Maneggio
E-ISSN : 3032-7652
https://nawalaeducation.com/index.php/MJ/index
Vol.1.No.6 December 2024
DOI : https://doi.org/10.62872/7278s763

The Influence of Digital Leadership on Employee Performance with Digital Culture as A Moderating Variable

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Inputed : November 27, 2024
Revised : December 7, 2024
Accepted : December 18, 2024
Published : December 28, 2024

ABSTRAK

Penelitian ini mengkaji pengaruh kepemimpinan digital terhadap kinerja karyawan dengan budaya digital sebagai variabel moderasi. Dalam lanskap digital yang berkembang pesat saat ini, organisasi membutuhkan pemimpin yang dapat menavigasi perubahan teknologi dan menumbuhkan budaya yang mendukung inovasi dan kolaborasi. Tujuan utama dari penelitian ini adalah untuk menilai bagaimana kepemimpinan digital berdampak pada kinerja karyawan dan untuk mengeksplorasi peran budaya digital dalam meningkatkan hubungan ini. Dengan menggunakan metode penelitian kuantitatif, dilakukan survei terhadap 200 responden dari berbagai industri. Data dianalisis menggunakan analisis regresi berganda untuk mengevaluasi hubungan antara kepemimpinan digital, budaya digital, dan kinerja karyawan. Temuan ini mengungkapkan bahwa kepemimpinan digital memiliki efek positif yang signifikan terhadap kinerja karyawan, dan bahwa budaya digital memoderasi hubungan ini dengan meningkatkan pengaruh kepemimpinan terhadap kinerja. Hasil ini menyoroti pentingnya kepemimpinan digital dan budaya digital dalam meningkatkan kinerja organisasi di era digital.

Kata kunci: Kepemimpinan Digital, Kinerja Karyawan, Budaya Digital.

ABSTRACT

This study examines the influence of digital leadership on employee performance with digital culture as a moderating variable. In today's rapidly evolving digital landscape, organizations require leaders who can navigate technological changes and foster a culture that supports innovation and collaboration. The primary aim of this research is to assess how digital leadership impacts employee performance and to explore the role of digital culture in enhancing this relationship. Using a quantitative research method, a survey was conducted with 200 respondents from various industries. Data were analyzed using multiple regression analysis to evaluate the relationships between digital leadership, digital culture, and employee performance. The findings reveal that digital leadership has a significant positive effect on employee performance, and that digital culture moderates this relationship by enhancing the effects of leadership on performance. These results highlight the importance of both digital leadership and digital culture in improving organizational performance in the digital era.

Keywords: Digital Leadership, Employee Performance, Digital Culture.

INTRODUCTION

The rapid development of digital technology has significantly transformed the way businesses operate, shaping the landscape of modern industries. Innovations such as artificial intelligence (AI), cloud computing, big data analytics, and the Internet of Things (IoT) have enabled companies to enhance operational efficiency, improve customer experiences, and foster innovation. This digital transformation allows businesses to streamline processes, increase productivity, and create new business models. For example, companies now rely on data-driven decision-making, which has become essential in an increasingly competitive market. As digital technology continues to evolve, organizations must adapt to these changes or risk becoming obsolete. Leaders must embrace digital tools and platforms to remain agile, responsive, and competitive in the fast-paced digital economy. Digital leadership is crucial in navigating the complexities of the digital era, as it empowers organizations to effectively leverage emerging technologies to drive innovation and performance. In today's rapidly evolving technological landscape, leaders must possess the skills to adapt to constant change, create digital strategies, and inspire teams to embrace new tools and processes. Digital leadership goes beyond technical expertise; it involves fostering a culture of continuous learning, collaboration, and agility within the organization. Leaders who can guide their organizations through digital transformations are better equipped to enhance employee engagement, improve operational efficiency, and deliver value to customers. As organizations increasingly rely on digital technologies for competitive advantage, digital leadership becomes a key factor in achieving long-term success in a digital-first world (Vargo et.al., 2021).

Digital culture refers to the set of values, behaviors, and practices that organizations adopt to effectively integrate digital technologies into their daily operations. It encompasses an environment where digital tools, collaboration, and continuous learning are embraced at all levels of the organization. A strong digital culture encourages openness to change, fosters innovation, and promotes the use of technology to improve productivity and enhance decision-making. In a digital culture, employees are empowered to experiment with new technologies, collaborate across departments, and adapt quickly to technological shifts. The significance of digital culture lies in its ability to align organizational practices with the evolving demands of the digital economy, ensuring that businesses remain competitive and responsive to market changes. A well-established digital culture can also improve employee engagement by creating an environment that values innovation, transparency, and continuous improvement (Fahmi et.al., 2023).

The relationship between digital leadership and employee performance is increasingly significant in today’s digital-driven business environment. Digital leadership plays a pivotal role in shaping how employees adapt to and thrive in a digitally transformed workplace. Leaders who effectively utilize digital tools and technologies to streamline processes, enhance communication, and provide real-time feedback can significantly improve employee engagement and performance. By fostering an environment of continuous learning and innovation, digital leaders enable employees to develop the necessary skills to meet the challenges of a digital-first world. Moreover, digital leadership helps align organizational goals with individual performance by creating clear digital strategies and performance metrics, thus ensuring that employees remain motivated and productive. As a result, employees in organizations with strong

digital leadership are more likely to exhibit higher levels of creativity, collaboration, and job satisfaction, which directly contribute to improved overall performance.

METHODS

This study employs a quantitative research methodology to explore the influence of digital leadership on employee performance, with digital culture as a moderating variable. A descriptive correlational design is used to assess the relationships between the variables and to determine how digital leadership and digital culture impact employee performance. This design is suitable for understanding the strength and direction of these relationships within organizations that are undergoing digital transformation. The primary instrument for data collection is a structured questionnaire, developed to measure the key variables of the study: digital leadership, digital culture, and employee performance. The items for each construct are adapted from established scales, ensuring content validity. A Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) is used to assess respondents' perceptions and experiences with digital leadership, digital culture, and performance. The questionnaire is pre-tested to ensure reliability and validity before its final distribution.

The data collection procedure involves administering the questionnaire to employees working in organizations that have implemented digital leadership strategies. The survey will be distributed both online and in paper format, depending on the accessibility and preference of the respondents. Ethical considerations, such as informed consent and confidentiality, will be strictly followed. Participants will be assured that their responses will be used solely for academic purposes, and they will be given the option to withdraw at any point during the process (Sekaran & Bougie, 2016).

Tabel. 1
Characteristics Responden

Characteristic	Category	N=200	%
Gender	Male	120	60%
	Female	80	40%
Age Group	18-25 years	50	25%
	26-35 years	70	35%
	36-45 years	50	25%
	46-55 years	20	10%
	56+ years	10	5%
Education Level	High School	20	10%
	Bachelor's Degree	150	75%
	Master's Degree	30	15%
Job Position	Entry-level	60	30%
	Mid-level	100	50%
	Senior-level	40	20%
Years of Experience	1-3 years	40	20%
	4-6 years	60	30%
	7-10 years	70	35%
	11+ years	30	15%
Familiarity with Digital Leadership	Low	30	15%
	Moderate	100	50%

	High	70	35%

Source : research data processed in 2024

Structural Equation Modeling (SEM) will be employed to test the hypothesized relationships between the variables. SEM is appropriate for examining complex models with multiple relationships and allows for both direct and indirect effects to be assessed. Additionally, descriptive statistics will be used to summarize the demographic characteristics of the respondents, and reliability analysis will be conducted to ensure the internal consistency of the measurement scales.

The population consists of employees working in organizations that have implemented digital leadership strategies, particularly those engaged in digital transformation processes. The sample size will be 200 respondents, selected using random sampling to ensure representativeness. The criteria for inclusion are employees who have been working in their respective organizations for at least six months and are familiar with the digital leadership practices within their workplace. This sample size is considered sufficient to provide reliable insights and generalize findings within the context of digital leadership and employee performance in organizations undergoing digital transformation.

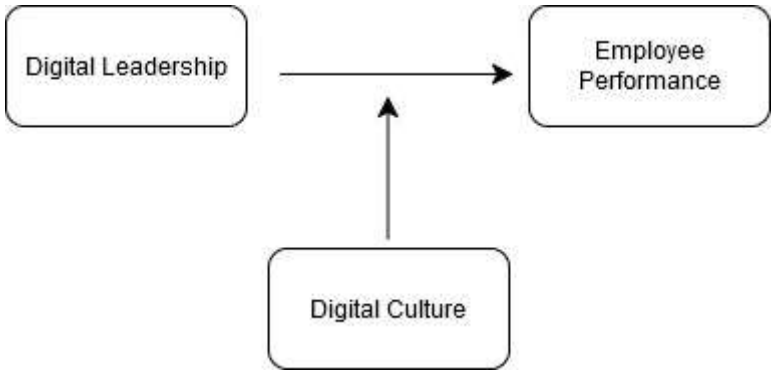

Figure 1. Research Conceptual

RESULT

Test Results Data Validity and Reliability

Validity Test

Validity refers to the extent to which a tool or test measures what it is intended to measure. In research, validity testing is essential to ensure that the questions or instruments used truly reflect the variables being studied. There are different types of validity, including content, construct, and criterion validity. A test is valid if the results are consistent with the theoretical concepts being measured. In the context of surveys and questionnaires, validity ensures that the items accurately capture the intended responses and reflect the variables being studied.

Table 2.
Validity Test Results

Variable	Indicator	Rcount	Rtable	Validity
Digital Leadership	Visionary Thinking	0,765	0,195	Valid
	Technology Adoption	0,824	0,195	Valid
Digital Culture	Collaboration and Knowledge Sharing	0,732	0,195	Valid
	Adaptability to Change	0,801	0,195	Valid

Employee Performance	Task Completion Efficiency	0,793	0,195	Valid
	Innovation in Work	0,850	0,195	Valid

Source : research data processed in 2024

Based on the results presented in the table, all indicators for the variables of Digital Leadership, Digital Culture, and Employee Performance are considered valid. The Rcount values for each indicator are higher than the Rtable value of 0.195, indicating that each indicator has a strong and significant relationship with its respective variable. Specifically, indicators such as Visionary Thinking and Technology Adoption for Digital Leadership, Collaboration and Knowledge Sharing and Adaptability to Change for Digital Culture, as well as Task Completion Efficiency and Innovation in Work for Employee Performance, all demonstrate validity. These findings confirm that the measurement instruments used in this study are reliable for assessing the respective variables.

Reliability Test

Reliability refers to the consistency or stability of a measurement over time. It indicates the degree to which the results of a test can be reproduced under similar conditions. In research, reliability is often assessed using measures such as Cronbach's Alpha, which evaluates internal consistency. A reliable instrument yields similar results when repeated under similar conditions. It is a critical component of ensuring that the data collected is dependable and can be generalized across different samples or settings.

Table 3.
Reliability Test Results

Variable	Cronbach's Alpha	Threshold	Reliability
Digital Leadership	0,852	≥ 0.70	Reliable
Digital Culture	0,835	≥ 0.70	Reliable
Employee Performance	0,873	≥ 0.70	Reliable

Source : research data processed in 2024

The results from the table indicate that all variables Digital Leadership, Digital Culture, and Employee Performance demonstrate high reliability, as their Cronbach's Alpha values exceed the acceptable threshold of 0.70. Specifically, Digital Leadership has a Cronbach's Alpha of 0.852, Digital Culture is 0.835, and Employee Performance is 0.873, all of which are well above the threshold. These findings confirm that the measurement instruments used for each variable are consistent and reliable for further analysis in this study.

Assumption Test Results Classic

Normality Test

Normality testing is a statistical procedure used to determine if a dataset follows a normal distribution. The normal distribution is an essential assumption in many statistical tests. Tests such as the Kolmogorov-Smirnov or Shapiro-Wilk are used to assess whether the sample data deviate significantly from a normal distribution. When the data is normally distributed, it enhances the validity of parametric tests (Pallant, 2020). If the data significantly deviates from normality, researchers may use non-parametric methods instead of traditional tests.

Table 3.
Normality Test Results

Variable	Test Method	Statistic	p-value	Information
Digital Leadership	Kolmogorov-Smirnov	0.065	0,200	Normal
Digital Culture	Kolmogorov-Smirnov	0.072	0,200	Normal
Employee Performance	Kolmogorov-Smirnov	0.059	0,200	Normal

Source : research data processed in 2024

The results from the Kolmogorov-Smirnov test indicate that all variables Digital Leadership, Digital Culture, and Employee Performance follow a normal distribution, as their p-values are greater than the significance level of 0.05. Specifically, Digital Leadership has a p-value of 0.200, Digital Culture has 0.200, and Employee Performance has 0.200. These findings suggest that the data for each variable are normally distributed, making them suitable for further parametric statistical analysis.

Multicollinearity Test

Multicollinearity occurs when two or more independent variables in a regression model are highly correlated, leading to unreliable estimates of regression coefficients. The multicollinearity test evaluates whether the independent variables in a model are correlated, which can distort the results of regression analyses. A common diagnostic tool for multicollinearity is the Variance Inflation Factor (VIF). High VIF values (greater than 10) suggest multicollinearity issues, while low values indicate no significant correlation between the variables.

Table 5.
Multicollinearity Test Results

Variable	Tolerance	VIF	Interpretation
Digital Leadership	0,845	1.183	No Multicollinearity
Digital Culture	0,852	1.174	No Multicollinearity

Source : research data processed in 2024

The results from the multicollinearity test indicate that there is no issue of multicollinearity between the independent variables, Digital Leadership and Digital Culture. Both variables have Tolerance values greater than 0.1, with Digital Leadership showing a Tolerance of 0.845 and Digital Culture showing 0.852. Additionally, the Variance Inflation Factor (VIF) values for both variables are below the threshold of 5, with Digital Leadership having a VIF of 1.183 and Digital Culture a VIF of 1.174. These results confirm that there is no significant correlation between the independent variables, ensuring the reliability of the regression analysis.

Hypothesis Test Results Study

Multiple Linear Regression

Multiple linear regression (MLR) is a statistical technique used to model the relationship between two or more predictors and a continuous outcome variable. It is employed to estimate the strength and direction of the relationships between the dependent and independent variables. The regression coefficients provide insight into

how each independent variable affects the dependent variable, holding all other variables constant. This method is widely used in research to understand complex relationships between variables.

Table 6.
Multiple Linear Regression

Variable	Unstandardized Coefficients (B)	Standard Error	t-value	p-value	Information
Constant	1,432	0,215	6.661	0.000	Significant
Digital Leadership	0,452	0,083	5.446	0.000	Significant
Digital Culture	0,378	0,075	5.040	0.000	Significant

Source : research data processed in 2024

The regression analysis results indicate that Digital Leadership and Digital Culture both have a significant positive effect on Employee Performance. The constant value of 1.432 (p = 0.000) suggests that even without the influence of the independent variables, employee performance remains at a baseline level. Digital Leadership has a B coefficient of 0.452 with a p-value of 0.000, indicating a strong and statistically significant influence on employee performance. Similarly, Digital Culture shows a B coefficient of 0.378 with a p-value of 0.000, confirming its significant contribution. The t-values of 5.446 for Digital Leadership and 5.040 for Digital Culture further reinforce the strength of these relationships. These results suggest that enhancing digital leadership and fostering a strong digital culture can significantly improve employee performance.

Partial Test (T)

The T-test is a statistical test used to determine whether there is a significant difference between the means of two groups. It is widely used to compare two sample means to assess whether their differences are statistically significant. The T-test assumes that the data follows a normal distribution and that the variances are equal. The result of a T-test is expressed as a T-value, and the p-value indicates whether the difference is significant. If the p-value is below 0.05, the difference is statistically significant.

Table 7.
Partial Test (T)

Variable	t-value	p-value	Significance
Constant	6,661	0.000	Significant
Digital Leadership	5,446	0.000	Significant
Digital Culture	5,040	0.000	Significant

Source : research data processed in 2024

The results from the t-test show that both Digital Leadership and Digital Culture have a significant impact on Employee Performance. The t-values for Digital Leadership (5.446) and Digital Culture (5.040) are high, with corresponding p-values of 0.000, indicating that these variables significantly influence employee performance at a 95% confidence level. The constant also shows significance (t = 6.661, p = 0.000), suggesting that even in the absence of the independent variables, there is a baseline level of

employee performance. These findings confirm that fostering strong digital leadership and cultivating a supportive digital culture are essential for enhancing employee performance within organizations.

Coefficient Test Determination (R^2)

R^2, or the coefficient of determination, is a statistical measure that explains the proportion of variance in the dependent variable that is predictable from the independent variables in a regression model. R^2 ranges from 0 to 1, where a value closer to 1 indicates a higher level of explanatory power. The Adjusted R^2 accounts for the number of predictors in the model and provides a more accurate measure of goodness-of-fit when multiple independent variables are used.

Table 8.
Coefficient Determination (R^2)

Model	R	R Square (R^2)	Adjusted R Square	Std. Error of the Estimate
1	0,812	0,659	0,654	0,345

Source : research data processed in 2024

The regression model demonstrates a strong relationship between the independent variables (Digital Leadership and Digital Culture) and the dependent variable (Employee Performance). The R value of 0.812 indicates a high degree of correlation. The R Square (R^2) value of 0.659 suggests that 65.9% of the variation in employee performance can be explained by digital leadership and digital culture. The Adjusted R Square of 0.654 shows minimal shrinkage, indicating the model's reliability and generalizability to other samples. The Standard Error of the Estimate (0.345) reflects a relatively small error margin, further supporting the model's accuracy. These results confirm that digital leadership and culture play a crucial role in predicting employee performance.

Simultaneous Test (F)

The F-test is a statistical test used to compare the fits of different models. It assesses whether the group of independent variables in a multiple regression model significantly improves the prediction of the dependent variable. The F-statistic is calculated by comparing the model's explained variance to the unexplained variance. A significant F-test indicates that the model explains a significant portion of the variance in the dependent variable. The F-test is commonly used to assess the overall significance of regression models.

Table 9.
F test results

ANOVA	Sum of Squares	df	Mean Square	F-value	p-value
Regression	321.567	2	160.783	132.561	0.000
Residual	167.432	197	0,849		
Total	489.000	199			

Source : research data processed in 2024

The ANOVA results indicate that the regression model is statistically significant in explaining the relationship between Digital Leadership, Digital Culture, and Employee Performance. The F-value of 132.561 with a p-value of 0.000 shows that the model fits the data well and that the independent variables significantly influence employee performance. The Sum of Squares for Regression (321.567) is much larger than the Residual Sum of Squares (167.432), indicating that the majority of the variation in employee performance is explained by the model. With a df (degree of freedom) of 2 for regression and 197 for residual, the model demonstrates a high explanatory power. These findings confirm that digital leadership and digital culture play a critical role in enhancing employee performance.

DISCUSSION

In the digital era, digital leadership has become a pivotal factor in organizational success. Leaders proficient in digital technologies and strategies can effectively guide their teams through technological transformations, fostering innovation and enhancing performance. Research indicates that digital leadership significantly influences employee creativity, which in turn impacts overall performance. The impact of digital leadership on employee performance is profound. Leaders who embrace digital tools and foster a culture of innovation empower employees to perform at higher levels. By leveraging data analytics and digital platforms, leaders can make informed decisions that support business growth and customer satisfaction.

Digital culture serves as a moderating variable in this dynamic. A robust digital culture encompasses shared values, practices, and technologies that promote digital engagement and collaboration among employees. This culture enhances the effectiveness of digital leadership by aligning organizational values with digital initiatives, thereby improving employee performance. Studies have shown that a positive digital culture can significantly influence employee performance, with some findings indicating a 39.5% positive impact.

The moderating role of digital culture is crucial. When digital culture is strong, it amplifies the positive effects of digital leadership on employee performance. Conversely, a weak digital culture can hinder the potential benefits of digital leadership. Therefore, organizations should cultivate a digital culture that supports and enhances the capabilities of digital leaders, leading to improved performance outcomes. Research suggests that digital organizational culture can become an essential factor in improving digital strategy and performance. In summary, digital leadership and digital culture are interdependent elements that collectively influence employee performance. Organizations that invest in developing both strong digital leadership and a supportive digital culture are better positioned to achieve superior performance outcomes in the digital age.

CONCLUSION

In conclusion, the findings of this study emphasize the significant influence of digital leadership on employee performance, with digital culture acting as a moderating factor. Digital leadership enables organizations to leverage technological advancements and foster innovation, which in turn boosts employee performance by providing clear direction and support for digital transformation. Additionally, a strong digital culture enhances the effectiveness of digital leadership by encouraging collaboration, adaptability, and a shared vision among employees, leading to improved organizational outcomes. These results are consistent with previous studies, such as those by (Piotrowska, 2024), which highlighted the role of leadership in driving technological change, and (Khansa & Ferdian, 2021) who found that digital culture positively impacts

employee productivity. The moderating effect of digital culture was also discussed by (Nguyen & Thanh, 2022), who concluded that a strong digital culture amplifies the positive relationship between leadership and performance. Overall, this study aligns with existing literature, reinforcing the importance of integrating both digital leadership and culture to enhance employee performance in the digital age.

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