MJIFM | MAJAPAHIT JOURNAL OF ISLAMIC FINANCE AND MANAGEMENT

Vol. 6 No. 1, 2026, 108–122 e-ISSN 2798-0170

THE INFLUENCE OF DIGITAL LEADERSHIP AND ORGANIZATIONAL CULTURE ON DIGITAL BEHAVIOR WITH DIGITAL ADOPTION AS A MEDIATING VARIABLE: A STUDY OF EMPLOYEES AT THE TRANSPORTATION AGENCY OF WEST KALIMANTAN PROVINCE

Nina Kartika[1]
Universitas Tanjungpura Pontianak, Pontianak, Indonesia
ninanunanuna@gmail.com

M. Irfani Hendri[2]
Universitas Tanjungpura Pontianak, Pontianak, Indonesia
muhammad.irfani@ekonomi.untan.ac.id

Abstract

This study aims to examine the influence of digital leadership and organizational culture on employees' digital behavior, with digital adoption serving as a mediating variable. The research is grounded in the increasing demand for public institutions, particularly the Department of Transportation of West Kalimantan Province, to strengthen digital readiness in response to ongoing technological transformation in public services. A quantitative survey method was employed, and data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results reveal that digital leadership has a positive and significant effect on both digital adoption and digital behavior. Organizational culture also demonstrates a positive effect on digital adoption; however, its direct influence on digital behavior is weaker compared to its mediated effect. Furthermore, digital adoption significantly mediates the relationships between digital leadership and organizational culture with digital behavior. These findings highlight the importance of strengthening digital-oriented leadership and cultivating an adaptive organizational culture to enhance productive digital behavior within government institutions.

Keywords: Digital Leadership, Organizational Culture, Digital Adoption, Digital Behavior

Vol. 6 No. 1, 2026, 108–122 e-ISSN 2798-0170

INTRODUCTION

Digital transformation has reshaped the landscape of public sector organizations globally and requires the evolution of employees' digital behavior as a key determinant of successful government service modernization. Employees' digital behavior is a critical determinant of the effectiveness of technology implementation, as individuals' ability to adopt, utilize, and optimize digital tools directly influences the achievement of organizational transformation objectives (Gao & Gao, 2024).

At the Transportation Agency of West Kalimantan Province, the development of employees' digital behavior continues to face various challenges. The demographic composition of employees, consisting of four generations, creates additional complexity. Generation X (33%) dominates structural positions, while Millennials (38.5%) prevail at the operational level with more adaptive digital capabilities. Baby Boomers (16.5%) tend to exhibit resistance to new technologies, whereas Generation Z (12.1%) has high expectations for a digital work environment that has not yet been fully realized. These differences generate intergenerational gaps that hinder the harmonization of digital behavior within the organization.

The manifestation of weak digital behavior is evident in daily work activities. Online licensing systems are frequently disrupted because employees prefer seeking assistance from colleagues rather than independently learning how to use applications. Complaints regarding system complexity and a preference for traditional work methods indicate psychological resistance to innovation. Transportation data management applications remain underutilized, as manual reporting persists despite the availability of digital systems. Communication platforms such as e-office systems are also ineffective, as internal emails are rarely used and employee participation in digital collaboration platforms remains low. Moreover, the outcomes of technology training programs are poorly implemented, indicating a gap between knowledge acquisition and practical application. Skeptical attitudes toward the benefits of digitalization frequently emerge among certain age groups.

The findings of this study further reinforce this condition. The analysis reveals that employees' digital adoption falls within a moderate yet suboptimal category, and digital behavior is significantly influenced by digital leadership, organizational culture, and the level of digital adoption. Organizational culture is identified as the most dominant factor, with an influence coefficient of 0.492 on digital behavior, while digital leadership contributes an influence of 0.282. Digital

Vol. 6 No. 1, 2026, 108–122 e-ISSN 2798-0170

adoption also functions as a significant mediator (partial complementary mediation) in the relationships between digital leadership and digital behavior (β = 0.091) and between organizational culture and digital behavior (β = 0.235), confirming that employees' digital behavior is strongly affected by the extent to which technology is actually adopted.

Digital leadership has been shown to significantly influence employees' innovative behavior and digital adaptation through psychological empowerment (Gao & Gao, 2024). Other studies demonstrate the positive impact of digital leadership on innovative performance through job crafting mechanisms (Wang et al., 2025). Furthermore, digital leadership is capable of shaping digital culture and technological support with strong statistical effects (Nurshinta et al., 2022). However, the Performance Report of the Transportation Agency of West Kalimantan Province (2024) indicates that only 13.5% of officials have participated in leadership training, and no specifically designed digital leadership programs are currently available. Limited training opportunities, leaders' digital literacy, and budget allocations that remain focused on physical infrastructure constitute significant barriers to the development of a digital work environment.

Digital organizational culture also plays a crucial role in the success of digital transformation. Digital organizational culture has been proven to positively influence digital transformation, with organizational readiness serving as a full mediator (Jewapatarakul & Ueasangkomsate, 2024). Technology adaptation is defined as employees' ability to adjust to new systems through intention and actual usage (Alabi, 2025). Digital culture has also been shown to positively affect performance in the banking sector (Firman et al., 2024), performance through digital transformation (Widodo et al., 2024), employees' innovative behavior (Sibassaha et al., 2025), and performance in the agribusiness industry (Batubara & Tyas, 2025).

Nevertheless, the organizational culture at the Transportation Agency of West Kalimantan Province remains predominantly hierarchical and administrative in nature. Of the 91 civil servants, the majority possess secondary education or lower, resulting in uneven digital cultural readiness. The organizational structure lacks a dedicated digital transformation unit, thereby limiting strategic focus on technological development. Infrastructure constraints, including only 33 desktop computers and 26 laptops for 91 employees, contribute to a low level of device availability. Work systems and reporting processes are largely manual, and no performance indicators currently exist to measure digitalization or employees' digital behavior.

Vol. 6 No. 1, 2026, 108–122 e-ISSN 2798-0170

Employees' digital adoption at the Transportation Agency continues to encounter structural and cultural barriers. Inter-unit coordination remains suboptimal, administrative systems are still manual, and generational gaps impede technological adaptation. These challenges further emphasize the need for empirical analysis of the factors influencing employees' digital behavior.

This study is particularly crucial given that digital transformation in the public sector continues to face structural, cultural, and human resource constraints. Without an empirical understanding of the mechanisms through which digital leadership and organizational culture influence digital behavior, modernization efforts risk stagnation and a decline in public service quality. Failure to adapt may result in reduced organizational competitiveness, weakened public trust, and increased operational costs.

Previous studies have primarily focused on the private sector or organizations with high levels of digital maturity, leaving the context of local government bureaucracy relatively underexplored. Moreover, the role of digital adoption as a mediating variable has rarely been examined within the public sector context.

This research addresses these gaps by demonstrating that all research variables digital leadership, organizational culture, and digital adoption significantly influence employees' digital behavior, with intervariable relationships partially mediated by digital adoption. Organizational culture emerges as the most dominant factor in shaping the digital behavior of employees at the Transportation Agency of West Kalimantan Province.

Digital transformation remains a fundamental necessity for improving efficiency and service quality. However, its success is highly dependent on the effectiveness of digital leadership, the strength of organizational culture, and employees' readiness to adopt technology. Therefore, this study is essential in analyzing the influence of digital leadership and organizational culture on employees' digital behavior, with digital adoption serving as a mediating variable. The findings are expected to strengthen digital transformation strategies at the Transportation Agency of West Kalimantan Province.

LITERATURE REVIEW

Digital Leadership

Digital leadership refers to a leader's ability to direct, facilitate, and optimize the use of technology within organizational work processes. Digital leaders not only possess an understanding of technology but are also capable of

Vol. 6 No. 1, 2026, 108–122 e-ISSN 2798-0170

inspiring employees to adopt digital innovations and fostering a work culture that is responsive to change. Research indicates that leadership support has a significant influence on employees' digital readiness and technology-based work behavior (Hidayat & Prakoso, 2023).

Organizational Culture

Organizational culture encompasses the shared values, norms, and work practices that guide behavior within an organization. A culture that supports innovation, collaboration, and digital learning can facilitate the process of technological transformation. Organizations with adaptive cultures tend to exhibit higher levels of digital adoption, as employees feel more comfortable and confident in using new technologies (Sari & Nurjaman, 2022).

Digital Adoption

Digital adoption refers to the extent to which employees accept, learn, and utilize technology in their work activities. It is influenced by factors such as ease of use, perceived technological benefits, and support from the work environment. This variable frequently serves as a mediating variable because it bridges the translation of organizational factors into digital work behavior (Ananda & Putra, 2024).

Digital Behavior

Digital behavior describes how employees utilize technology to accomplish tasks, communicate, and manage information. Effective digital behavior is characterized by the productive, ethical, and responsible use of technology in daily work activities (Wijaya, 2023).

RESEARCH METHOD

This study employs a quantitative approach with an explanatory research design, aiming to explain causal relationships among variables and to test the proposed hypotheses (Sekaran & Bougie, 2016). The research design adopts a cross-sectional survey, in which data are collected at a single point in time to measure the variables simultaneously (Creswell & Creswell, 2017). The study was conducted at the Transportation Agency of West Kalimantan Province over a six-month period, from September 2025 to January 2026, encompassing instrument development, data collection, data analysis, and report preparation.

Primary data were collected using a structured, self-administered questionnaire developed based on the indicators of each research variable (Hair et al., 2019). The questionnaire consisted of five sections: respondent characteristics, digital leadership, organizational culture, digital adoption, and

Vol. 6 No. 1, 2026, 108–122 e-ISSN 2798-0170

digital behavior. All variables were measured using a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). Data collection was carried out through Google Forms to facilitate distribution to employees across various work units.

Secondary data were obtained from official organizational documents, including the institutional profile, organizational structure, employee data, and relevant policies (Sugiyono, 2021), serving as complementary contextual information and verification.

The research population comprised 91 employees, including 74 civil servants (Aparatur Sipil Negara/ASN) and 17 contract-based government employees (Pegawai Pemerintah dengan Perjanjian Kerja/PPPK). Given the relatively small population size, a census sampling technique was applied, whereby all members of the population were included as research respondents. The variables in this study consist of digital leadership and organizational culture as independent variables, digital adoption as a mediating variable, and digital behavior as the dependent variable, all measured based on theoretical frameworks and prior empirical studies.

Data were analyzed using descriptive statistics to describe respondent characteristics and response distributions, as well as inferential analysis employing Partial Least Squares–Structural Equation Modeling (PLS-SEM) through the SmartPLS software. The analysis involved the evaluation of the measurement model (convergent validity, discriminant
validity, and reliability) and the evaluation of the structural model using R^2, f^2, Q^2, and path coefficients. This approach provides a comprehensive understanding of the influence of digital leadership and organizational culture on digital behavior, with digital adoption serving as a mediating variable.

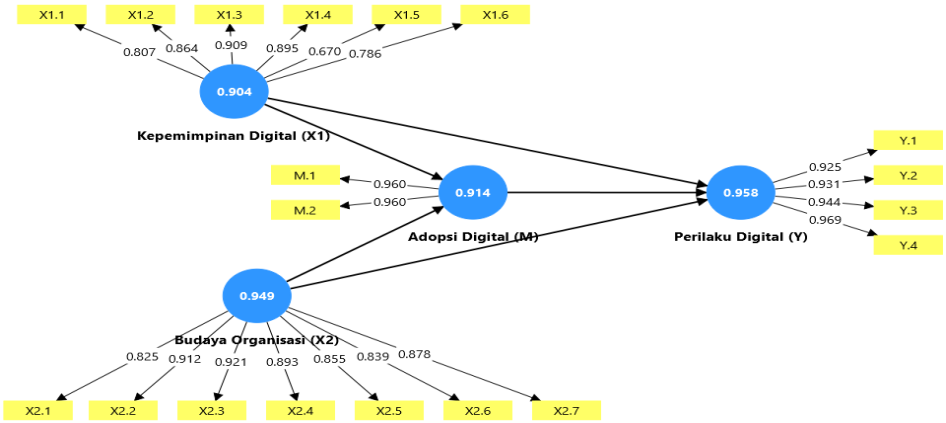
RESULTS AND DISCUSSION

Measurement Model Evaluation (Outer Model)

The measurement model evaluation was conducted to examine the validity and reliability of the research instruments. This evaluation included tests of convergent validity, discriminant validity, and construct reliability using the Partial Least Squares Structural Equation Modeling (PLS-SEM) technique with SmartPLS software version 4.1.1.4.

Figure 1.
Results of Measurement Model (Outer Model) Evaluation

MJIFM | MAJAPAHIT JOURNAL OF ISLAMIC FINANCE AND MANAGEMENT
Vol. 6 No. 1, 2026, 108–122 e-ISSN 2798-0170



The results of the outer model evaluation are summarized in the following table.

Table 1
Measurement Model Evaluation Results

Evaluation Aspects	Analysis Results	Conclusion
Convergent Validity	- The majority of factor loadings are ≥ 0.70. - One indicator (X1.5 = 0.670) remains acceptable. - All AVEs are ≥ 0.50 (X1 = 0.682; X2 = 0.766; M = 0.921; Y = 0.888).	All constructs are convergently valid.
Discriminant Validity	- Cross-loadings meet the requirements. - Fornell-Larcker is met. - HTMT < 0.90 except for two pairs (0.928 and 0.931), but are still accepted due to conceptual closeness.	Discriminant validity is met.
Reliability	- Cronbach's Alpha > 0.90 for all variables. - Composite Reliability > 0.92 for all variables.	The instrument is highly reliable (high internal consistency).

Source: SmartPLS version 4.1.1.4 (2025)

The results of the measurement model (outer model) evaluation indicate that all constructs in the study meet the required validity and reliability criteria in PLS-SEM. Convergent validity is established as almost all indicators exhibit factor loadings above 0.70, while one indicator with a loading of 0.670 is still considered acceptable given the exploratory nature of the study. The Average Variance Extracted (AVE) values for all variables exceed 0.50, confirming that the

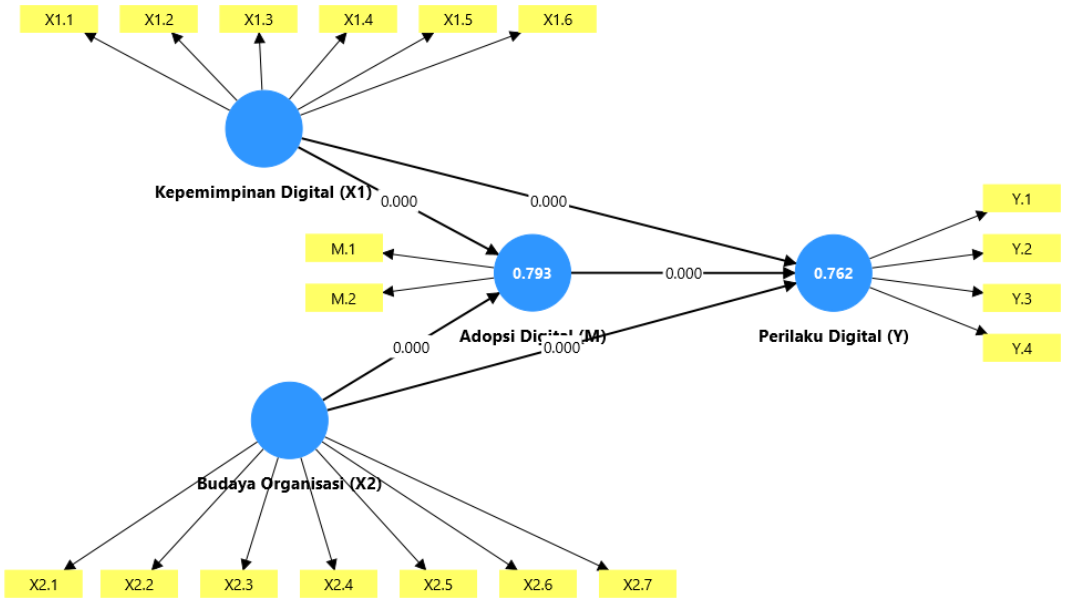
Vol. 6 No. 1, 2026, 108–122 e-ISSN 2798-0170

indicators adequately represent their respective latent constructs. Discriminant validity is also achieved, as evidenced by satisfactory cross-loading and Fornell–Larcker results, as well as HTMT values below the 0.90 threshold. Although two construct pairs slightly exceed this threshold, their acceptance is justified due to strong conceptual relatedness within the digital transformation context. In terms of reliability, all variables demonstrate Cronbach's Alpha and Composite Reliability values well above 0.70, indicating very strong internal consistency and confirming that the measurement instruments are reliable.

Structural Model Evaluation (Inner Model)

The structural model evaluation was conducted to examine the relationships among latent variables in the research model. This evaluation included the coefficient of determination (R^2), effect size (f^2), model fit, and hypothesis testing through path coefficient analysis.

Figure 2.
Structural Model (Inner Model) Evaluation



Source: SmartPLS version 4.1.1.4 (2025)

Coefficient of Determination (R^2)

The coefficient of determination (R^2) measures the extent to which variation in endogenous variables can be explained by the influencing exogenous variables. The R^2 results are presented in Table 2.

Table 2
Coefficient of Determination (R^2)

Vol. 6 No. 1, 2026, 108–122 e-ISSN 2798-0170

Endogenous Variables	R^2	R^2 Adjusted	Interpretation
Digital Adoption	0,793	0,791	**Substantial**
Digital Behavior (Y)	0,762	0,759	**Substantial**

Note: $R^2 > 0.75$ = Substantial; > 0.50 = Moderate; > 0.25 = Weak
Source: Processed primary data, 2025

Based on Table 2, the Digital Adoption variable has an R^2 value of 0.793, indicating that 79.3% of the variance in Digital Adoption is explained by Digital Leadership and Organizational Culture, while the remaining 20.7% is explained by other factors outside the model. The adjusted R^2 value of 0.791 demonstrates good consistency after adjusting for the number of predictors.
The Digital Behavior variable has an R^2 value of 0.762, meaning that 76.2% of the variance in Digital Behavior is explained by Digital Leadership, Organizational Culture, and Digital Adoption, while 23.8% is explained by factors outside the model. According to Hair et al. (2019), R^2 values greater than 0.75 indicate substantial predictive power. Therefore, the structural model exhibits strong predictive capability for both endogenous variables.

Model Fit

Model fit was assessed using the Standardized Root Mean Square Residual (SRMR). An SRMR value ≤ 0.08 indicates good model fit. The results are presented in Table 3.

Table 3
Model Fit

Indicators	Saturated Model	Estimated Model	Criteria	Interpretation
SRMR	0,056	0,056	≤ 0,08	**Good Fit**
d_ULS	0,603	0,603	-	-
d_G	0,787	0,787	-	-
Chi-square	1474,717	1474,717	-	-
NFI	0,829	0,829	≥ 0,90	**Acceptable**

Source: Processed primary data, 2025

The SRMR value of 0.056 indicates that the model demonstrates good fit, as it is below the recommended threshold of 0.08. The Normed Fit Index (NFI) value of 0.829 approaches the recommended cut-off of 0.90, suggesting an acceptable level of model fit. Overall, the structural model exhibits satisfactory alignment with the empirical data.

Hypothesis Testing and Path Coefficients

Vol. 6 No. 1, 2026, 108–122 e-ISSN 2798-0170

Hypothesis testing was conducted by examining path coefficients, t-statistics, and p-values obtained through the bootstrapping procedure with 5,000 resamples. Hypotheses were accepted when t-statistics exceeded 1.96, and p-values were below 0.05 at the 5% significance level. The results are presented in Table 4.

Table 4
Hypothesis Testing Results

Hypothesis	Pathway	Path Coefficient (β)	T-Statistics	P-Value	Conclusion	Decision
H1	Digital Leadership → Digital Adoption	0,253	4,087	0,000	Significant	Accepted
H2	Organizational Culture → Digital Adoption	0,656	11,308	0,000	Significant	Accepted
H3	Digital Adoption → Digital Behavior	0,358	5,239	0,000	Significant	Accepted
H4	Digital Leadership → Digital Behavior	0,275	4,412	0,000	Significant	Accepted
H5	Organizational Culture → Digital Behavior	0,279	3,924	0,000	Significant	Accepted

Source: Processed primary data, 2025

All direct effect hypotheses (H1–H5) are accepted, as they meet the statistical criteria.

Mediation Effect Analysis

Mediation analysis was conducted to examine the role of Digital Adoption as a mediating variable in the relationships between Digital Leadership and Digital Behavior, as well as between Organizational Culture and Digital Behavior. The results of the indirect effect analysis are presented in Table 5.

Table 5
Mediation Effect Analysis Results

Hypothesis	Pathway	Indirect Effect (β)	T-Statistics	P-Value	Direct Effect	Types of Mediation	Decision

Vol. 6 No. 1, 2026, 108–122 e-ISSN 2798-0170

H6	Digital Leadership → Digital Adoption → Digital Behavior	0,091	3,179	0,001	0,275 (sig.)	Partial Mediation (Complementary)	Accepted
H7	Organizational Culture → Digital Adoption → Digital Behavior	0,235	4,715	0,000	0,279 (sig.)	Partial Mediation (Complementary)	Accepted

The Effect of Digital Leadership on Digital Adoption

The results of the first hypothesis test indicate that Digital Leadership has a positive and significant effect on Digital Adoption ($\beta = 0.253$; $t = 4.087$; $p = 0.000$). This finding confirms that leaders play a crucial role in directing, facilitating, and supporting technology use, thereby encouraging employees to adopt digital systems in their work. Theoretically, this result aligns with Transformational Leadership Theory proposed by Bass (1985), which emphasizes leaders' ability to inspire and motivate followers through vision, guidance, and intellectual stimulation.

This finding is reinforced by recent empirical studies demonstrating the relationship between digital leadership and adaptive employee behavior (Wang et al., 2025; Gao & Gao, 2024; Nurshinta et al., 2022), confirming digital leadership as an important catalyst for technology-driven work behavior change.

The Effect of Organizational Culture on Digital Adoption

The second hypothesis test shows that Organizational Culture has a positive and significant effect on Digital Adoption ($\beta = 0.656$; $t = 11.308$; $p = 0.000$), representing the strongest direct effect in the model. This finding underscores organizational culture as the most critical factor in driving employees' digital adoption. Consistent with Schein's (1985) Organizational Culture Theory, shared values, norms, and assumptions shape how organizational members perceive and respond to innovation and technological change.

The Effect of Digital Adoption on Digital Behavior

The third hypothesis test demonstrates that Digital Adoption positively and significantly affects Digital Behavior ($\beta = 0.358$; $t = 5.239$; $p = 0.000$). This result supports the Technology Acceptance Model (Davis, 1989) and the Theory of Planned Behavior (Ajzen, 1991), indicating that employees who successfully

Vol. 6 No. 1, 2026, 108–122 e-ISSN 2798-0170

adopt digital technologies are more likely to exhibit effective digital behavior in their daily work.

The Effects of Digital Leadership and Organizational Culture on Digital Behavior

Both Digital Leadership and Organizational Culture exert significant direct effects on Digital Behavior, highlighting the combined importance of leadership actions and organizational norms in shaping digital work practices. While leadership influences behavior through role modeling and guidance, organizational culture operates through broader normative and systemic mechanisms.

Mediation Effects of Digital Adoption

Digital Adoption partially mediates the relationships between Digital Leadership and Digital Behavior, as well as between Organizational Culture and Digital Behavior, indicating complementary mediation. These findings demonstrate that leadership and culture influence digital behavior both directly and indirectly by enhancing employees' readiness and commitment to digital technology use.

CONCLUSION

Based on the findings of this study, it can be concluded that digital leadership and organizational culture have a positive and significant influence on the digital behavior of employees at the Transportation Agency of West Kalimantan Province, both directly and indirectly through digital adoption as a mediating variable. Organizational culture is proven to have the most dominant influence on digital adoption, while digital leadership plays an important role through both direct and indirect pathways, although its contribution is relatively smaller compared to organizational culture. Digital adoption itself has a positive effect on digital behavior, despite the presence of a gap between employees' mental readiness and their technical competencies. These findings indicate that digital transformation in the public sector is shaped by a combination of inspirational leadership, an organizational culture that supports innovation and collaboration, and individual readiness to adopt technology.

The Transportation Agency of West Kalimantan Province needs to strengthen an organizational culture that supports innovation and flexibility in order to promote more optimal digital adoption. Second, the development of digital leadership should focus not only on communicating a vision but also on

Vol. 6 No. 1, 2026, 108–122 e-ISSN 2798-0170

the practical demonstration of technology use, enabling leaders to serve as concrete role models for employees. Third, technical training and mentoring programs should be expanded to bridge the gap between psychological readiness and technical capability, including the provision of adequate digital infrastructure. Fourth, digital transformation strategies should take into account generational differences in digital literacy by implementing tailored programs to enhance the harmonization of digital behavior across all organizational levels. Through the implementation of these recommendations, the quality of employees' digital behavior and the modernization of public services at the Transportation Agency are expected to improve significantly.

REFERENCES

Adie, B. U., Tate, M., & Valentine, E. (2024). Digital leadership in the public sector: a scoping review and outlook. *International Review of Public Administration*, *29*(1), 42–58. https://doi.org/10.1080/12294659.2024.2323847

Ajzen, I. (1991). The Theory of Planned Behavior. *Organizational Behavior and Human Decision Processes*, *50*(2), 179–211.

Alabi, M. (2025). *Adoption of Artificial Intelligence in Business: Challenges and Strategic Implementation*. *February*. https://www.researchgate.net/publication/388957130

Ali, A. U., & Hasanah, U. (2024). Adaptation of Organizational Culture in Supporting Digital Transformation in Accounting. *Jurnal Mutiara Manajemen*, *9*(2), 167–178. https://doi.org/10.51544/jmm.v9i2.5580

Amankona, D., Yi, K., Tackie, E. A., Tweneboa Kodua, L., & Odai, L. A. (2025). Responsible Digital Innovation and Innovation Performance in Ghana's High-Tech Industry: The Mediating Roles of Digital Organizational Culture and Strategy, and the Moderating Role of Digital Literacy. *SAGE Open*, *15*(2), 1–20. https://doi.org/10.1177/21582440251341256

Azis, R., Tanuwijaya, J., & Gunawan, A. W. (2024). The influence of digital leadership on employee performance through digital culture and innovation work behavior at Bank Indonesia. *Mantik Journal*, *7*(4), 4021–4030.

Bass, B. M. (1985). *Leadership and performance beyond expectations* (1st ed.). The Free Press.

Batubara, H. C., & Tyas, A. A. W. P. (2025). the Influence of Digital Leadership, Digital Organizational Culture To Job Performance Mediation By Work Engagement in the Agrobusiness Industry. *Ecobisma (Jurnal Ekonomi, Bisnis Dan Manajemen)*, *12*(1), 61–76. https://doi.org/10.36987/ecobi.v12i1.7068

Vol. 6 No. 1, 2026, 108–122 e-ISSN 2798-0170

Cao, G., Duan, Y., & Edwards, J. S. (2025). Organizational culture, digital transformation, and product innovation. *Information and Management*, *62*(4), 104135. https://doi.org/10.1016/j.im.2025.104135

Davis, F. D. (1989). Perceived Usefulness, Perceived Ease of Use, and User Acceptance of Information Technology. *MIS Quarterly*, *13*(3), 319–340. http://www.jstor.org/stable/249008

Firman, Saerang, I. S., & Nelwan, O. S. (2024). The Influence of Digital Competency, Digital Organizational Culture and Organizational Citizenship Behavior on Employee Performance at Bank Sulutgo. *International Journal of Human Capital and Innovative Management*, *2024*(2), 15–31. https://pubjournals.com/http://creativecommons.org/licenses/by/4.0/

Gao, P., & Gao, Y. (2024). How Does Digital Leadership Foster Employee Innovative Behavior: A Cognitive–Affective Processing System Perspective. *Behavioral Sciences*, *14*(5). https://doi.org/10.3390/bs14050362

Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, *31*(1), 2–24. https://doi.org/10.1108/EBR-11-2018-0203

Isbahi, M. B., Zuana, M. M. M. ., & Mariana, E. R. . (2022). The Technology Strategy in Website Communication Media in Improving Business Activities. *Majapahit Journal of Islamic Finance and Management*, *1*(2), 126–138. https://doi.org/10.31538/mjifm.v1i2.17

Isbahi, M. B., Zuana, M. M. M., & Toha, M. (2024). The Multi-Social Relation of the Cattle Industry in the Plaosan Subdistrict Animal Market of Magetan Regency. *Malacca: Journal of Management and Business Development* , *1*(1), 31–46. https://doi.org/10.69965/malacca.v1i1.51

Jewapatarakul, D., & Ueasangkomsate, P. (2024). Digital Organizational Culture, Organizational Readiness, and Knowledge Acquisition Affecting Digital Transformation in SMEs from Food Manufacturing Sector. *SAGE Open*, *14*(4), 1–15. https://doi.org/10.1177/21582440241297405

Nurshinta, N., Usman, O., & Widyastuti, U. (2022). Analisis Pengaruh Kepemimpinan Digital, Budaya Digital, Teknologi Digital Terhadap Kinerja Organisasi dengan Literasi Digital sebagai Pemoderasi di Jabodetabek. *EKOMA : Jurnal Ekonomi, Manajemen, Akuntansi*, *4*(4), 6950–6961. https://doi.org/10.56799/ekoma.v4i4.8441

Sekaran, U., & Bougie, R. (2016). *Research methods for business a skill building approarch* (7th ed.). Salemba Empat.

Sibassaha, B. J. L., Pea-Assounga, J. B. B., & Bambi, P. D. R. (2025). Influence of

Vol. 6 No. 1, 2026, 108–122 e-ISSN 2798-0170

digital transformation on employee innovative behavior: roles of challenging appraisal, organizational culture support, and transformational leadership style. *Frontiers in Psychology*, *16*(March), 1–18. https://doi.org/10.3389/fpsyg.2025.1532977

Toha, M., Zuana, M. M. M., & Isbahi, M. B. (2024). Acculturation of Mataraman Local Wisdom with Islamic Values: Implications for Social and Economic Development. *Danadyaksa: Post Modern Economy Journal*, *2*(1), 33–47. https://doi.org/10.69965/danadyaksa.v2i1.143

Valtonen, A., & Holopainen, M. (2025). Mitigating employee resistance and achieving well-being in digital transformation. *Information Technology and People*, *38*(8), 42–72. https://doi.org/10.1108/ITP-05-2024-0701

Wang, Y., Park, J., & Gao, Q. (2025). Digital leadership and employee innovative performance: the role of job crafting and person–job fit. *Frontiers in Psychology*, *16*(April), 1–16. https://doi.org/10.3389/fpsyg.2025.1492264

Widodo, S. D., Winarno, A., Saragih, R., & Puspitasari, D. (2024). The Influence of Digital Leadership and Organizational Culture on Employee Performance: the Mediating Role of Digital Transformation. *International Journal of Economics, Business and Management Research*, *8*(9), 2456–7760. https://doi.org/https://doi.org/10.51505/IJEBMR.2024.8916

Zamroni, M. A., Toha, M., Zuana, M. M. M., & Baiqun Isbahi, M. (2023). Exploring Zakat Distribution Via Blockchain in Indonesia Perspective of Maslahah Mursalah Wahbah Zuhaili. *Indonesian Interdisciplinary Journal of Sharia Economics (IIJSE)*, *6*(3), 3544-3555. https://doi.org/10.31538/iijse.v7i3.5821