

ABSTRAK

RSU Bhakti Husada Banyuwangi sebagai rumah sakit swasta multietnis menghadapi tantangan kinerja pegawai akibat dinamika *diversity* dan kebutuhan kepemimpinan adaptif di tengah transformasi digital SDM. Penelitian ini bertujuan menguji pengaruh *diversity inclusion* dan *leadership development* terhadap kinerja pegawai dengan perencanaan SDM digital sebagai variabel intervening. Penelitian menggunakan pendekatan kuantitatif desain explanatory dengan sampel jenuh seluruh populasi 195 pegawai medis-non medis, data dikumpulkan melalui kuesioner tervalidasi dan dianalisis *Structural Equation Modeling* (SEM) berbasis SmartPLS. Hasil menunjukkan *diversity inclusion* berpengaruh positif terhadap kinerja melalui representasi Jawa-Madura-lokal dan indeks inklusi, *leadership development* berpengaruh positif melalui IDP-360 feedback kepala ruang, keduanya memengaruhi perencanaan SDM digital secara signifikan, yang pada gilirannya meningkatkan kinerja melalui predictive staffing dan succession analytics, dengan efek mediasi parsial kategori moderat. Temuan memperkaya teori *Resource-Based View* (RBV) dalam konteks rumah sakit Banyuwangi dan merekomendasikan *DEI-Leadership Digital HRIS* untuk optimalisasi SDM kesehatan inklusif.

Kata kunci: *Diversity Inclusion, Leadership Development, Perencanaan SDM Digital, Kinerja pegawai,*



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Bhakti Husada Banyuwangi Hospital as a multiethnic private hospital faces employee performance challenges due to diversity dynamics and adaptive leadership needs in the midst of human resource digital transformation. This study aims to examine the influence of diversity, inclusion, and leadership development on employee performance with digital HR planning as an intervening variable. The study used a quantitative approach of explanatory design with a saturated sample of the entire population of 195 medical-non-medical employees, data was collected through a validated questionnaire and analyzed by SmartPLS-based Structural Equation Modeling (SEM). The results showed that diversity inclusion had a positive effect on performance through Java-Madura-local representation and inclusion index, leadership development had a positive effect through IDP-360 feedback of the head of space, both of which significantly affected digital HR planning, which in turn improved performance through predictive staffing and succession analytics, with a partial mediation effect of the moderate category. The findings enrich the Resource-Based View (RBV) theory in the context of Banyuwangi hospitals and recommend DEI-Leadership Digital HRIS for the optimization of inclusive health human resources.

Keywords: *Diversity Inclusion, Leadership Development, Digital HR Planning, Employee Performance*

