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The Impact of Digital Leadership and Organizational Transformation on Employee Engagement and Performance

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Abstract

Purpose – This study aims to examine and synthesize literature on the roles of digital leadership and organizational transformation in shaping employee engagement and performance in the digital era. It identifies research gaps and contextual mechanisms.

Design/method/approach – A Literature Review (LR) approach was employed to examine peer-reviewed articles published between 2016 and 2025 through the Directory of Open Access Journals (DOAJ) and Google Scholar. The search used the keywords digital leadership, organizational transformation, employee engagement, and employee performance. Studies in English or Indonesian were assessed by objectives, contexts, methods, concepts, and findings. Evidence was synthesized using qualitative analysis.

Findings – Literature shows that digital leadership and organizational transformation influence employee engagement and performance. Digital leadership strengthens technological adaptability, visionary leadership, innovation, collaboration, and empowerment. Organizational transformation enhances digital adaptation, operational efficiency, productivity, and competitiveness. Organizational culture and employee engagement mediate these relationships. Nevertheless, resistance to change, digital competency gaps, inadequate infrastructure, and generational differences can hinder successful transformation and limit organizational outcomes.

Implications – Organizations should integrate digital leadership development, employee capability development, organizational transformation, and innovation-supportive cultures. Managers should approach digital transformation as a socio-organizational process and strengthen continuous learning, digital skills, employee participation, and change-management capabilities.

Novelty/Originality – This review integrates fragmented literature on digital leadership, organizational transformation, organizational culture, employee engagement, and employee performance into a unified perspective and proposes future research linking organizational learning, employee agility, resilience, and sustainable performance.

Keywords: digital leadership; organizational transformation; employee engagement.

Paper type: Review paper



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1. Introduction

Digital transformation has become a strategic imperative for organizations seeking to remain competitive amid rapid technological development and increasingly complex business environments. Over the past decades, organizations have faced growing pressure to integrate digital technologies into their operations, strategies, and value-creation processes (Vial, 2019). However, digital transformation extends beyond the adoption of technological tools. It involves fundamental changes in business models, organizational structures, work processes, organizational cultures, and the ways in which organizations create and deliver value to stakeholders. Consequently, digital transformation should be understood as a multidimensional organizational change process rather than merely a technological initiative. This challenge is particularly relevant in emerging economies, including Indonesia and the broader Southeast Asian region, where organizations are increasingly required to adapt to digitalization to improve productivity, innovation, and organizational competitiveness (Alaloul et al., 2023). From this perspective, understanding digital transformation requires greater attention to its human and organizational dimensions, including leadership, employee adaptation, organizational culture, and change management (Pillai & Sivathanu, 2020).

Within this transformation process, digital leadership has emerged as a critical organizational capability because leaders play a central role in translating technological change into organizational action. Digital leaders are not only responsible for facilitating technology adoption but also for articulating a strategic vision, mobilizing employees, fostering organizational learning, managing cultural change, and balancing technological opportunities with human needs (Vial, 2019). Existing research characterizes effective digital leadership through capabilities such as technological competence, strategic orientation, adaptability, collaborative communication, and the ability to cultivate a culture of continuous innovation. Digital leaders can facilitate transformation by strengthening employees' digital competencies, encouraging collaboration, and creating organizational environments that support learning and experimentation (Pillai & Sivathanu, 2020). Thus, digital leadership represents an important mechanism through which organizations can translate digital investments into meaningful organizational and employee outcomes.

The significance of leadership becomes particularly evident because organizational transformation ultimately depends on employees' ability and willingness to adapt. Digital transformation changes not only organizational systems and processes but also the nature of work itself. Employees are increasingly expected to demonstrate flexibility, continuous learning, digital competence, and adaptability to new work arrangements, including virtual and hybrid forms of collaboration (Vial, 2019). Organizations with stronger digital capabilities therefore require not only technological infrastructure but also supportive organizational cultures and human-resource practices that enable employees to participate effectively in transformation initiatives. Conversely, inadequate change management, insufficient communication, limited training, and weak employee empowerment may generate resistance to change and create digital competency gaps (Kotler et al., 2021). Organizational transformation should therefore be examined holistically by considering the interaction between technological change, leadership, organizational culture, and employee-related factors (Alaloul et al., 2023).

Among employee-related outcomes, employee engagement represents a particularly important mechanism linking organizational transformation to employee performance. An engaged workforce is more likely to respond positively to organizational change, demonstrate adaptability, and contribute actively to organizational objectives. Empowering employees through greater autonomy and role clarity can strengthen motivation and engagement (Shedid & Ismail, 2024), while transparent communication from organizational leaders can enhance trust and facilitate employee acceptance of new digital processes (Hernik et al., 2025). At the same time, the effective use of digital tools may improve employees' work experiences and contribute to lower turnover intentions (Rani et al., 2025). Visionary leadership that effectively integrates technological developments with employee needs can further strengthen alignment between organizational objectives and employee expectations (Sidik et al., 2025). Nevertheless, digital transformation may also generate unintended consequences, including digital overload, blurred work boundaries, and work-life imbalance, which can undermine employee engagement if they are not appropriately managed.

The relationship between digital leadership, employee engagement, and performance has also received increasing scholarly attention. Digital leadership can strengthen employee engagement and performance by promoting transparency, innovation, and technology-enabled collaboration (Mariana et al., 2025). Such leadership may also contribute to job satisfaction across different generations of employees (Gangai & Atta-Woode, 2025) and improve performance by fostering self-motivation and employee initiative (Lahumuddin et al., 2024; Shafariah et al., 2024). Importantly, the organizational context in which digital leadership operates may determine the extent to which these effects emerge. An adaptive and innovative organizational culture, for example, can mediate the relationships among digital leadership, employee engagement, and performance (Uzair & Hussain, 2025). These findings suggest that the effects of digital leadership should not be viewed as direct and linear but rather as part of a broader organizational system involving culture, transformation processes, employee experiences, and changing work arrangements. The increasing prevalence of remote and hybrid work further highlights the need to understand how leadership practices can maintain employee engagement and performance under digitally mediated working conditions.

Despite the growing body of literature, the existing evidence remains fragmented across different theoretical, organizational, and methodological perspectives. Previous studies have examined digital leadership, organizational transformation, employee engagement, and employee performance, but these constructs are frequently investigated independently or through limited combinations. As a result, there is still insufficient theoretical synthesis concerning how digital leadership and organizational transformation jointly shape employee engagement and performance. In particular, the potential mediating role of organizational culture and the influence of contextual conditions such as remote work, digital overload, and employee adaptation have not been sufficiently integrated into a comprehensive framework. This fragmentation makes it difficult to determine the dominant relationships, recurring themes, and emerging research directions within the field.

Methodological limitations in the existing literature further strengthen the need for a systematic synthesis. Prior research has identified weaknesses related to methodological rigor and subjectivity in the analysis of organizational and management phenomena

(Kafetzopoulos, 2023; Sehnem et al., 2021). The scope of previous reviews has also sometimes been constrained by dependence on particular databases or limited search strategies, potentially restricting the comprehensiveness and generalizability of their findings (Melani & Yuliana, 2024). Moreover, the absence of robust theoretical development in some studies limits the ability to explain the mechanisms through which digital transformation and leadership affect employee outcomes (Sehnem et al., 2021). More recently, the increasing use of artificial intelligence in systematic literature reviews has introduced additional methodological considerations concerning transparency, reproducibility, and the reliability of research synthesis (Tingelhoff et al., 2025). These challenges indicate the importance of employing a systematic and transparent approach to consolidate fragmented evidence and identify theoretically meaningful patterns within the literature.

Accordingly, this study contributes to the literature in three ways. First, it integrates digital leadership and organizational transformation into a unified analytical perspective for understanding employee engagement and performance in digitally transforming organizations. Second, it synthesizes the roles of organizational culture and contextual factors, including remote work, digital overload, and employee adaptation, in explaining variations in employee outcomes. Third, it identifies emerging research directions and opportunities for theoretical development, thereby providing a foundation for future empirical studies and evidence-based human resource management practices. By bringing together these fragmented streams of research, this review seeks to advance a more comprehensive understanding of how organizations can leverage digital leadership and transformation to sustain employee engagement and improve performance in an increasingly digital workplace.

2. Methods

This study employed a Literature Review (LR) approach to examine the impact of digital leadership and organizational transformation on employee engagement and employee performance. The literature review was conducted to identify, compare, and synthesize findings from previous studies concerning the relationships among the key concepts. The approach was particularly appropriate for developing a broader understanding of how digital leadership and organizational transformation influence employee-related outcomes within increasingly digitalized organizational environments. The review focused on identifying recurring findings, conceptual relationships, organizational factors, and emerging issues that can contribute to the development of human resource management research and practice in the digital era.

The literature search was conducted using Directory of Open Access Journals (DOAJ) and Google Scholar as the primary academic databases. The search process used combinations of the main keywords related to the research focus, including digital leadership, organizational transformation, employee engagement, and employee performance. The literature was limited to studies published between 2016 and 2025 to capture research developments during a period characterized by the increasing adoption of digital technologies and organizational transformation. Articles written in English or Indonesian were considered to provide broader coverage of relevant international and Indonesian research. The search emphasized scholarly publications that discussed digital leadership, organizational

transformation, employee engagement, employee performance, or the relationships among these concepts.

The selection of relevant literature was guided by predefined inclusion and exclusion considerations. Studies were considered relevant when they were peer-reviewed scientific articles, published between 2016 and 2025, available in English or Indonesian, and substantively related to one or more of the central concepts of the review. Articles were excluded when they were non-scientific publications, unavailable in full text, or did not provide substantive discussion or empirical findings related to digital leadership, organizational transformation, employee engagement, or employee performance. The relevance of the retrieved literature was assessed by examining the title, abstract, keywords, and, where necessary, the full text of each article. This process was undertaken to ensure that the literature included in the review was sufficiently aligned with the objectives and scope of the study.

Relevant information was subsequently extracted from the selected literature. The extracted information included the authors and publication year, research objectives, research context, methodological approach, key variables or concepts, and principal findings. Particular attention was given to evidence concerning the relationships between digital leadership and employee outcomes, organizational transformation and employee outcomes, and the potential roles of organizational culture and contextual conditions in these relationships. The extracted information was organized and compared across studies to identify similarities, differences, recurring patterns, and emerging themes.

The analysis was conducted through qualitative descriptive synthesis. Rather than statistically aggregating effect sizes, the review interpreted and compared the findings of previous studies to develop an integrated understanding of the research domain. The synthesis considered both direct relationships and broader organizational mechanisms through which digital leadership and organizational transformation may influence employee engagement and performance. Issues such as organizational culture, employee adaptation, remote work, digital overload, technological competence, and leadership support were also considered when they emerged as relevant factors in the reviewed literature. This approach enabled the study to identify areas of convergence and divergence in previous findings and to highlight research gaps that warrant further investigation.

The overall research procedure is presented in Figure 1. The process began with the identification of the research focus and formulation of the review objectives, followed by the identification of relevant keywords and the search for scholarly literature through DOAJ and Google Scholar. The retrieved literature was then assessed for relevance based on the established selection considerations. Relevant studies were subsequently reviewed and organized according to their research focus, methodology, variables, and principal findings. The extracted evidence was then compared and synthesized to identify patterns in the relationships among digital leadership, organizational transformation, employee engagement, and employee performance. Finally, the synthesized findings were used to formulate conclusions, identify research gaps, and derive theoretical and practical implications for organizational and human resource management in the digital era.



Figure 1. Research Procedure for Reviewing the Impact of Digital Leadership and Organizational Transformation on Employee Engagement and Performance

Figure 1 illustrates the sequence of activities undertaken in the literature review. The process starts with defining the research objectives and determining the main concepts of the review, followed by the formulation of relevant keywords for the literature search. The search was conducted through DOAJ and Google Scholar, focusing on publications from 2016 to 2025. The identified literature was then assessed according to its relevance to the research topic and the established inclusion and exclusion considerations. Studies considered relevant were examined in greater depth to extract information regarding their objectives, methods, variables, research contexts, and main findings.

The final stage involved comparing and synthesizing the findings across the selected studies. This synthesis was directed toward understanding how digital leadership and organizational transformation are associated with employee engagement and performance and toward identifying organizational and contextual factors that may influence these relationships. The findings of the literature review subsequently served as the basis for identifying gaps in the existing body of knowledge and developing implications for future research and human resource management practice.

3. Result and Discussion

The following section presents a thematic synthesis of findings from previous studies examining the relationships among digital leadership, organizational transformation, employee engagement, and employee performance. The reviewed literature reveals three overarching themes: (1) the role of digital leadership in enhancing employee engagement and performance; (2) organizational transformation and digital adaptation as drivers of employee performance and organizational efficiency; and (3) the synergistic role of digital leadership

and organizational transformation in strengthening employee engagement. These themes collectively demonstrate the dynamic interplay among technological innovation, organizational transformation, leadership practices, organizational culture, and human factors in responding to the demands of the digital era. A summary of the relationships identified across the reviewed studies is presented in Table 1.

Table 1. Relationships among Digital Leadership, Organizational Transformation, Employee Engagement, and Employee Performance

No	Research Area/Focus	Names of Authors in the Same Field	Insight / Main Research Variables
1.	Digital Leadership and Employee Engagement	Gangai & Atta-Woode (2025); Haq & Abid (2025); Shafariah et al (2024); Sidik et al (2025); Uzair & Hussain (2025)	Digital leadership positively impacts engagement, motivation, and job satisfaction; organizational culture is a key mediator; and digital leadership training improves employee performance and adaptability.
2.	Organizational Transformation and Digital Adaptation to Performance	Algazo et al (2024); Alsagoor et al (2024); Annisa et al (2024); Syafitri et al (2025)	Digital transformation increases efficiency, productivity, and competitiveness; technological adaptation strengthens organizational flexibility and learning; resistance to change and limited competencies are key challenges.
3.	Synergy of Digital Leadership and Organizational Transformation	Mariana et al (2025); Saputra et al 92022); Shafariah et al (2024); Sidik et al (2025); Yunita & Isnaini (2024)	The synergy of the two strengthens a culture of innovation, collaboration, and engagement; organizational support increases efficiency; success depends on human resource readiness and change management.

The findings summarized in Table 1 indicate that digital leadership and organizational transformation are closely interconnected in fostering an adaptive organizational environment that supports employee engagement and performance. Across the reviewed literature, leadership capability, organizational agility, and employee engagement emerge as critical organizational resources for navigating the complexities associated with digitalization.

Digital transformation, therefore, should not be understood solely as a technological process but as a broader organizational change that requires effective leadership, employee adaptability, supportive organizational cultures, and sustained capacity for innovation. Overall, the reviewed evidence suggests that the successful implementation of digital transformation depends not only on the adoption of digital technologies but also on the organization's ability to develop effective digital leadership and cultivate a culture that enables continuous learning, adaptation, collaboration, and innovation.

The Impact of Digital Leadership on Employee Engagement and Performance

Digital leadership emerges as an important organizational capability for strengthening employee engagement and performance in digitally transforming work environments. Previous research indicates that leaders who demonstrate technological adaptability, support innovation, and foster collaborative work practices are better positioned to create conditions that encourage employees to participate actively in organizational change. For example, Shafariah et al. (2024) reported a positive relationship between digital leadership and employee engagement, with a regression coefficient of 0.38. This finding suggests that leaders' ability to adapt to technological developments can contribute to a more supportive work environment in which employees are encouraged to engage with organizational processes and change initiatives. Similarly, Sidik et al. (2025) highlighted the importance of visionary leadership, innovation support, and organizational flexibility, reporting an R^2 value of 99.2% in their model of work motivation. These findings underscore the relevance of leadership vision and organizational flexibility in supporting employee responses to digital transformation. Furthermore, organizational culture may function as an important mechanism through which digital leadership influences employee engagement, particularly in remote and digitally mediated work environments (Uzair & Hussain, 2025).

The effectiveness of digital leadership also depends on the organization's capacity to provide appropriate support for employees. Investment in digital leadership development and training can strengthen both employee engagement and performance by equipping leaders with the capabilities required to manage technological and organizational change effectively (Shafariah et al., 2024). At the same time, digital leaders need to recognize the characteristics and expectations of a multigenerational workforce, as differences in employee experiences and preferences may influence job satisfaction and active participation in organizational activities (Gangai & Atta-Woode, 2025). Importantly, employee engagement is not merely an outcome of digital leadership but may also constitute a mechanism through which leadership contributes to successful digital transformation. Haq and Abid (2025) found that employee engagement mediates the relationship between digital leadership and digital transformation success, highlighting the importance of employee readiness and active participation in organizational adaptation.

Taken together, the reviewed literature suggests that digital leadership contributes to employee engagement and performance through several interconnected mechanisms, including technological adaptability, innovation-oriented leadership, organizational flexibility, and collaborative organizational cultures. However, the effectiveness of digital leadership is unlikely to depend on leadership behavior alone. Organizational support, leadership development, workforce diversity management, and employee readiness are important

complementary conditions that can determine whether digital leadership translates into meaningful employee outcomes. Thus, employee engagement represents a critical organizational mechanism linking digital leadership with broader outcomes associated with digital transformation and organizational performance.

Organizational Transformation and Digital Adaptation as Drivers of Performance and Efficiency

Organizational transformation through digital adaptation represents another important dimension of organizational performance in the digital era. The reviewed literature indicates that digital transformation can enhance employees' capacity to adapt to change while simultaneously improving organizational efficiency, productivity, and competitiveness. Digital leadership supports this process by encouraging proactive responses to technological and environmental changes and by fostering organizational flexibility and accelerated learning (Syafitri et al., 2025). In parallel, an organizational culture that supports innovation provides an important foundation for the successful adoption and integration of new technologies (Annisa et al., 2024). These findings indicate that organizational transformation should be understood not simply as the implementation of digital technologies but as a broader process of organizational adaptation involving people, processes, structures, and culture.

Evidence from previous studies further demonstrates the potential performance implications of digital transformation. A meta-analysis of 37 studies reported significant benefits of digital transformation for organizational efficiency, productivity, and competitiveness (Alsagoor et al., 2024). Complementary case evidence from General Electric and Starbucks demonstrates how digital technology adoption can contribute to improvements in operational efficiency and customer satisfaction (Annisa et al., 2024). At the process level, the implementation of cross-sector digital approaches can further enhance efficiency by reducing bureaucratic barriers and enabling work processes to become more flexible and responsive to changes in the organizational and business environment (Algazo et al., 2024).

Nevertheless, the benefits of organizational transformation are not automatic. Resistance to change and insufficient digital competencies remain important barriers to successful digital adaptation (Annisa et al., 2024). Organizations therefore need to complement technological investment with effective change-management strategies, including continuous employee training, gradual technology adoption, and the development of adequate technological and organizational infrastructure. Moreover, the outcomes of digital transformation may differ across organizational settings because its effectiveness is influenced by organizational size, culture, and industry characteristics (Alsagoor et al., 2024). This contextual variation suggests that digital transformation strategies should be aligned with organizational capabilities and workforce readiness rather than implemented through a uniform approach.

Overall, the literature indicates that organizational transformation can strengthen employee adaptability, operational efficiency, productivity, and organizational competitiveness. However, the realization of these benefits depends substantially on human-resource readiness and structural support. Digital transformation should therefore be approached as a socio-organizational process in which technological change is accompanied by capability development, cultural adaptation, and effective change management.

Addressing resistance to change and digital competency gaps is particularly important for ensuring that technological investments generate sustainable improvements in organizational performance.

Synergy between Digital Leadership and Organizational Transformation in Strengthening Employee Engagement

The reviewed literature further suggests that digital leadership and organizational transformation should not be considered as independent organizational mechanisms. Rather, their interaction can create mutually reinforcing conditions for employee engagement, particularly when digital leadership is embedded within an organizational environment that supports innovation, flexibility, and technological adaptation. Shafariah et al. (2024), for example, reported positive relationships associated with digital leadership, including regression coefficients of 0.38 and 0.45 for relevant employee-related outcomes. These findings suggest that leadership practices that promote innovation and adaptability can contribute to favorable employee responses during organizational change. Similarly, Sidik et al. (2025) reported an R^2 value of 99.2% in relation to visionary leadership and work motivation, highlighting the importance of leadership vision and organizational flexibility within a digital context.

The organizational context in which digital leadership operates is equally important. A culture that supports digitalization can encourage creativity, productivity, and work efficiency by providing employees with an environment conducive to experimentation and technological adaptation (Yunita & Isnaini, 2024). Digital leaders who articulate a clear vision, encourage collaboration, and establish adaptive work environments can further strengthen employee engagement during periods of transformation (Mariana et al., 2025). In addition, organizational support has been identified as an important factor in maintaining job satisfaction and employee engagement throughout digital transformation processes (Saputra et al., 2022). These findings collectively indicate that the impact of digital leadership is strengthened when organizational structures, cultures, and support mechanisms are aligned with the objectives of digital transformation.

However, achieving such synergy requires organizations to address the human challenges associated with technological and organizational change. Resistance to change, differences in digital competencies, and varying levels of employee readiness may constrain the effectiveness of both digital leadership and transformation initiatives. Continuous learning and targeted training are therefore essential for enabling employees to acquire the competencies required to adapt to technological developments. From this perspective, the relationship between digital leadership and organizational transformation can be understood as mutually reinforcing: effective digital leadership facilitates organizational adaptation, while an adaptive organizational structure and innovation-oriented culture provide the conditions necessary for digital leadership to generate stronger employee outcomes.

Overall, the reviewed literature indicates that the integration of digital leadership and organizational transformation provides an important foundation for fostering an adaptive, innovative, and engagement-oriented organizational environment. Visionary and collaborative leadership, when supported by organizational flexibility, technological readiness, employee development, and an innovation-supportive culture, can facilitate

employees’ commitment and active participation in organizational transformation. At the same time, the effectiveness of this integration is shaped by the organization’s ability to address resistance to change, strengthen digital competencies, and provide appropriate technological and structural support. Sustainable capability development and continuous organizational learning are therefore essential for translating digital transformation initiatives into meaningful improvements in employee engagement and organizational performance. Based on the synthesis of these relationships, Figure 2 presents an integrated representation of the key research variables and their interrelationships, illustrating how digital leadership and organizational transformation interact with organizational culture and employee engagement to support organizational performance in the digital era.



Figure 2. Development of Research Variables and Their Interrelationships in Digital Leadership and Organizational Transformation

Figure 2 illustrates the conceptual relationships among digital leadership, organizational transformation, employee engagement, employee performance, and organizational culture within the context of digital adaptation. The synthesis of the reviewed literature suggests that these constructs are interconnected and may collectively shape an organization’s capacity to respond effectively to technological and environmental changes. Digital leadership characterized by a clear vision, adaptability, collaboration, and support for innovation can create favorable conditions for employee engagement by strengthening empowerment, facilitating effective digital communication, and encouraging employee participation in organizational change.

Organizational transformation, particularly when supported by technological adoption, process innovation, and improvements in operational efficiency, can further contribute to organizational performance and competitiveness. However, the effectiveness of

transformation initiatives depends not only on technological capabilities but also on the organizational environment in which such changes are implemented. An adaptive and innovation-oriented organizational culture can provide an important contextual mechanism by facilitating learning, experimentation, collaboration, and employee adaptation to technological change.

Employee engagement also emerges as an important mechanism linking leadership practices and organizational transformation. Engaged employees are more likely to demonstrate motivation, commitment, collaboration, and active participation in transformation initiatives, thereby supporting the implementation of organizational change. In this context, digital leadership and organizational transformation can be viewed as complementary dimensions: effective leadership provides strategic direction and employee support, while organizational transformation establishes the structures, processes, and technological conditions necessary to translate that direction into organizational outcomes.

Nevertheless, the reviewed literature indicates that several challenges may constrain the effectiveness of this relationship, particularly resistance to change, digital competency gaps, and inadequate technological infrastructure. These challenges highlight the need for continuous employee development, appropriate digital skills training, phased technology implementation, and effective change-management practices. Accordingly, successful digital transformation should be understood as a multidimensional organizational process in which leadership capability, organizational transformation, organizational culture, employee engagement, and technological readiness interact to support sustainable organizational adaptation and performance.

4. Conclusion

This literature review indicates that digital leadership and organizational transformation are important organizational capabilities for strengthening employee engagement and performance in the digital era. The reviewed literature suggests that these relationships are shaped not only by technological adoption but also by visionary and adaptive leadership, organizational culture, employee readiness, and the capacity to manage organizational change. An innovative and adaptive organizational culture provides an important context for facilitating employee participation, continuous learning, collaboration, and responsiveness to technological developments. Accordingly, successful digital transformation should be understood as a multidimensional organizational process in which technological, leadership, cultural, and human factors operate in an interconnected manner.

Despite these insights, several research gaps and limitations remain. First, the existing literature provides fragmented evidence regarding the mechanisms through which digital leadership and organizational transformation influence employee engagement and performance. In particular, the mediating or contextual roles of organizational culture and employee engagement require further empirical investigation. Second, variations in organizational contexts, industries, workforce characteristics, and levels of digital maturity may contribute to differences in the reported findings, limiting the generalizability of conclusions across settings. Third, as this study employed a Literature Review (LR) based on publications identified through DOAJ and Google Scholar, the findings depend on the scope

and availability of the literature retrieved from these databases and do not represent a statistical aggregation of empirical effect sizes.

Future research should therefore develop and empirically test integrative models that connect digital leadership, organizational transformation, organizational learning, employee engagement, and employee agility. Such research could also examine contextual factors such as organizational culture, digital readiness, generational differences, remote work, and technological infrastructure to explain when and how digital leadership and transformation generate positive employee outcomes. Longitudinal and cross-organizational studies would further strengthen understanding of how these relationships evolve over time and contribute to organizational resilience, sustainable performance, and long-term digital transformation success.

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