, and individualized support. Despite these findings, existing studies have predominantly focused on manufacturing companies, educational institutions, government agencies, and general business organizations. Research examining these variables within tourism destinations remains limited.

Furthermore, only a few studies have investigated the simultaneous effects of digital readiness, adaptive work culture, and transformational leadership on employee performance in a tourism context characterized by direct visitor interaction, fluctuating service demands, and ongoing digital transformation (Katsaros, 2025). Therefore, this study aims to analyze the effects of digital readiness, adaptive work culture, and transformational leadership on employee performance at Lembah Pandawa Tourism Destination. To achieve a comprehensive analysis of these relationships, this empirical study will be structured using established quantitative and qualitative research methodologies (Sugiyono, 2021).

This study contributes to the human resource management and tourism management literature by extending previous research into the context of a developing tourism destination undergoing digital transformation (Deviasari et al., 2025). The novelty of this study lies in its examination of the combined influence of digital readiness, adaptive work culture, and transformational leadership on employee performance within a tourism organization, an area that has received limited scholarly attention. The findings are expected to provide both theoretical insights and practical recommendations for tourism organizations seeking to strengthen employee performance and organizational competitiveness in the digital era.

2. Literature Review

2.1 Digital Readiness

Digital readiness describes an individual's ability and preparedness to adapt to and utilize digital technologies in supporting work-related activities. According to Soto-Acosta (2020), digital readiness is a comprehensive capability that includes digital competence, readiness to adopt technological changes, and positive attitudes toward technology utilization in organizational processes. Digital readiness is not limited to technical skills but also reflects

employees' ability to adjust to changing work systems and digital transformation initiatives. In tourism organizations, digital readiness plays an important role in supporting operational activities and service delivery. Employees are increasingly required to utilize online reservation systems, digital communication platforms, visitor information systems, and cashless payment technologies. Therefore, employees with adequate digital readiness are expected to perform their tasks more effectively and efficiently. Previous studies have reported that digital readiness contributes positively to employee performance. Employees who possess higher digital competencies tend to complete tasks more accurately, respond more effectively to organizational changes, and improve service quality. Consequently, digital readiness is considered an important factor influencing employee performance, particularly in organizations undergoing digital transformation.

Recent studies have emphasized the importance of digital readiness in supporting organizational transformation and employee performance. Höyng & Lau (2023) argued that intentional digital readiness enables employees to adapt more effectively to technological change and increases their willingness to engage in digital transformation initiatives. Similarly, Thuy et al. (2023) found that employee digital transformation readiness significantly contributes to job performance, particularly in organizations implementing digital technologies. Abhari (2025) further highlighted that employees who demonstrate positive attitudes toward digital transformation are more likely to actively participate in organizational change processes and contribute to organizational effectiveness. In addition, Karimah et al. (2025) reported that digital literacy and adaptability play important roles in enhancing individuals' readiness to perform effectively in technology-driven work environments.

2.2 Adaptive Work Culture

Adaptive work culture refers to organizational values, norms, and behaviors that encourage employees to respond positively to changes occurring within and outside the organization. This concept is closely associated with the Denison Organizational Culture Model, which emphasizes adaptability as an important organizational characteristic that enables organizations to respond effectively to environmental changes (Denison, 1990). An adaptive work culture encourages employees to be open to change, demonstrate flexibility in carrying out their duties, collaborate effectively with colleagues, and continuously develop their competencies. Such conditions enable organizations to maintain effectiveness despite dynamic environmental conditions and evolving operational demands. Within the tourism sector, adaptive work culture becomes increasingly important because tourism organizations frequently face fluctuations in visitor demand, changes in customer preferences, and continuous technological developments. Employees who can adapt to these changes are generally more capable of maintaining service quality and achieving organizational objectives. Therefore, adaptive work culture is expected to contribute positively to employee performance.

The importance of adaptive organizational culture has also been supported by recent empirical studies. Cao et al. (2025) demonstrated that organizational culture plays a crucial role in supporting digital transformation and innovation by encouraging flexibility and responsiveness to change. Similarly, Pham et al. (2024) found that a supportive organizational culture positively influences employee performance by creating an environment that promotes collaboration, learning, and adaptability. Furthermore, Zakiah et al. (2024) reported that organizational culture contributes significantly to employee performance through its influence on employee attitudes and workplace behavior. These findings suggest that adaptive work culture serves as an important mechanism for improving employee effectiveness and organizational performance.

2.3 Transformational Leadership

Transformational leadership is a leadership approach that motivates and inspires employees to achieve performance beyond expected standards. According to Bass and Avolio (1994), transformational leadership consists of four dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Through these dimensions, transformational leaders encourage employees to embrace organizational goals, develop their competencies, and actively contribute to organizational success. By providing inspiration, motivation, and individualized support, transformational leaders create a positive work environment that enhances employee commitment, adaptability, and performance. The importance of transformational leadership becomes particularly evident in organizations facing continuous change and uncertainty. Employees often require guidance, encouragement, and a clear vision to adapt successfully to new technologies, organizational policies, and work demands. Islam et al. (2021) found that transformational leadership strengthens employees' trust in leadership and encourages proactive behavior during organizational change. Similarly, Abolnasser et al. (2023) reported that transformational leadership positively influences employee engagement, job satisfaction, and psychological well-being, which ultimately support better employee performance.

Previous studies have consistently demonstrated the positive relationship between transformational leadership and employee performance. Deviasari et al. (2025) found that transformational leadership significantly improves employee performance in the tourism sector by increasing employee motivation and involvement. Likewise, Prajogi et al. (2025) reported that transformational leadership contributes significantly to employee performance by fostering a supportive work environment and encouraging employees to adapt to organizational and technological changes. Furthermore, Pham et al. (2024) revealed that transformational leadership positively affects employee performance through enhanced motivation and organizational fit. These findings indicate that transformational leadership is an important organizational factor that strengthens employee commitment, adaptability, and performance.

2.4 Employee Performance

Digital readiness, adaptive work culture, and transformational leadership are important factors that may influence employee performance. Based on the resource-based view and organizational behavior perspectives, employee performance is influenced by individual capabilities, organizational culture, and leadership practices. Therefore, digital readiness, adaptive work culture, and transformational leadership are expected to jointly contribute to employee performance. Employees who possess adequate digital competencies are generally more capable of utilizing technology effectively, adapting to digitalized work processes, and performing their tasks efficiently. Previous studies have demonstrated that digital readiness positively contributes to employee performance and organizational effectiveness (Anatan & Nur, 2023; Prajogi et al., 2025). Likewise, an adaptive work culture enables employees to respond effectively to organizational changes, technological developments, and evolving work demands, thereby supporting higher levels of performance (Prajogi et al., 2025; Katsaros et al., 2025). In addition, transformational leadership has been widely recognized as an important driver of employee performance. Transformational leaders motivate employees, provide intellectual stimulation, and encourage commitment to organizational goals.

Empirical evidence suggests that transformational leadership positively influences employee performance by enhancing employee motivation, engagement, and adaptability (Deviasari et al., 2025; Prajogi et al., 2025). found that leadership plays a significant role in improving employees' adaptive performance in tourism organizations facing dynamic environmental changes. Collectively, these findings indicate that digital readiness, adaptive work culture, and

transformational leadership are important organizational factors that contribute to employee performance. Employees who possess adequate digital capabilities, operate within an adaptive work environment, and receive support from transformational leaders are expected to demonstrate higher levels of performance. Therefore, the following hypothesis is proposed:
H1: Digital readiness, adaptive work culture, and transformational leadership simultaneously have a positive and significant effect on employee performance.

Digital readiness enables employees to utilize technology effectively, improve work efficiency, and adapt to digital transformation initiatives implemented by organizations. Employees with higher levels of digital readiness are generally better equipped to perform their tasks accurately, efficiently, and productively. In the digital era, the ability to use digital tools and adapt to technological changes has become an essential competency that supports employee performance across various organizational settings. Previous studies have provided empirical evidence regarding the positive role of digital readiness in enhancing performance outcomes. Anatan & Nur (2023) found that digital readiness significantly contributes to organizational performance by improving the effective utilization of digital technologies in business operations. Similarly, Prajogi et al. (2025) reported that digital literacy and digital readiness positively and significantly influence employee performance, indicating that employees with stronger digital competencies are more capable of meeting organizational performance expectations. In addition, Thuy et al. (2023) found that employee digital transformation readiness positively affects job performance, particularly in organizations undergoing digital transformation initiatives. These findings suggest that employees who possess higher levels of digital readiness are more likely to adapt successfully to technology-driven work environments and achieve superior performance outcomes. Therefore, the following hypothesis is proposed:
H2: Digital readiness has a positive and significant effect on employee performance.

Adaptive work culture encourages employees to respond positively to change, work flexibly, collaborate effectively, and continuously improve their competencies. In dynamic organizational environments, particularly those experiencing technological and operational changes, an adaptive work culture helps employees adjust to new demands and maintain effective performance. Employees who are open to change and willing to learn are generally more capable of overcoming challenges and achieving organizational objectives. Previous studies have provided empirical support for the relationship between adaptive work culture and employee performance. Prajogi et al. (2025) found that an adaptive organizational culture positively and significantly influences employee performance by promoting flexibility, innovation, and responsiveness to organizational change. Similarly, Katsaros et al. (2025) reported that adaptive workplace conditions contribute to higher levels of employee performance in the tourism sector, particularly when employees are required to adjust to changing environmental and service demands. Furthermore, Zakiah et al. (2024) found that organizational culture contributes significantly to employee performance through its influence on employee attitudes and workplace behavior. These findings indicate that employees who work within an adaptive culture are more likely to respond effectively to change, collaborate productively, and maintain high levels of performance. Therefore, the following hypothesis is proposed:
H3: Adaptive work culture has a positive and significant effect on employee performance.

Transformational leadership motivates employees through inspiration, intellectual stimulation, and individualized support. Leaders who adopt a transformational leadership style encourage employees to exceed expected performance standards by fostering commitment, confidence, and a shared vision of organizational goals. Through continuous motivation and personal support, transformational leaders help employees develop their competencies, adapt to organizational changes, and contribute more effectively to organizational success.

Consequently, employees who experience transformational leadership are expected to demonstrate stronger commitment and higher levels of performance. Previous studies have consistently reported a positive relationship between transformational leadership and employee performance. Yohana et al. (2023) found that transformational leadership improves employee performance through increased work motivation. Similarly, Deviasari et al. (2025) demonstrated that transformational leadership positively and significantly influences employee performance in the tourism sector by enhancing employee motivation and engagement. Pham et al. (2024) reported that transformational leadership contributes to higher job performance by strengthening employee motivation and person–organization fit. Furthermore, Prajogi et al. (2025) reported that transformational leadership contributes significantly to employee performance by creating a supportive work environment and encouraging employees to adapt to organizational and technological changes. Collectively, these findings indicate that transformational leadership serves as an important mechanism for enhancing employee commitment, motivation, adaptability, and performance. Therefore, the following hypothesis is proposed:

H4: Transformational leadership has a positive and significant effect on employee performance.

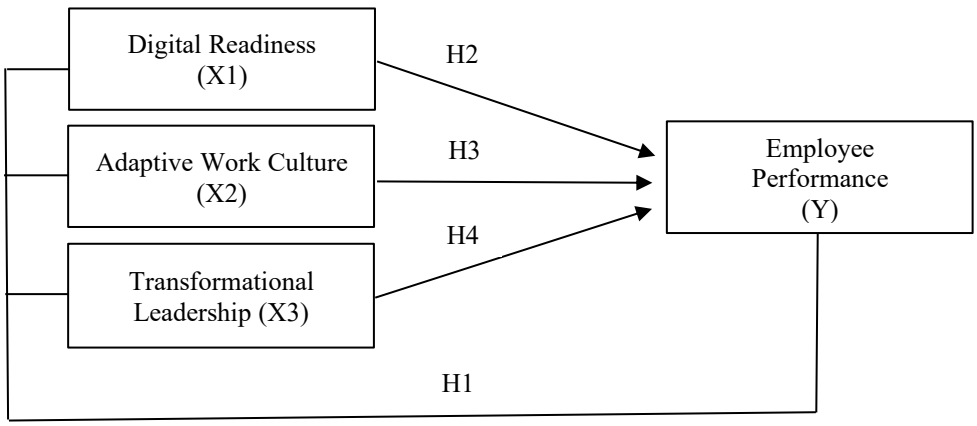

Figure 1. Conceptual Framework

Source: Author's elaboration (2026)

3. Research Methodology

3.1 Research Design

This study employed a quantitative research approach using an explanatory research design. According to Sugiyono (2021), quantitative research is used to examine relationships among variables through the collection and statistical analysis of numerical data. The study aimed to examine the influence of digital readiness, adaptive work culture, and transformational leadership on employee performance at Lembah Pandawa Tourism Destination. The explanatory approach was selected because the study focuses on testing causal relationships among variables through hypothesis testing.

3.2 Participants

The population of this study consisted of all employees of Lembah Pandawa Tourism Destination, totaling 200 employees. The employees comprised 40 permanent employees and 160 contract employees working in administrative and operational divisions. The sample size was determined using the Slovin formula with a 5% margin of error, resulting in 133 respondents. To ensure proportional representation of employee groups, proportionate stratified

random sampling was applied. The respondents consisted of both permanent and contract employees who were actively involved in organizational operations.

3.3 Instruments

Data were collected using a structured questionnaire distributed directly to employees of Lembah Pandawa Tourism Destination. The questionnaire utilized a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Digital readiness was measured using four indicators: ability to use digital technology, ability to manage digital information, adaptability to technological change, and positive attitudes toward digital technology. Adaptive work culture was measured through openness to change, work flexibility, teamwork and communication, and continuous learning orientation. Transformational leadership was measured using idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Employee performance was measured through work quality, work quantity, timeliness, responsibility, and teamwork.

3.4 Data Analysis Procedures

Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS software. The analysis consisted of two stages: measurement model evaluation and structural model evaluation. The measurement model was assessed through convergent validity, discriminant validity, and reliability testing. Convergent validity was evaluated using outer loading values and Average Variance Extracted (AVE). Discriminant validity was assessed using the Heterotrait-Monotrait Ratio (HTMT) and cross-loading criteria. Reliability was evaluated using Cronbach's Alpha and Composite Reliability. The structural model was evaluated through collinearity testing using the Variance Inflation Factor (VIF), coefficient of determination (R^2), and path coefficient analysis. Hypothesis testing was performed using the bootstrapping procedure. A hypothesis was accepted when the t-statistic exceeded 1.96 and the p-value was less than 0.05.

4. Findings

4.1. Respondent Characteristics

A total of 133 employees of Lembah Pandawa Tourism Destination participated in this study. Based on gender, 78 respondents (58.6%) were female and 55 respondents (41.4%) were male. Regarding employment status, 105 respondents (78.9%) were contract employees and 28 respondents (21.1%) were permanent employees. These findings indicate that the workforce at Lembah Pandawa Tourism Destination is predominantly composed of contract employees.

Table 1. Respondent Characteristics

Characteristics	Category	Frequency	Percentage (%)
Gender	Male	55	41.4
	Female	78	58.6
Employment Status	Contract Employee	105	78.9
	Permanent Employee	28	21.1

Source: Author's calculation (2026)

4.2 Measurement Model Evaluation

The measurement model was evaluated through convergent validity, discriminant validity, and reliability testing. Convergent validity was assessed using the Average Variance Extracted (AVE). The results showed that all constructs achieved AVE values above the recommended threshold of 0.50. Digital Readiness obtained an AVE value of 0.623, Adaptive Work Culture

0.636, Transformational Leadership 0.655, and Employee Performance 0.626. These results indicate that all constructs possess adequate convergent validity. Discriminant validity was evaluated using the Heterotrait-Monotrait Ratio (HTMT). The HTMT values ranged from 0.340 to 0.680, which are below the recommended threshold value of 0.85. Therefore, all constructs demonstrate adequate discriminant validity and are empirically distinct from one another. Reliability testing showed satisfactory results. Cronbach's Alpha values ranged from 0.894 to 0.904, while Composite Reliability values ranged from 0.919 to 0.924. These findings indicate that all constructs possess strong internal consistency and reliability.

Table 2. Reliability and Validity Results

Variable	AVE	Cronbach's Alpha	Composite Reliability
Digital Readiness	0.623	0.899	0.921
Adaptive Work Culture	0.636	0.904	0.924
Transformational Leadership	0.655	0.894	0.919
Employee Performance	0.626	0.900	0.921

Source: Author's calculation (2026)

4.3 Structural Model Evaluation

The structural model was evaluated using collinearity testing and coefficient of determination analysis. Collinearity was assessed using the Variance Inflation Factor (VIF). The results showed that all VIF values were below the threshold value of 5.00, indicating that no multicollinearity issues were present among the independent variables. The VIF values for Digital Readiness, Adaptive Work Culture, and Transformational Leadership were 1.287, 1.234, and 1.194, respectively. The coefficient of determination (R^2) was used to evaluate the explanatory power of the model. The results showed that Employee Performance obtained an R^2 value of 0.474 and an adjusted R^2 value of 0.462. This finding indicates that Digital Readiness, Adaptive Work Culture, and Transformational Leadership explain 47.4% of the variance in Employee Performance, while the remaining 52.6% is explained by other variables outside the research model.

Table 3. Structural Model Evaluation

Variable	VIF	R^2	Adjusted R^2
Digital Readiness	1.287	-	-
Adaptive Work Culture	1.234	-	-
Transformational Leadership	1.194	-	-
Employee Performance	-	0.474	0.462

Source: Author's calculation (2026)

4.4 Hypothesis Testing

Hypothesis testing was conducted using the bootstrapping procedure in SmartPLS. The results indicate that all proposed hypotheses were supported. The first hypothesis examined the simultaneous effect of digital readiness, adaptive work culture, and transformational leadership on employee performance. The coefficient of determination (R^2) value was 0.474, indicating that 47.4% of the variance in employee performance could be explained by digital readiness, adaptive work culture, and transformational leadership. Therefore, H1 was supported. The second hypothesis examined the effect of digital readiness on employee performance. The results showed a positive and significant effect with a path coefficient (β) of 0.167, a t-statistic of 2.133, and a p-value of 0.033. Therefore, H2 was supported. The third hypothesis examined the effect of adaptive work culture on employee performance. The results revealed a positive and significant effect with a path coefficient (β) of 0.484, a t-statistic of 7.711, and a p-value of

0.000. Therefore, H3 was supported. The fourth hypothesis examined the effect of transformational leadership on employee performance. The indings indicated a positive and significant effect with a path coefficient (β) of 0.228, a t-statistic of 3.436, and a p-value of 0.001. Therefore, H4 was supported.

Table 4. Hypothesis Testing Results

Hypothesis	Relationship	β	t-value	p-value	Result
H1	Digital Readiness, Adaptive Work Culture, and Transformational Leadership → Employee Performance	$R^2 = 0.474$	-	-	Supported
H2	Digital Readiness → Employee Performance	0.167	2.133	0.033	Supported
H3	Adaptive Work Culture → Employee Performance	0.484	7.711	0.000	Supported
H4	Transformational Leadership → Employee Performance	0.228	3.436	0.001	Supported

Source: Author's calculation (2026)

5. Discussion

5.1 The Effect of Digital Readiness, Adaptive Work Culture, and Transformational Leadership on Employee Performance

The findings indicate that Digital Readiness, Adaptive Work Culture, and Transformational Leadership simultaneously contribute to Employee Performance at Lembah Pandawa Tourism Destination. This result suggests that employee performance is influenced not only by employees' digital competencies but also by organizational culture and leadership practices. Employees who possess adequate digital skills, work within an adaptive organizational environment, and receive support from transformational leaders are more likely to achieve higher levels of performance. Therefore, the integration of these factors plays an important role in supporting employee effectiveness and organizational performance. This finding confirms that employee performance is multidimensional and cannot be explained solely by individual capabilities. Organizational culture and leadership practices also play important roles in creating an environment that supports employee effectiveness.

5.2 The Effect of Digital Readiness on Employee Performance

The results reveal that Digital Readiness has a positive and significant effect on Employee Performance. This finding indicates that employees who are capable of utilizing digital technologies and adapting to technological changes tend to perform their duties more effectively. The result supports the concept of digital readiness proposed by Soto-Acosta (2020) and is consistent with Thuy et al. (2023), who found that digital readiness contributes positively to employee performance. In the context of Lembah Pandawa Tourism Destination, employees with stronger digital competencies are better able to utilize digital operational systems, thereby improving work effectiveness and service quality.

5.3 The Effect of Adaptive Work Culture on Employee Performance

Adaptive Work Culture was found to have a positive and significant effect on Employee Performance and represented the strongest predictor among all independent variables. This finding indicates that employees who are open to change, flexible, and committed to continuous learning tend to achieve better performance. The result supports the Denison Organizational Culture Model and is consistent with Pham et al. (2024), who reported that adaptive organizational culture positively influences employee performance. In the tourism sector, where operational conditions and visitor demand frequently change, adaptability becomes an important factor in maintaining employee effectiveness and service quality.

5.4 The Effect of Transformational Leadership on Employee Performance

The findings indicate that Transformational Leadership positively and significantly affects Employee Performance. This result suggests that leaders who provide inspiration, motivation, intellectual stimulation, and individualized support are able to encourage employees to perform more effectively. The finding supports the transformational leadership theory proposed by Bass and Avolio (1994) and is consistent with Qalati et al. (2022), who found that transformational leadership enhances employee performance. Similar findings were reported by Surbakti et al. (2025), who demonstrated that transformational leadership positively contributes to employee performance across different organizational contexts. Likewise, Wigati (2025) found that transformational leadership positively influences employee performance through its ability to motivate employees and strengthen organizational commitment. At Lembah Pandawa Tourism Destination, transformational leadership contributes to employee motivation and commitment, enabling employees to perform their responsibilities more effectively and support organizational objectives.

6. Conclusion

This study examined the effects of Digital Readiness, Adaptive Work Culture, and Transformational Leadership on Employee Performance at Lembah Pandawa Tourism Destination. The findings revealed that the three independent variables simultaneously contribute to Employee Performance, indicating that employee performance is influenced by employees' digital competencies, organizational adaptability, and leadership practices. The results further demonstrated that Digital Readiness, Adaptive Work Culture, and Transformational Leadership each have a positive and significant effect on Employee Performance. Among these variables, Adaptive Work Culture was identified as the strongest predictor of Employee Performance, followed by Transformational Leadership and Digital Readiness. These findings suggest that organizations should prioritize the development of an adaptive work culture while simultaneously enhancing employees' digital competencies and strengthening transformational leadership practices to improve performance outcomes.

Despite its contributions, this study has several limitations. First, the study was conducted in a single tourism destination, namely Lembah Pandawa Tourism Destination, which may limit the generalizability of the findings to other tourism organizations or industries with different organizational characteristics. Second, the study employed a cross-sectional research design, capturing respondents' perceptions at one point in time and therefore limiting the ability to observe changes in employee performance over time. Third, this study focused only on three independent variables, while other factors that may influence employee performance were not included in the research model.

This study contributes to the human resource management literature by providing empirical evidence regarding the determinants of employee performance within a tourism destination undergoing digital transformation. From a practical perspective, tourism managers are

encouraged to strengthen adaptive organizational practices, improve employees' digital capabilities through continuous training programs, and promote transformational leadership behaviors that support employee development and organizational change.

Future studies are recommended to expand the research scope by involving multiple tourism destinations or organizations from different sectors to improve the generalizability of the findings. Researchers are also encouraged to examine additional variables, such as work motivation, job satisfaction, employee engagement, organizational commitment, or organizational support, to provide a more comprehensive understanding of factors influencing employee performance. Furthermore, longitudinal research designs may be employed to better understand how digital readiness, adaptive work culture, and transformational leadership influence employee performance over time.

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