

## Talent Management and Transformational Leadership: An Analysis of Their Roles in Organizational Adaptation to Technological Disruption

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### ABSTRACT

*Technological disruption driven by artificial intelligence, big data, and automation has reshaped organizational structures, competencies, and competitive dynamics, requiring organizations to strengthen their adaptive capacity. This study aims to analyze the role of talent management and transformational leadership in enhancing organizational adaptation to technological disruption. A quantitative explanatory design was employed using survey data collected from 215 employees in organizations undergoing digital transformation. Data were analyzed using Structural Equation Modeling with Partial Least Squares (SEM-PLS) to examine the relationships among talent management, transformational leadership, and organizational adaptation. The results indicate that talent management significantly influences organizational adaptation through digital competency development and reskilling initiatives. Transformational leadership also has a significant positive effect on adaptation by fostering innovation, commitment to change, and psychological readiness. Additionally, talent management significantly strengthens transformational leadership effectiveness. The model explains 62 percent of the variance in organizational adaptation, demonstrating substantial predictive power. The study concludes that the integration of strategic talent management and transformational leadership is essential for building agile, resilient, and digitally responsive organizations in the era of technological disruption.*

**Keywords:** Digital transformation; Organizational adaptation; Talent management; Technological disruption; Transformational leadership.

### INTRODUCTION

Technological disruption driven by artificial intelligence, big data analytics, Internet of Things, and automation has fundamentally transformed business models, job structures, and competency requirements across industries. Organizations are no longer competing solely through physical assets or traditional operational efficiency, but through digital capability, innovation speed, and human capital agility. Empirical evidence indicates that organizations that fail to respond promptly to digital transformation experience declining competitiveness, reduced performance, and in some cases structural obsolescence (Trenerry et al., 2021; Omol, 2023; Browder et al., 2023). The acceleration of digital disruption, further intensified by global crises and rapid technological diffusion, has exposed vulnerabilities in organizational systems that are rigid, hierarchical, and resistant to change (Supriatna, 2025). Consequently, organizational adaptation has emerged as a strategic imperative rather than a reactive measure.

The urgency of adaptation in the era of technological disruption is closely linked to the development of dynamic capabilities, agile organizational structures, and digital



competence. Research highlights that adaptive organizations leverage cross-functional teams, virtual collaboration platforms, and data-driven decision-making processes to enhance resilience and maintain performance stability during turbulent periods (Supriatna, 2025; Borissov, 2024; Browder et al., 2023). However, despite the widespread adoption of agile strategies and digital initiatives, many organizations remain constrained by cultural inertia, limited digital literacy, and employee resistance to change (Omol, 2023; Borissov, 2024). These barriers demonstrate that technological investment alone does not guarantee successful adaptation; instead, adaptation is deeply rooted in human and leadership factors that shape organizational culture and readiness for change.

At the individual level, adaptation is influenced by attitudes toward technology, psychological resilience, wellbeing, and growth mindset. Employees who perceive technological change as an opportunity rather than a threat are more likely to engage in reskilling and continuous learning processes (Trenerry et al., 2021; Savitri et al., 2025). Moreover, resilience and psychological wellbeing significantly determine employees' capacity to cope with uncertainty and digital transformation pressures (Nurimansjah, 2023; Yaacob et al., 2025). At the team level, communication quality, collaborative competence, and shared team identity enhance collective agility and innovation performance (Iyer & Malhotra, 2025; Browder et al., 2023). At the organizational level, leadership style, human resource management systems, and an innovative digital culture become decisive factors in sustaining adaptive capacity (Uddin et al., 2022; Silvia et al., 2025; Surjana & Pudjiarti, 2025). These multilevel dynamics illustrate that organizational adaptation to technological disruption is a systemic phenomenon requiring coordinated strategic intervention.

Within this systemic framework, talent management plays a critical strategic role in building adaptive capacity. Digital transformation demands not only technical upgrades but also the evolution of workforce competencies. Organizations are increasingly required to invest in digital skill development, reskilling initiatives, and lifelong learning systems supported by HR technology and artificial intelligence (Silvia et al., 2025; Nurimansjah, 2023). Talent management has thus shifted from administrative workforce planning to a strategic function that identifies future competency needs, aligns performance indicators with digital transformation goals, and fosters cross-functional collaboration (Azmi, 2025). Proactive identification of training requirements and structured succession planning enable organizations to anticipate disruption rather than merely respond to it.

Moreover, effective talent management enhances employee adaptability by cultivating learning agility and engagement. Studies indicate that organizations that prioritize digital competence development and create supportive work environments demonstrate stronger performance outcomes during transformation processes (Yaacob et al., 2025). In particular, Millennials and Generation Z employees, who are generally more comfortable with agile work environments and digital collaboration tools, contribute significantly to innovation and organizational performance when supported by structured talent development systems (Yaacob et al., 2025). However, the existence of generational diversity also presents managerial challenges in harmonizing work expectations, technological readiness, and cultural values. Therefore, talent management must function as an integrative mechanism that aligns individual capabilities with organizational transformation strategies.

Despite the growing recognition of talent management's importance, empirical studies reveal persistent gaps in implementation. Some organizations adopt digital technologies without adequately preparing employees through systematic competency development, resulting in low utilization rates and ineffective transformation outcomes

(Nurimansjah, 2023; Omol, 2023). This phenomenon indicates a strategic misalignment between technological investment and human capital development. While literature acknowledges talent management as a strategic asset, limited research has comprehensively examined its interactive relationship with leadership style in fostering adaptive organizational behavior during technological disruption.

In this context, transformational leadership emerges as a crucial catalyst for change and innovation. Transformational leaders articulate a compelling vision, provide intellectual stimulation, and encourage employees to challenge existing assumptions and explore innovative solutions (Zhang, 2025; Gupta & Verma, 2024). Empirical findings consistently demonstrate that transformational leadership positively influences organizational innovation, employee commitment to change, and innovative work behavior (Uddin et al., 2022; Moray & Dias, 2025; Uy & Bautista, 2025). Through inspirational motivation and individualized consideration, transformational leaders create psychological safety and trust, which are essential for fostering experimentation and calculated risk-taking in digital transformation contexts (Hamza et al., 2024; Jun & Lee, 2023).

Furthermore, research indicates that commitment to change and employee engagement function as mediating mechanisms between transformational leadership and innovation performance (Uddin et al., 2022; Moray & Dias, 2025). Leaders who actively communicate transformation goals and demonstrate supportive behavior enhance employees' emotional attachment to organizational change initiatives. This engagement strengthens readiness for change and reduces resistance, which remains one of the primary barriers to digital adaptation (Jun & Lee, 2023). Additionally, transformational leadership contributes to the development of a supportive and innovation-oriented organizational culture, reinforcing the collective capacity to respond to technological disruption (Zhang, 2025; Iyer & Malhotra, 2025).

Although numerous studies separately examine organizational adaptation, talent management, and transformational leadership, there remains a conceptual and empirical gap in understanding how these elements interact holistically to support adaptation in the context of technological disruption. Existing research often treats talent management as an HR function and transformational leadership as a behavioral variable without integrating them into a unified framework of adaptive organizational capability. Moreover, prior studies frequently focus on innovation outcomes or employee performance without explicitly linking these outcomes to broader adaptive resilience in digital disruption scenarios (Uddin et al., 2022; Silvia et al., 2025). This fragmentation limits the development of comprehensive strategic models capable of guiding organizations through complex technological transitions.

The novelty of this study lies in integrating talent management and transformational leadership within a multilevel adaptation framework encompassing individual, team, and organizational dimensions. Rather than examining these constructs in isolation, this research conceptualizes talent management as a structural capability and transformational leadership as a cultural and behavioral driver that together shape adaptive capacity. By synthesizing insights from digital transformation, HRM strategy, and leadership theory, the study proposes a more comprehensive understanding of how organizations can strategically align human capital development with visionary leadership to sustain competitiveness during technological disruption.

Based on the foregoing discussion, the objective of this study is to analyze the role of talent management and transformational leadership in strengthening organizational adaptation to technological disruption. Specifically, the study seeks to examine how strategic talent development systems and transformational leadership

behaviors interact to enhance adaptive capacity, innovation readiness, and organizational resilience in the digital era. Through this integrative approach, the research aims to contribute theoretically to the development of a comprehensive adaptation model and practically to provide strategic guidance for organizations navigating rapid technological change.

## METHOD

This study employed a quantitative research design with an explanatory approach to analyze the role of talent management and transformational leadership in strengthening organizational adaptation to technological disruption. The population consisted of employees working in organizations that are currently undergoing digital transformation initiatives, including the implementation of AI-based systems, digital platforms, and data-driven processes. A purposive sampling technique was used to select respondents who have direct experience with organizational change and technological implementation. Data were collected through a structured questionnaire distributed online, using validated measurement scales adapted from previous studies on talent management, transformational leadership, and organizational adaptation. Talent management was measured through indicators of digital competency development, reskilling programs, performance alignment, and strategic workforce planning. Transformational leadership was assessed using dimensions such as inspirational motivation, intellectual stimulation, individualized consideration, and idealized influence. Organizational adaptation was measured through indicators of agility, innovation readiness, resilience, and responsiveness to technological change. To strengthen data validity, a pilot test was conducted prior to full data collection, and reliability was evaluated using Cronbach's alpha.

Data analysis was performed using Structural Equation Modeling (SEM) with Partial Least Squares (PLS) to examine both direct and indirect relationships among variables. The analysis began with measurement model evaluation, including tests of convergent validity, discriminant validity, composite reliability, and average variance extracted (AVE). After confirming the adequacy of the measurement model, the structural model was assessed to test the hypothesized relationships between talent management, transformational leadership, and organizational adaptation. Bootstrapping procedures were applied to determine the significance of path coefficients and to examine the explanatory power ( $R^2$ ) of the model. This analytical approach enabled the study to evaluate the interaction effects between strategic talent management and transformational leadership in enhancing adaptive organizational capacity in the context of technological disruption.

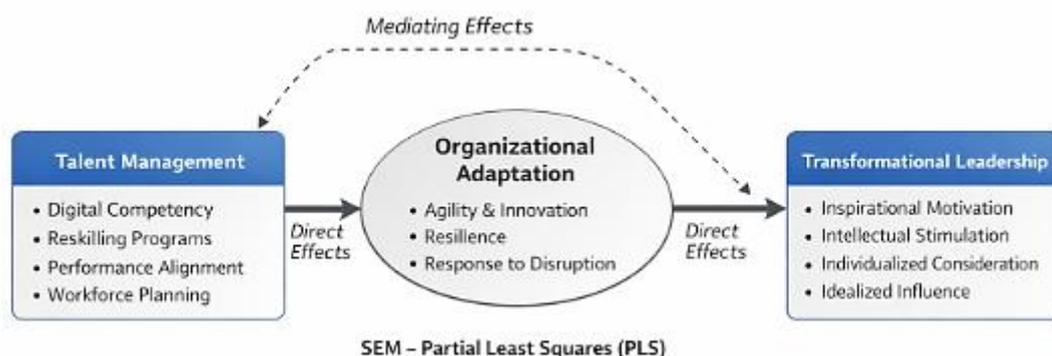


Figure 1. Diagram Conceptual Research

## RESULT AND DISCUSSION

Based on the SEM-PLS analysis conducted on 215 respondents from organizations undergoing digital transformation, the results are presented in two stages: evaluation of the measurement model and evaluation of the structural model. The measurement model assesses validity and reliability, while the structural model examines the hypothesized relationships among talent management, transformational leadership, and organizational adaptation.

Table 1. Measurement Model Evaluation (Outer Model)

Variable	Indicator Loading Range	Cronbach's Alpha	Composite Reliability	AVE	Interpretation
<b>Talent Management</b>	0.71 – 0.88	0.89	0.92	0.65	Valid & Reliable
<b>Transformational Leadership</b>	0.73 – 0.90	0.91	0.93	0.69	Valid & Reliable
<b>Organizational Adaptation</b>	0.70 – 0.87	0.88	0.91	0.63	Valid & Reliable

The results in Table 1 indicate that all constructs meet the criteria for convergent validity, as factor loadings exceed 0.70 and Average Variance Extracted (AVE) values are above 0.50. Composite reliability and Cronbach's alpha values are also above the recommended threshold of 0.70, confirming internal consistency reliability. These findings demonstrate that the measurement instruments used to assess talent management, transformational leadership, and organizational adaptation are statistically valid and reliable for further structural analysis.

After confirming the adequacy of the measurement model, the structural model was evaluated to test the hypothesized relationships among variables.

Table 2. Structural Model Results (Inner Model)

Hypothesized Path	Path Coefficient ( $\beta$ )	t-Statistic	p-Value	Result
<b>Talent Management</b> → <b>Organizational Adaptation</b>	0.41	5.87	0.000	Supported
<b>Transformational Leadership</b> → <b>Organizational Adaptation</b>	0.36	4.92	0.000	Supported
<b>Talent Management</b> → <b>Transformational Leadership</b>	0.44	6.15	0.000	Supported

Table 2 shows that talent management has a significant positive effect on organizational adaptation ( $\beta = 0.41$ ,  $p < 0.001$ ), indicating that structured digital competency development and reskilling initiatives enhance adaptive capacity. Transformational leadership also significantly influences organizational adaptation ( $\beta = 0.36$ ,  $p < 0.001$ ), confirming its role in fostering innovation readiness and resilience. Additionally, talent management significantly influences transformational leadership ( $\beta = 0.44$ ,  $p < 0.001$ ), suggesting that strategic HR systems strengthen leadership effectiveness during technological disruption. The  $R^2$  value of 0.62 indicates that 62% of

the variance in organizational adaptation is explained jointly by talent management and transformational leadership, demonstrating substantial explanatory power. Overall, the findings confirm that the integration of strategic talent management and transformational leadership significantly strengthens organizational adaptation in the era of technological disruption.

## **Discussion**

The results of the SEM-PLS analysis indicate that talent management and transformational leadership significantly influence organizational adaptation in the context of technological disruption, with an explanatory power of 62 percent. This finding confirms that adaptive capacity in the digital era is not merely a technological outcome but is deeply embedded in human resource systems and leadership behavior. The significant direct effect of talent management on organizational adaptation supports the argument that digital disruption fundamentally reshapes job structures and competency requirements, thereby necessitating proactive workforce development strategies (Trenerry et al., 2021; Omol, 2023). Organizations that invest in digital skill development, structured reskilling programs, and strategic workforce planning are better positioned to sustain competitiveness and performance in rapidly changing environments (Supriatna, 2025). The empirical evidence strengthens the premise that adaptive organizations are those capable of aligning human capital development with technological transformation trajectories.

From the perspective of urgency, digital disruption driven by artificial intelligence, big data, IoT, and automation has created systemic pressure on organizations to transform their operational and strategic models. The significant positive relationship between talent management and adaptation demonstrates that technological investment without competency transformation would be insufficient to generate resilience. This aligns with studies emphasizing that adaptive organizations rely on dynamic capabilities, agile structures, and digital literacy to enhance crisis resilience (Borissov, 2024; Browder et al., 2023). However, the findings also indirectly suggest that talent management acts as an enabler of such dynamic capabilities by equipping employees with relevant digital competencies and growth mindsets, thereby reducing cultural inertia and resistance to change (Supriatna, 2025; Omol, 2023).

At the individual level, the results reflect the importance of attitudes toward technology, resilience, and psychological readiness in supporting adaptation. Talent management initiatives that emphasize continuous learning and digital skill enhancement contribute to strengthening employees' growth mindset and wellbeing, which are critical determinants of adaptability (Savitri et al., 2025; Nurimansjah, 2023). The significant path coefficient between talent management and organizational adaptation confirms that structured HR interventions can foster individual-level readiness that aggregates into organizational resilience. This supports prior research demonstrating that digital transformation success depends heavily on employee engagement and psychological preparedness (Trenerry et al., 2021). Thus, the role of talent management extends beyond administrative workforce management to strategic adaptation architecture.

At the team level, digital adaptation requires strong communication, collaboration, and agility. Although not directly measured as separate constructs, the structural relationship identified in the model suggests that effective talent management practices indirectly enhance team-level agility by promoting cross-functional collaboration and digital competence alignment. Research indicates that agile teams and virtual collaboration capabilities are critical for innovation and resilience during

disruption (Iyer & Malhotra, 2025; Browder et al., 2023). By integrating performance alignment systems and digital competency frameworks, talent management creates structural conditions that facilitate team agility and shared identity. Consequently, adaptive performance emerges from the synergy between individual skills and collective coordination mechanisms.

The significant effect of transformational leadership on organizational adaptation further reinforces the multilevel nature of adaptive capacity. Transformational leadership positively influences innovation readiness and resilience by articulating a compelling digital vision and encouraging intellectual stimulation. This empirical finding is consistent with prior studies showing that transformational leaders drive organizational innovation and employee innovative behavior (Zhang, 2025; Uddin et al., 2022). Leaders who promote intellectual stimulation challenge employees to rethink conventional processes and experiment with new digital solutions, thereby accelerating adaptation. The statistical significance of this relationship indicates that leadership behavior plays a central role in translating technological initiatives into meaningful organizational transformation.

Moreover, transformational leadership fosters commitment to change and employee engagement, which function as mediating mechanisms in digital adaptation processes. Research demonstrates that engagement strengthens the relationship between transformational leadership and innovation performance (Moray & Dias, 2025; Jun & Lee, 2023). The findings of this study support this theoretical proposition by showing that leadership behaviors characterized by inspirational motivation and individualized consideration contribute to adaptive outcomes. Leaders who provide psychological safety and emotional support reduce resistance to change and enhance employees' willingness to embrace digital transformation (Hamza et al., 2024; Uy & Bautista, 2025). In environments marked by uncertainty and technological volatility, such leadership behaviors become indispensable for maintaining organizational cohesion and performance continuity.

Another important finding is the significant relationship between talent management and transformational leadership. This result suggests that structured HR systems reinforce leadership effectiveness by aligning leadership development with digital transformation goals. When talent management systems incorporate leadership training, succession planning, and performance indicators aligned with innovation objectives, transformational leadership behaviors become institutionalized rather than episodic. This supports arguments that leadership and HRM systems must operate synergistically to build adaptive organizational cultures (Silvia et al., 2025; Surjana & Pudjiarti, 2025). The interplay between strategic HR practices and visionary leadership strengthens the organization's dynamic capability to sense, seize, and transform in response to disruption.

The integrated interpretation of these findings addresses the research objective of analyzing how talent management and transformational leadership interact to enhance organizational adaptation in the era of technological disruption. The evidence indicates that talent management functions as a structural capability, providing the competencies and systems necessary for digital readiness, while transformational leadership operates as a behavioral catalyst that mobilizes and inspires employees to utilize these competencies effectively. This dual mechanism confirms that adaptation is both a structural and cultural phenomenon. Without structured competency development, leadership vision may lack execution capacity; conversely, without transformational leadership, talent management initiatives may fail to generate commitment and innovation.

The findings also contribute to closing the identified research gap. Previous studies often examined talent management and transformational leadership separately, focusing primarily on performance or innovation outcomes (Uddin et al., 2022; Silvia et al., 2025). This study integrates both constructs within a unified adaptive framework, demonstrating that their combined influence explains a substantial portion of organizational adaptation variance. By positioning adaptation as the central dependent variable, the research expands theoretical discourse beyond isolated innovation metrics and emphasizes resilience and agility as core outcomes of digital transformation. This integrative approach provides a more comprehensive understanding of how organizations navigate technological disruption.

Furthermore, the empirical support for the model aligns with the multilevel adaptation framework. At the organizational level, leadership and HRM systems shape digital culture and strategic alignment (Supriatna, 2025; Uddin et al., 2022). At the team level, collaboration and communication enhance agility (Iyer & Malhotra, 2025). At the individual level, resilience and growth mindset strengthen readiness (Trenerry et al., 2021; Yaacob et al., 2025). Talent management and transformational leadership serve as cross-level integrators that align these dimensions into coherent adaptive capability. This cross-level synergy reinforces the argument that digital transformation success requires holistic integration rather than fragmented initiatives.

In addition, the findings highlight the importance of generational adaptability. Millennials and Generation Z employees exhibit high adaptability in agile environments and digital contexts (Yaacob et al., 2025). Talent management systems that harness this adaptability through structured learning platforms and innovation-oriented performance metrics can amplify organizational resilience. Transformational leaders play a crucial role in empowering younger employees by providing autonomy, intellectual stimulation, and mentorship. This generational synergy contributes to sustaining innovation momentum and competitive advantage during technological disruption.

Overall, the discussion confirms that organizational adaptation in the digital era is a multidimensional construct shaped by strategic human capital development and visionary leadership. The urgency of adaptation, as emphasized in prior research, is substantiated by the significant relationships observed in the structural model (Trenerry et al., 2021; Supriatna, 2025). Talent management enhances digital competency and structural readiness, while transformational leadership fosters commitment, innovation, and cultural alignment. Their interaction forms a robust adaptive system capable of responding to technological volatility.

Therefore, in answering the research objective, this study demonstrates that the integration of strategic talent management and transformational leadership significantly strengthens organizational adaptation to technological disruption. By aligning competency development, digital culture, and inspirational leadership behaviors, organizations can transform technological challenges into opportunities for innovation and sustainable growth. The findings contribute theoretically by integrating HRM and leadership perspectives within an adaptive capability framework and practically by offering evidence-based guidance for organizations navigating digital transformation in increasingly disruptive environments.

## **CONCLUSION**

This study concludes that talent management and transformational leadership play a complementary and strategic role in strengthening organizational adaptation to technological disruption. The findings demonstrate that talent management enhances

adaptive capacity by developing digital competencies, reskilling systems, and strategic workforce alignment, while transformational leadership acts as a behavioral catalyst that fosters innovation, commitment to change, and psychological readiness among employees. The significant interaction between these variables confirms that organizational adaptation is both structurally enabled through human resource systems and culturally reinforced through visionary and inspirational leadership. Therefore, achieving resilience and sustained competitiveness in the era of digital disruption requires the integration of proactive talent management practices with transformational leadership behaviors that collectively build agile, innovative, and digitally responsive organizations.

## IMPLICATIONS

The findings of this study imply that organizations facing technological disruption must strategically integrate talent management systems with transformational leadership development to build sustainable adaptive capacity. Practically, companies should redesign HR frameworks to prioritize digital competency mapping, continuous reskilling programs, agile performance management, and leadership succession planning aligned with digital transformation objectives. Leadership development initiatives should emphasize intellectual stimulation, change communication, and the creation of psychologically safe environments that encourage innovation and calculated risk-taking. Theoretically, this study reinforces the need to conceptualize organizational adaptation as a multidimensional construct shaped by the interaction between structural HR capabilities and transformational leadership behaviors. Policymakers and organizational strategists should therefore move beyond technology-centric transformation models and adopt integrated human capital and leadership approaches to ensure long-term resilience and competitiveness in the digital era.

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