

BUILDING HIGH-PERFORMANCE ORGANIZATIONS THROUGH DIGITAL LEADERSHIP

Suprayitno*¹

Universitas Kristen Teknologi Solo, Indonesia
Email: suprayitnoukts@gmail.com

Dwian Hartomi Akta Padma Eldo

Universitas Sains Al-Qur'an, Indonesia
Email: dwianhartomieldo@unsiq.ac.id

Devi Rahnjen Wijayadne

Universitas Ciputra, Indonesia
Email: Devi.rahnjen@ciputra.ac.id

Abstract

The purpose of this research is to examine how digital leadership contributes to the development of high-performing organizations and to pinpoint elements that enhance the connection between organizational performance and digital leadership. Using a Systematic Literature Review (SLR) methodology, the study finds, chooses, assesses, and synthesizes pertinent earlier research on digital leadership, digital transformation, organizational agility, innovation, employee engagement, and organizational performance. The results show that a leader's capacity to create a digital vision leads to improved organizational performance, drive technology adoption, foster a culture of innovation, strengthen collaboration, and increase organizational adaptability. This influence is further amplified by factors such as the digital competence of human resources, technological readiness, an adaptive organizational culture, effective internal communication, and data-driven decision-making systems. Thus, building high-performance organizations The ability of leaders to integrate technology with strategy, people, and organizational culture is just as important in the digital age as technological investment. The results of the study suggest that in order to improve competitiveness and guaranty organizational sustainability, companies should methodically cultivate digital leadership competencies.

Keywords: Digital Leadership, High-Performance Organization, Digital Transformation, Organizational Agility, Innovation, Organizational Performance

¹ Correspondence author

INTRODUCTION

The development of digital technology has fundamentally altered the organizational environment, impacting communication, work habits, decision-making procedures, and how businesses generate value. The application of digital platforms, cloud computing, data analytics, artificial intelligence, and other collaborative technologies has driven organizations to undergo transformation more rapidly and sustainably (Chowdhury, 2025). This transformation involves not only changes in technological tools and systems but also shifts in strategy, structure, culture, and human resource competencies. Organizations that previously relied on conventional work procedures are now required to possess high adaptability to respond to changing customer needs, market competition, technological developments, and business environment uncertainties (Mahmood et al., 2024a). In this context, an organization's ability to achieve high performance is increasingly influenced by how leaders guide the integrated digital transformation process.

The ability of a leader to steer an organization through the use of digital technology, the creation of a transformation vision, change management, and the empowerment of human resources in an increasingly digital world is known as "digital leadership" (Khaw et al., 2022). Digital leadership is more than just being able to use technological tools; it encompasses the capacity to create a digital vision, make data- and information-driven decisions, build a culture of innovation, foster collaboration, and develop the digital competencies of organizational members (Mollah et al., 2025). Leaders capable of performing these functions can create an organizational environment that is more responsive to change. Conversely, limited leadership understanding of digital changes can result in technology investments failing to yield optimal organizational transformation. Thus, the success of digital transformation is closely linked to a leader's ability to integrate technological aspects with human and organizational strategic elements (Carbonara & Basile, 2025).

One significant contribution of digital leadership to high-performing organizations is evident in the enhancement of organizational agility (Sağbaşı & Erdoğan, 2022). The digital environment is characterized by rapid change, necessitating an organization's ability to detect shifts, make precise decisions, and swiftly adjust internal processes. Digital leaders play a pivotal role in fostering organizational flexibility by encouraging the use of real-time information, accelerating cross-functional communication, and creating space for employees to adapt and take initiative. Highly agile organizations are better equipped to respond to shifting market demands and technological

advancements. In this context, digital leadership serves as a bridge between technological capabilities and organizational adaptability (Tulungen et al., 2022).

Digital leadership is linked to shifts in organizational decision-making processes. The availability of vast amounts of data enables organizations to adopt a more evidence-based approach to formulating policies and strategies. Leaders must possess the ability to interpret information generated by digital systems and leverage it to inform strategic decisions. Data-driven decision-making can assist organizations in identifying opportunities, anticipating risks, optimizing resources, and evaluating performance with greater measurability. However, the effectiveness of this approach hinges heavily on data quality, technological infrastructure readiness, digital competencies, and an organizational culture that supports the objective use of information (Shin et al., 2023a). Consequently, digital leadership should be viewed within the framework of a broader organizational ecosystem rather than merely as an individual leader's capability.

Although digital leadership is increasingly discussed in management and organizational literature, research into its link to the development of high-performance organizations still leaves room for further exploration. Existing studies often examine digital leadership in isolation linking it variously to digital transformation, innovation, agility, employee engagement, or organizational performance. This situation highlights the need to synthesize research findings to gain a more comprehensive understanding of the mechanisms connecting digital leadership to organizational performance. Furthermore, various contextual factors such as technological readiness, organizational culture, human resource competencies, management support, and the organization's change management capabilities can either amplify or hinder the impact of digital leadership. Understanding the interplay of these factors is crucial for constructing a more integrative conceptual framework.

The study of digital leadership has also gained importance as digital transformation has evolved from a mere technological agenda into an integral part of organizational strategy. Organizations must ensure that technology adoption yields tangible improvements in effectiveness, efficiency, innovation, and value creation. In this process, leaders bear the responsibility of charting the transformation's direction, aligning technology with organizational goals, and ensuring that changes are accepted and implemented by all organizational members. A leadership approach focused solely on technology implementation risks overlooking cultural and human aspects, whereas an approach overly

focused on people without considering technological advancements—may diminish an organization's ability to compete in the digital landscape. Integrating technology, people, strategy, and culture forms a vital foundation for building high-performance organizations.

In light of this, the objective of this study is to methodically investigate the connection between the growth of high-performance businesses and digital leadership. It presents digital leadership as a strategic element that can affect organizational performance through several mechanisms specifically digital transformation, organizational agility, innovation, employee engagement, and data-driven decision-making. Concurrently, factors such as technological readiness, human resource digital competencies, and an adaptive organizational culture are viewed as contextual elements that support the successful implementation of digital leadership. By integrating these various perspectives, this research is expected to provide a more comprehensive understanding of how digital leadership can be developed to support the creation of high-performing, adaptive, and innovative organizations capable of sustainable value creation.

RESEARCH METHODS

This study employs a Systematic Literature Review (SLR) approach to identify, evaluate, and synthesize findings from prior research regarding the role of digital leadership in building high-performance organizations. The review process was conducted systematically through several stages: defining the research focus, establishing search keywords, identifying literature, screening and selecting articles, assessing source relevance and quality, and synthesizing research findings. Literature was sourced from relevant academic databases using keyword combinations such as digital leadership, high-performance organization, digital transformation, organizational agility, innovation, employee engagement, digital competence, and organizational performance. Selected articles focused on scholarly publications relevant to digital leadership, organizational transformation, innovation, adaptability, and organizational performance, while sources lacking a direct connection to the study's focus were excluded from the analysis. The selected literature underwent thematic analysis, grouping findings based on digital leadership's contributions to digital transformation, organizational agility, innovation, employee engagement, and data-driven decision-making, as well as supporting factors such as technological readiness, human resource digital competence, and adaptive organizational culture. The synthesis results serve to build an

integrative understanding of the mechanisms and factors supporting the implementation of digital leadership to enhance organizational performance, and to formulate strategic implications for developing adaptive, innovative, and sustainable organizations.

RESULTS AND DISCUSSION

The Role of Digital Leadership in Driving Digital Transformation and Organizational Agility

The evolution of digital technology has transformed the organizational environment into one that is increasingly dynamic, complex, and unpredictable. In this context, digital transformation cannot be viewed merely as the adoption of new technological tools or systems; rather, it represents a strategic shift affecting work processes, organizational structures, communication patterns, decision-making, and value creation (Anwar et al., 2026). A synthesis of the literature indicates that digital leadership is essential to directing this change, as leaders act as the bridge between technological advancements and the organization's strategic objectives. Digital leadership enables organizations to establish a clear transformation vision, set technology priorities, and integrate digital innovations into organizational activities (Ly, 2024). Consequently, the success of digital transformation hinges largely on a leader's ability to ensure that the technology employed aligns with organizational needs and delivers value to stakeholders.

A key contribution of digital leadership lies in enhancing an organization's capacity for faster, data-driven decision-making (Özkan Alakaş, 2024). The use of digital systems, data analytics, and various information platforms allows organizations to acquire up-to-date data, serving as a foundation for understanding both internal conditions and external changes. Digital leaders play a crucial role in fostering a data-driven decision-making culture while ensuring that the workforce possesses the skills to accurately interpret the information. This approach reduces reliance on decisions based solely on intuition or limited information (Khattak et al., 2025). However, the effectiveness of data-driven decision-making remains contingent upon data quality, digital infrastructure readiness, user competence, and information governance. Therefore, digital leadership must be accompanied by the strengthening of organizational capabilities to ensure that technology truly serves as a strategic instrument in supporting decision-making.

Digital transformation is closely linked to organizational agility—an organization's ability to detect changes, respond to opportunities and threats,

and rapidly adjust resources and work processes. Existing literature indicates that digital leadership fosters agility by creating flexible work structures, facilitating cross-functional communication, leveraging collaborative technologies, and allowing organizational members the space to adapt to change (Ramadan et al., 2023). Leaders act not merely as directors but as facilitators who encourage learning and experimentation within the organization. When decision-making processes are less bureaucratic and information flows rapidly, organizations possess a greater capacity to align their strategies and operations with environmental shifts. This is particularly crucial in contexts characterized by rapid changes in technology, customer needs, and competitive dynamics (Albannai et al., 2024).

Beyond technology and work structures, the human element is a vital component in building agility. Digital leaders must ensure that employees possess competencies relevant to technological changes and have opportunities for continuous skill enhancement. Developing digital literacy, fostering continuous learning, and promoting collaboration are integral to preparing the organization for change. Leadership that cultivates open communication and supports the adaptation process can help mitigate resistance to change (Abed Alhameed & Emeagwali, 2026). Thus, digital leadership focuses not only on technology implementation but also on creating an organizational environment where people and technology evolve in a mutually complementary manner.

Based on this synthesis, the relationship between digital leadership, digital transformation, and organizational agility can be understood as an interconnected process. Digital leadership provides strategic direction, technology offers the capability to accelerate information access and coordination, and agility enables the organization to translate these capabilities into adaptive responses to change (Alam et al., 2025). Consequently, organizations aiming for high performance must position digital transformation as a strategic priority supported by leadership, human resource competencies, data governance, and flexible work processes. Integrating these various aspects enables the organization not merely to keep pace with technological advancements, but to leverage digital transformation as a foundation for enhancing adaptability and creating sustainable value.

Digital Leadership, Innovation Culture, and Employee Engagement in Enhancing Organizational Performance

A synthesis of the literature indicates that digital leadership is closely linked to an organization's ability to build a culture of innovation and boost employee engagement (Tiong et al., 2024). Rapid technological changes require organizations to possess not only digital infrastructure but also a work environment that fosters new ideas and active employee engagement. In this context, digital leaders play a role in creating an innovation-oriented vision, providing space for employees to explore ideas, and encouraging the use of technology to solve organizational problems (Hooi & Chan, 2023). Leadership that supports innovation can create a work atmosphere open to change, giving employees the opportunity to develop new approaches to their tasks. Such a culture of innovation serves as a crucial foundation for organizations to enhance adaptability and sustain performance amidst a dynamic environment.

A culture of innovation is not formed solely through formal policies but also through the behavior and example set by leaders in conducting organizational activities (Fitriana et al., 2024). Digital leaders need to demonstrate openness to new ideas, encourage cross-functional collaboration, and allow for appropriate levels of experimentation and learning from mistakes. The use of digital platforms can reinforce this process by enabling faster information and knowledge exchange, unconstrained by time or space. Digital collaboration can also bring together individuals with diverse competencies, thereby broadening perspectives on problem-solving (Qiao et al., 2024). Thus, digital leadership contributes to creating an organizational environment that fosters creativity, learning, and continuous innovation.

Another aspect highlighted in the literature synthesis is the development of digital competencies among the workforce. Effective technology implementation relies heavily on employees' ability to understand and utilize technology to support their work. Digital leaders are responsible for establishing learning systems that enable employees to improve their digital literacy, analytical capabilities, virtual collaboration skills, and readiness to adapt to change (Muniroh et al., 2022). Enhancing competence not only enables employees to better adapt to digital work systems but also instills confidence in performing tasks and contributing to innovation. When organizations support employee skill development, digital transformation can be perceived as a capacity-building process rather than merely a requirement to adopt new technologies.

Employee engagement serves as a crucial link between digital leadership and organizational performance. Highly engaged employees tend to demonstrate greater attention, energy, and commitment to their work and organizational goals. In a digital environment, such engagement must be fostered through effective communication, the granting of autonomy, recognition of employee contributions, and opportunities to participate in change processes. Digital leaders can strengthen employee engagement by establishing two-way communication and leveraging technology to foster more inclusive collaboration. Employees who feel heard and empowered have greater scope to voice ideas, share knowledge, and participate in solving organizational problems (Awaldi et al., 2026).

The interplay between an innovation culture and employee engagement has further implications for organizational productivity and performance. A culture that encourages innovation provides space for employees to generate ideas, while employee engagement ensures that these ideas are backed by participation and commitment during implementation (Shin et al., 2023b). In this context, digital leadership acts as a catalyst, connecting organizational vision, technology utilization, human resource capacity, and the creation of a productive work environment. Consequently, organizational performance is driven not only by technological efficiency but also by a leader's ability to develop the workforce and an organizational culture capable of leveraging technology optimally (Munir et al., 2024).

Overall, the study findings indicate that digital leadership, an innovation culture, and employee engagement are mutually reinforcing elements in building a high-performing organization. Digital leadership provides direction and support for innovation; an innovation culture creates an environment that fosters creativity and learning; and employee engagement strengthens employee participation in achieving organizational goals. Integrating these three aspects can enhance an organization's productivity, adaptability, and innovation capacity. Therefore, the development of digital leadership must go hand-in-hand with strengthening digital competencies, empowering employees, and cultivating an organizational culture open to change, ensuring that digital transformation leads to sustained performance improvements.

An Integrative Framework for Digital Leadership to Build Sustainable High-Performance Organizations

A synthesis of the literature indicates that building high-performance organizations in the digital era requires a framework that integrates leadership,

technology, human resources, organizational culture, and decision-making processes. Within this framework, digital leadership acts as a strategic guide, ensuring that technology utilization does not occur in isolation but remains aligned with organizational goals and needs (Zhang et al., 2025). Digital leaders must possess the ability to translate technological advancements into organizational strategies, establish a clear vision for transformation, and create conditions that enable all organizational members to adapt to change. Consequently, the success of a high-performance organization is determined not merely by the level of technology adoption, but by the leader's ability to integrate technology with human capabilities and organizational systems holistically (Wang et al., 2025).

Technological readiness serves as a key foundation within this integrative framework. Adequate digital infrastructure, integrated information systems, data security, and access to relevant technologies enable organizations to execute work processes more effectively and flexibly (Mahmood et al., 2024b). However, technological readiness must go hand in hand with the digital competence of the workforce. Employees require the ability to use, understand, and evaluate the technologies employed in their work. Therefore, digital leaders must foster continuous learning, enhance digital literacy, and develop analytical skills to ensure technology is utilized productively. The combination of technological readiness and digital competence allows organizations to derive optimal benefits from the digital transformation process.

Furthermore, an adaptive organizational culture serves as an environment that supports the integration of technology and human resources (Gatell & Avella, 2024). Organizations open to change are more likely to embrace innovation, experiment, and adjust work processes in response to environmental shifts. In such contexts, digital leaders play a pivotal role in fostering open communication, encouraging collaboration, and providing space for employees to share their ideas. An adaptive culture can also strengthen an organization's ability to navigate uncertainty, as change is viewed as part of the learning process rather than merely a threat (Nasrun et al., 2025). With a culture that fosters renewal, innovation can evolve into an integral part of organizational activities, rather than relying solely on specific transformation programs.

The integration of digital leadership, technology, human competencies, and an adaptive culture contributes to enhanced organizational agility. Agility enables organizations to detect changes, respond to stakeholder needs, and

rapidly adjust resources and work processes. The use of digital technology accelerates information flow and coordination, while adaptive leadership provides direction for organizational actions. Simultaneously, innovation serves as a crucial mechanism for translating this adaptability into the creation of more relevant products, services, processes, and work models. Thus, agility and innovation act as the link between an organization's internal capabilities and its ability to generate value within a changing environment.

Another crucial aspect is data-driven decision-making, which enables organizations to use information as a foundation for formulating strategies and evaluating performance. Digital leaders must establish decision-making systems supported by relevant, accurate, and timely data. The use of data helps organizations identify patterns, assess risks, optimize resources, and measure strategic effectiveness. However, implementing data-driven decision-making requires robust information governance and a workforce capable of interpreting data. Analytical technology alone—without adequate competence and governance—does not guarantee high-quality decisions. Therefore, data-driven decision-making must be positioned as an integral part of the organization's leadership ecosystem and capabilities (Shin et al., 2023c).

Based on this synthesis, the integrative framework of digital leadership can be understood as a system linking technological readiness, workforce digital competence, an adaptive organizational culture, innovation, organizational agility, and data-driven decision-making to support organizational performance. Digital leadership acts as the primary driver, aligning these components with the organization's vision and strategy. This integration enables organizations to enhance efficiency, productivity, adaptability, and innovation capacity while sustaining long-term value creation. Thus, achieving high performance and sustainability in the digital era requires a holistic approach: technology serves as an enabler, the workforce as the driving force, culture as the supporting environment, data as the basis for decisions, and digital leadership as the strategic guide for organizational transformation.

CONCLUSION

Digital leadership plays a strategic role in creating high-performance organizations through the integration of technology, human resources, organizational culture, and business strategy, according to the findings of a Systematic Literature Review (SLR). Adoption of technology is only one aspect of digital leadership; other aspects include a leader's capacity to create a transformation strategy, promote data-driven decision-making, enhance the

digital competence of human resources, foster a culture of innovation, and strengthen employee engagement. Integrating these aspects supports increased organizational agility, thereby enabling the organization to better respond to environmental changes, develop innovations, and boost productivity and overall performance.

This study also indicates that building a high-performing, sustainable organization requires an integrative framework linking digital leadership with technological readiness, digital competence, an adaptive organizational culture, innovation, organizational agility, and data-driven decision-making. Ultimately, the success of digital transformation is determined not only by the availability of technology but also by the organization's ability to align technology with people, culture, processes, and strategic goals. Therefore, strengthening digital leadership capacity must be a key component of organizational strategy to build adaptability, competitiveness, and innovation capabilities, as well as to create long-term value amidst an increasingly dynamic digital environment.

REFERENCE

- Abed Alhameed, A. A., & Emeagwali, O. L. (2026). Strategic Digital Leadership for Sustainable Transformation: The Roles of Organizational Agility, Digitalization, and Culture in Driving Superior Performance. *Sustainability*, 18(2), 837. <https://doi.org/10.3390/su18020837>
- Alam, M. M. D., Razzak, M. R., Khreis, S. H. A., Al Balushi, M. K., & Al Lawati, H. (2025). Digital leadership orientation and organizational resilience: Strategic foresight, agility, and flexibility. *Management Decision*, 1–31. <https://doi.org/10.1108/MD-01-2025-0241>
- Albannai, N. A. A., Raziq, M. M., Malik, M., & Abrar, A. (2024). Digital leadership and its impact on agility, innovation and resilience: A qualitative study of the UAE media industry. *Benchmarking: An International Journal*, 33(3), 717–735. <https://doi.org/10.1108/BIJ-06-2024-0492>
- Anwar, S., Memon, H., & Soomro, B. A. (2026). The role of digital leadership in enhancing E-knowledge, organizational agility and innovation to drive digitalization in higher education. *Asian Education and Development Studies*, 1–26. <https://doi.org/10.1108/AEDS-04-2025-0168>
- Awaldi, A., Raharjo, K., Noerman, T., & Ruhana, I. (2026). *Building High-Performing Workforces: The Joint Influence of Digital Experience and Organizational Culture via Employee Engagement*. F1000Research. <https://doi.org/10.12688/f1000research.174901.2>
- Carbonara, N., & Basile, L. J. (2025). Organization performance in smart working settings: The mediating role of digital leadership. *International Journal of*

- Organizational Analysis*, 33(11), 4043–4066. <https://doi.org/10.1108/IJOA-10-2024-4883>
- Chowdhury, R. H. (2025). *Digital Leadership and Organizational Learning: Technologies for Business Transformation and Operational Excellence*. Deep Science Publishing.
- Fitriana, A. S., Azita, N., & Lim, L. (2024). Role of Leadership in Enhancing Employee Performance in the Digital Era. *JMEB Jurnal Manajemen Ekonomi & Bisnis*, 2(01), 7–13. <https://journal.sabajayapublisher.com/index.php/jmeh/article/view/405>
- Gatell, I. S., & Avella, L. (2024). A maturity model for assessing Digital Green Lean leadership and culture implementation in manufacturing companies. *Total Quality Management & Business Excellence*, 35(7–8), 860–897. <https://doi.org/10.1080/14783363.2024.2347373>
- Hooi, L. W., & Chan, A. J. (2023). Does workplace digitalization matter in linking transformational leadership and innovative culture to employee engagement? *Journal of Organizational Change Management*, 36(2), 197–216. <https://doi.org/10.1108/JOCM-06-2022-0184>
- Khattak, Dr. S. I., Ali, Dr. M. I., Khan, Mr. M. A., & Kakar, Dr. A. S. (2025). Does digital leadership capability, knowledge management capability, and organizational agility foster digital transformation in China? A time-lagged survey-based assessment in digital transformation projects. *Journal of Engineering and Technology Management*, 76, 101873. <https://doi.org/10.1016/j.jengtecman.2025.101873>
- Khaw, T. Y., Teoh, A. P., Abdul Khalid, S. N., & Letchmunan, S. (2022). The impact of digital leadership on sustainable performance: A systematic literature review. *Journal of Management Development*, 41(9–10), 514–534. <https://doi.org/10.1108/JMD-03-2022-0070>
- Ly, B. (2024). The Interplay of Digital Transformational Leadership, Organizational Agility, and Digital Transformation. *Journal of the Knowledge Economy*, 15(1), 4408–4427. <https://doi.org/10.1007/s13132-023-01377-8>
- Mahmood, G., Khakwani, M. S., Zafar, A., & Abbas, Z. (2024a). Impact of Digital Transformation and AI through Fostering Digital Leadership Excellence: A Focus on Sustainable Organizational Performance. *Journal of Accounting and Finance in Emerging Economies*, 10(1), 33–48. <https://doi.org/10.26710/jafee.v10i1.2925>
- Mahmood, G., Khakwani, M. S., Zafar, A., & Abbas, Z. (2024b). Impact of Digital Transformation and AI through Fostering Digital Leadership Excellence: A Focus on Sustainable Organizational Performance. *Journal of Accounting and Finance in Emerging Economies*, 10(1), 33–48. <https://doi.org/10.26710/jafee.v10i1.2925>
- Mollah, M. A., Amin, M. B., Mia, M. J., Shakil, R. M., & Rahaman, M. A. (2025). Digital Leadership and Organizational Performance in the Post COVID-

- 19: Mediating Roles of Human Capital Development and Technological Innovation. *Journal of Risk Analysis and Crisis Response*, 15(1), 21–21. <https://doi.org/10.54560/jracr.v15i1.569>
- Munir, M., Firdaus, R., Suhardi, S., & Amin, M. (2024). The Influence of Digital Leadership, Work-Life Balance, Employee Engagement, and Organizational Learning on Employee Performance with Job Satisfaction as a Moderating Variable. *International Journal of Applied Finance and Business Studies*, 12(3), 204–216. <https://doi.org/10.35335/ijafibs.v12i4.332>
- Muniroh, M., Hamidah, H., & Abdullah, T. (2022). Managerial implications on the relation of digital leadership, digital culture, organizational learning, and innovation of the employee performance (case study of PT. Telkom digital and next business department). *Management and Entrepreneurship: Trends of Development*, 1(19), 58–75. <https://doi.org/10.26661/2522-1566/2022-1/19-05>
- Nasrun, M. K., Susilo, H., & Afrianty, T. W. (2025). Accelerating digital transformation through digital leadership: Strategies for innovation, sustainability, and organisational performance enhancement. *BISMA (Bisnis Dan Manajemen)*, 264–291. <https://doi.org/10.26740/bisma.v17n2.p264-291>
- Özkan Alakaş, E. (2024). Digital transformational leadership and organizational agility in digital transformation: Structural equation modelling of the moderating effects of digital culture and digital strategy. *The Journal of High Technology Management Research*, 35(2), 100517. <https://doi.org/10.1016/j.hitech.2024.100517>
- Qiao, G., Li, Y., & Hong, A. (2024). The Strategic Role of Digital Transformation: Leveraging Digital Leadership to Enhance Employee Performance and Organizational Commitment in the Digital Era. *Systems*, 12(11), 457. <https://doi.org/10.3390/systems12110457>
- Ramadan, M., Bou Zakhem, N., Baydoun, H., Daouk, A., Youssef, S., El Fawal, A., Elia, J., & Ashaal, A. (2023). Toward Digital Transformation and Business Model Innovation: The Nexus between Leadership, Organizational Agility, and Knowledge Transfer. *Administrative Sciences*, 13(8), 185. <https://doi.org/10.3390/admsci13080185>
- Sağbaşı, M., & Erdoğan, F. A. (2022). Digital Leadership: A Systematic Conceptual Literature Review. *İstanbul Kent Üniversitesi İnsan ve Toplum Bilimleri Dergisi*, 3(1), 17–35. <https://dergipark.org.tr/en/pub/itbfkent/article/1024253>
- Shin, J., Mollah, M. A., & Choi, J. (2023a). Sustainability and Organizational Performance in South Korea: The Effect of Digital Leadership on Digital Culture and Employees' Digital Capabilities. *Sustainability*, 15(3), 2027. <https://doi.org/10.3390/su15032027>

- Shin, J., Mollah, M. A., & Choi, J. (2023b). Sustainability and Organizational Performance in South Korea: The Effect of Digital Leadership on Digital Culture and Employees' Digital Capabilities. *Sustainability*, 15(3), 2027. <https://doi.org/10.3390/su15032027>
- Shin, J., Mollah, M. A., & Choi, J. (2023c). Sustainability and Organizational Performance in South Korea: The Effect of Digital Leadership on Digital Culture and Employees' Digital Capabilities. *Sustainability*, 15(3), 2027. <https://doi.org/10.3390/su15032027>
- Tiong, P., Sumaryo, P., & Simamora, S. A. P. (2024). The Influence of Digital Competency, Employee Engagement, and Leadership Style on SME Employee Performance in Indonesia: Innovation Capability as A Mediator and Organizational Culture as A Moderator in the Society 5.0 Era. *STI Policy and Management Journal*, 9(2). <https://doi.org/10.14203/STIPM.2024.405>
- Tulungen, E. E. W., Tewal, B., & Pandowo, M. (2022). The Role of Digital Leadership Mediated by Digital Skill in Improving Organizational Performance. *Journal of Accounting Research, Organization and Economics*, 5(2), 156–171. <https://doi.org/10.24815/jaroe.v5i2.26182>
- Wang, S., Gao, M., & Zhang, H. (2025). Enhancing Creativity and Sustainable Competitive Advantage Through Data-Driven Decision-Making and Digital Leadership. *IEEE Transactions on Engineering Management*, 72, 1361–1375. <https://doi.org/10.1109/TEM.2025.3551331>
- Zhang, Y., Swatdikun, T., Lakkanawanit, P., Huang, S.-Z., & Chen, H. (2025). Digital Transformation Capability, Organizational Strategic Intuition, and Digital Leadership: Empirical Evidence from High-Tech Firms' Performance in the Yangtze River Delta. *Journal of Risk and Financial Management*, 18(7), 405. <https://doi.org/10.3390/jrfm18070405>