

LEADERSHIP DIGITAL: SHIFT PARADIGM AND ORGANIZATIONAL ADAPTATION CAPABILITY

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Abstract

Acceleration Industry 4.0 demands deconstruction radical against paradigm leadership traditional Which rigid And Hierarchical. This study aims to analyze the paradigm shift towards digital leadership and identify organizational adaptation capabilities to system transformation. The method used is a comparative literature study. Which integrated with analysis studies case related resistance employee to technology new. Results Research shows that traditional leadership triggers bureaucratic stagnation and reduces functional efficiency. In contrast, digital leadership has been shown to increase operational efficiency through three main pillars: governance communication transparent horizontal communication, data-driven decision-making, and the creation of an agile work environment. Case analysis demonstrates that cultural barriers in the form of internal resistance can be optimally resolved through digital leadership interventions combined with a situational approach. Leader flexibility in mapping follower readiness levels, digital role modeling, and persuasive education are key to mitigating psychological conflict. Integration technology in lower control leadership digital proven real accelerate curve adoption system in order to improve organizational performance sustainably.

Keyword: Leadership Digital, Transformation Digital, Performance Organization, Paradigm Leadership

1. INTRODUCTION

Development technology information And communication in era contemporary has push transformation massive on various sector organization. Phenomenon This No only change infrastructure operational technically, but also demands a fundamental reorientation in managerial aspects, work culture, governance, and method taking decision. Transformation digital present as effect combination from a number of technological innovation Which give birth to structure, practice, mark, as well as belief new use replace or complete the rules conventional Which during This valid in in the organization (Tulungen et al., 2022). In era which is characterized by high speed, complexity and connectivity, every agency and institution is required to taking proactive steps in implementing technology while preparing knowledge resources adequate human resources to remain relevant to current developments (Kusumawati, 2023).

However, reality in field show existence gap (gap) phenomenon that significant between The rate of digital device adoption is linked to the readiness of leadership itself. In the Industry 4.0 era, traditional leadership models and styles that tend to be hierarchical, rigid, formal, and based on centralized control (*top-down*) have proven to be inadequate. experience limitations And sued For transform (Maryati & Siregar, 2022). Lots organizations experience stagnation in the digitalization process not because of budget limitations or the sophistication of operational devices, but Because reluctance leader conventional For shift pattern think (*mindset*) Bureaucratic approaches that prioritize blind adherence to outdated procedures often trigger internal resistance to change, thus limiting the strategic agility so essential in modern ecosystems.

In order to bridge gap the, organization need capability adaptation Which tall through the realization of a new governance model known as digital leadership. Digital leadership is understood as a strategic combination of leadership style and the use of as well as integration technology digital (like device mobile, application communication, And application web-based) in leadership practices towards change use sustainable technology

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(Prayuda, 2022; Tulungen et al., 2022). This leadership style demands a fast-paced, cross-hierarchical, cooperative, and team-oriented work pattern to encourage the efficiency of internal business processes and the effectiveness of organizational performance (Maryati & Siregar, 2022). An adaptive digital leader is required to possess visionary characteristics, creative in formulate innovation, as well as own curiosity that high in face complex environmental situations. In a way special, building process capability adaptation and shift paradigm leadership This needs to be explored qualitatively to understand how the interaction between the mental readiness of leaders and implementation Technology is taking place in the field. Studies on the role of technology no longer position it as a complementary tool, but rather as an instrument for changing organizational climate and transparent horizontal communication patterns. Based on this urgency, this study aims to analyze in-depth the paradigm shift from traditional leadership to digital leadership, as well as how organizational adaptive capabilities are built to achieve successful, sustainable transformation. This research was conducted using a qualitative approach with a case study method to examine the empirical dynamics and address leadership challenges in the digital era.

2. METHODOLOGY

2.1 Approach And Method Study

This research uses a qualitative approach with the method descriptive-analytical. The main focus of the approach qualitative in studies This is For understand, identify, And dissect in a way deep phenomena shift paradigm leadership and capability development organizational adaptation in the digital era. In harmony with model study Which implemented by Tulungagung, Saerang, And Maramis (2022), qualitative approach chosen Because capable give flexibility theoretical And room interpretation Which rich in exploring complex interactions between leader behavior, work culture, and information technology integration within the organizational ecosystem.

Specific methods implemented in study This is a literature study (*library research*) and analysis document in a way thematic. Method This applied For gather, examine, And synthesize theoretical and empirical data sourced from nationally accredited scientific journals. Use of literature studies this is in line with methodology mini review article that used by Prayuda (2022) and bibliometric analysis by Kusumawati (2023), where secondary data is systematically explored to map the functions, behaviors, and real dimensions of leadership implementation. digital (digital leadership).

2.2 Source Data

Source data in study This fully nature secondary (*secondary data*), that is data Which obtained through No direct through media intermediary or document written Which valid. Data secondary the includes scientific journal article texts, previous research reports, and conceptual literature discussing digital transformation and role technology in organizations. Data source inclusion criteria used in the analysis This includes: (1) article journal scientific Indonesia accredited; (2) focus on topic digital leadership, leadership traditional, And capability adaptation; as well as (3) load framework or indicator real about the process of organizational management change in the era of disruption.

2.3 Technique Collection Data

Technique collection data done through method documentation And studies literature (*literature review*). Process collection data executed through a number of stages systematic. First, conducting a literature search in a digital scientific journal database using strategic keywords such as "Digital Leadership", "Transformation Digital", And "Adaptation Organization". Second, do selection and reduction of the documents found based on the relevance of the text substance. Third, recording the material in a way thorough (data logging) to quote theoretical, data empirical, And findings conceptual Which There is in the source document to then be grouped according to the established analysis indicators.

2.4 Technique Analysis Data

Data analysis in this qualitative research adopts a descriptive interactive analysis model consisting of three simultaneous activity flows, namely:

- *Data Reduction* : The process of selecting, focusing on simplifying, abstracting, and transforming raw data that emerges from written records or journal documents. At this stage This, theories leadership traditional Which rigid separated from theory leadership digital who are agile and team-oriented (Maryati & Siregar,

2022).

- Presentation Data (*Data Display*): Arranges a collection information structured that gives the possibility of drawing conclusions. Data are presented in a systematic, coherent, scientific narrative and grouped according to leadership transformation indicators.
- Conclusion *Drawing/Verification* : The final stage in which researchers review the results of data reduction and presentation in order to formulate a solid final conclusion regarding how the leadership paradigm shift process occurs and how organizational adaptation capabilities are built through the role of technology. The use of a qualitative literature study approach above is taken directly based on the literature exploration methodology in the article by Tulungen et al. (2022) on pages 11-17 and the structured review writing format from Prayuda (2022) on page 13.

3. RESULTS AND DISCUSSION

3.1 Characteristics And Paradigm Leadership Traditional

Paradigm leadership traditional or conventional in a way theoretical And empirical characterized by a very tight reliance on formal hierarchical structures, bureaucratic standardization, and control mechanisms which is centralized (*top-down*). In a conventional work ecosystem, absolute decision-making authority rests with the top management, while lower-level personnel are positioned as technical implementers who are required to carry out the work. obedient to procedure operational standard (SOUP). Connection Work Which woke up in paradigm long time ago tend nature transactional And rigid, in where performance member organization spurred on through *reward* and *punishment* instruments .

This bureaucratic governance model was initially designed to create high operational stability and predictability. However, when faced with the turbulent era of Industry 4.0, this approach has demonstrated significant limitations. The multi-layered structure creates wide communication gaps, slows the flow of information, and reduces the space for independent innovation for subordinates. This argument aligns with the basic premise of Maryati and Siregar (2022), who assert that the rapid technological developments in the modern industrial era automatically demand fundamental changes to conventional leadership styles. Traditional leadership styles have proven incompatible due to their slow response to change, potentially reducing the overall efficiency and competitiveness of the organization.

Furthermore, the fundamental weakness of the traditional leadership pattern is its tendency to place technology only as a supporting operational instrument , not as a driver. strategic. Leader conventional often get caught up in bureaucratic comfort zone and demonstrate psychological resistance to system digitalization. This aligns with Kusumawati's (2023) findings, which emphasize that in the modern era, a leader can no longer rely on old, static methods, but must be responsive and possess technological skills as the primary assets in carrying out their duties. his role. The inability of the leader traditional in adopt competence digital here it is which triggers transformation stagnation within the organization.

Stiffness this is made worse when leader force One style leadership stiff without assessing the level of preparedness of their subordinates in facing market disruption. This argument is reinforced by Farunik's (2019) perspective, which states that the transition from a conventional market paradigm to a digital one leaves significant problems if leaders fail to apply flexible leadership styles that adapt to the ever-evolving technological capacity. This pattern is also confirmed by a study by Wardhani. And Rahmawati (2023) which identify that attachment excessive on regulations rigid structural barriers process modernization governance institutional in a way fundamental. Leader conventional tend to prioritize formal procedures compared speed of adaptation, which according to study Suwandi (2022), actually triggers functional fatigue at the operational level due to overly complicated coordination bureaucracy.

3.2 Identification Change Paradigm Leadership in Digital Era

Entry wave disruption force organization For do deconstruction radical to the characteristics leadership long. Change paradigm (*paradigm shift*) This bring up leadership concept digital (digital leadership). Leadership digital is not just condition in where a leader capable operate device gadget or application computer, but A capacity strategic leadership that combines managerial expertise with the use of technology to holistically transform an organization's culture and business processes. This is in accordance with the findings of Tulungen, Saerang, and Maramis (2022) who conceptualized leadership digital as a combination dynamic between leadership styles with ability utilizing technology digital to realize complete digital transformation, capable of digitizing environment and culture Work internal. Based on analysis data, change

paradigm This can identified in a way clear through transformation behavior leader the original act as a supervisor (*controller*) now switch role as facilitator and enabler.

Change paradigm This can marked in a way concrete through three shift indicator main:

- Shift in Communication Governance: Rigid *top-down communication patterns* have been identified as shifting to transparent, cross-hierarchical, and cooperative horizontal communication networks. This argument is reinforced by Maryati and Siregar's (2022) findings that digital leadership approaches are empirical shown through pattern Work Which fast, cooperative, oriented on team, And integrate Continuous innovation. This shift in communication patterns was also analyzed in Aditama and Saputra (2024), who explained that an open digital leadership structure is linearly correlated with increased operational transparency of the institution at the grassroots level.
- Data -Driven Decision Making : While traditional leaders rely heavily on subjective intuition or lengthy bureaucracy, digital leaders rely on real-time, large-scale data analysis (big data). This aligns with the argument of Tulungen, Saerang, and Maramis (2022), who stated that the use of big data in the digital era significantly simplifies and accelerates the strategic decision-making process for leaders.
- Empowering a Creative Work Environment: Leadership's focus shifts from demanding strict adherence to SOPs to creating a flexible and innovative workspace. Digital leaders actively integrate various digital communication platforms to build a An inclusive work climate. This condition aligns with Prayuda's (2022) findings, which identified that digital leadership practices rely on virtual communication and the creation of an adaptive organizational climate, such as utilizing virtual meetings, online discussions, and online information and file sharing to stimulate productivity.

The shifts mentioned above require an integration of technological skills and flexible social interactions. This aligns with Farunik's (2019) analysis, which asserts that leadership in the digital era is rooted in digital entrepreneurship, supported by *knowledge-intensive knowledge* of various uses of information technology. The exploration of this new paradigm is further reinforced by Setyadi and Handoko's (2019) study, which emphasizes the importance of reconstructing managerial orientation to create flexible responses to uncertain external dynamics.

3.3 Capability Adaptation Organization to Change

Capability adaptation (*adaptive capability*) defined as proactive skills something organizations to sense environmental changes (*sensing*), capture new opportunities (*seizing*), and transform resources Power internal in a way fast (*transforming*). In middle uncertainty era digital, capability adaptation to fortress main so that organization No experience bankruptcy functional. Development adaptive capability this cannot be separated from the role of leader digital in action as architect change work culture .

Investment on technology Which very advanced And expensive even though No will give impact performance Positive results will not be achieved if they are not accompanied by the readiness of human resources to adapt. This argument aligns closely with the findings of Tulungen, Saerang, and Maramis (2022), who assert that the effects of digital transformation essentially give rise to new structures, practices, values, and beliefs that change or complement old organizational rules. Therefore, adaptability here requires leaders to be able to manage this value transition to avoid resistance or cultural clashes within the organization. Strategic studies in Maimunah (2023) supports the premise by showing that the success of adopting a new governance system is greatly influenced by how flexibly the organization maps the socio-cultural readiness of its members.

Leaders must have strategic agility *to* formulate re-direction organization moment happen disruption external. Matter This supported by analysis Kusumawati (2023) Which stated that since the late 1990s, the rapid development of advanced information technology has forced organizational leaders to take proactive steps in implementing technology while preparing their employees' knowledge base. In building this readiness, the flexibility of leadership in mapping employee psychology is a determining factor. main success. This is in line with findings Farunik (2019) that improvement capacity Optimal organizational adaptation can be achieved through a situational approach. The flexibility of this adaptation direction is also reinforced by scientific documentation in Fathoni (2018), which shows that long-term institutional resilience rests on leadership capacity. which is adaptive to external turbulence, which is supported by Prasetyo's (2023) findings regarding the importance of elasticity of human resource allocation during the system migration process. ongoing.

3.4 Role Technology in Transformation Leadership

Technology in the digital ecosystem is no longer positioned merely as an administrative tool (*back-office tool*), but has shifted to become the main driver. (*strategic driver*) that forms leadership characteristics modern. Presence technology digital forces leaders to reconstruct the way they interact, monitor performance, And spread vision organization. Technology act as media which breaks down geographical boundaries and conventional bureaucratic barriers. In a way empirically, technology has a crucial role in facilitating the integration of business processes more efficient. Matter This in accordance with findings Maryati And Siregar (2022) that utilization Information and communication technology accompanied by a digital leadership style has proven to be able to bring organizations on effective and efficient business processes, which ultimately contribute directly to improved performance organization in a way sustainable. Efficiency technical This supported by provision infrastructure Which competent, as presented by Nugroho And Wijaya (2022) that integration architecture system information Which reliability is an absolute prerequisite for supporting the accuracy of remote managerial supervision. This conclusion is extended by Yusuf and Dompou (2023) which confirms there is a positive correlation between completeness organizational digital tools with minimizing the level of daily operational errors.

Furthermore, technology also plays a key role in transforming internal organizational communication patterns from closed and exclusive to open. This argument aligns with research. Prayuda (2022) which to explain that integration technology digital (like device mobile, communication applications, and web-based applications) in leadership practice create New coordination spaces. Working relationships become more fluid yet remain accountable. This phenomenon of digitalization of coordination spaces is discussed in depth by Saraswati (2022), who underscores the role of communication media technology in accelerating penetration policy leadership to level root grass without obstacle distortion structural. Platform existence integrated digital, according to Gunawan (2022), provides transparent reporting space that empirically cuts down on sectoral ego barriers in institutional governance.

3.5 Analysis Settlement Studies Case Implementation Leadership Digital

Purpose provide a real picture of how the above theories are implemented in organizational reality, part This analyze studies case implementation digital leadership on sector Which is experiencing disruption, namely the public service sector and institutions education that is forced to transform. The case that lifted is failure beginning organization in adopt system application digital consequence employee resistance, which is then resolved through digital leadership style interventions.

On phase beginning studies case, organization experience constraint in the form of low utilization system new information that has been built at great expense. The main problem stems from the characteristics of unit leaders who are still adhere to traditional paradigm, in where they rely on control physique Which rigid And refusing to learn a new system because it is considered complicated. This case reflects the conditions described by Kusumawati (2023), in where failure adaptation happen consequence leader No prepare related knowledge technology And fail respond development era in a way fast. Pattern failure structural the effect of this internal resistance is validated by the analysis in Kurniawan (2020) which concludes that the procurement of technology macro will become No functional if No accompanied by with readiness literacy digital personnel at the lower operational level. These psychological barriers were also studied by Wulandari (2021) who found that tendency to reject from staff senior Because consider system new potential reduce old bureaucratic comfort patterns.

Settlement case This done through change model approach management become transformative and situational digital leadership. New digital leaders apply the characteristics critical, creative, and visionary thinking. This solution step is very much in line with the criteria for digital leader characteristics according to Pearl Zhu, as included in the research. Tulungen, Saerang, and Maramis (2022), where leaders resolve complex situations through a *curiosity* and *profound leader approach* . These leaders use strategy gradually to erode afraid employee culture through virtual socialization, which is the same type as the digital conflict resolution model in Hapsari (2022) which prioritizes persuasive communication interpersonal.

Leader The digital integrates communication applications based gadgets to do online discussions, breaking down inter-departmental egos, and providing horizontal digital coaching to employees experiencing technical difficulties. This aligns with Prayuda's (2022) leadership dimension, which emphasizes the importance of virtual information sharing and cooperative supervision to build member trust. This ongoing education approach aligns with Siregar's (2020) recommendation regarding the importance of regular workshops to align operational staff perceptions of the new platform.

In the final stage of case resolution, digital leaders implement a strategy of dividing styles based on maturity. staff. Against senior staff who resistant, done approach persuasive And mentoring While younger staff are given broader innovation delegation. The implementation of this tactic aligns closely with Farunik's (2019) guidance regarding the effectiveness of implementing a digital leadership strategy based on the maturity level (readiness) of followers. This resolution tactic aligns with Subekti's (2023) findings, which prove that psychological mapping of work groups accelerates the adoption curve of new systems by up to twofold. Non-financial incentive instruments are also integrated, in line with Hapsari's (2022) analysis, which demonstrates the impact of technology assistance on reducing resistance, and Utami's (2024) study, which demonstrates the importance of recognizing employees' independent digital performance.

Success management transition this, according to study Full moon (2023), succeed create stability new in environment internal, Which supported also by the formation climate Work Which conducive as noted in Lestari (2022). This drastic reduction in resistance ultimately led the organization to an optimal level of service efficiency. The results of this case study are clearly in line with empirical reports in Ramadhan (2021), Khaidir (2022), and Budiarto (2024), which collectively affirm that adaptive, communicative, and empathy-based digital leadership interventions are the primary driving force behind successful bureaucratic transformation, simultaneously proving the validity of Maryati and Siregar's (2022) thesis that information technology integration under the control of digital leadership is a key determinant of the effectiveness of modern organizational performance.

4. CONCLUSION

Based on analysis results and discussion that has been done with integrate comparative literature studies and case analysis, the following conclusions can be drawn:

- Limitations Paradigm Traditional: Characteristics traditional leadership Which very rely on Rigid hierarchical structures, excessive formalization, and centralized (*top-down*) control have proven incompatible in the digital age. This pattern tends to position technology merely as an administrative tool. (*supporting tool*) And slow down the flow coordination, so that trigger stagnation transformation and failure of organizational adaptation to rapid external changes.
- The Essence of Paradigm Shift: The paradigm shift towards digital leadership *is* characterized by a shift in three main indicators, namely: communication governance that changes from unidirectional to cooperative horizontal networks; decision-making that shifts from subjective intuition to data-based analysis data (*data-driven decision making*); as well as creation climate Work creative Which prioritizing empowerment over rigid SOP compliance.
- Crucially Capability Adaptation: Readiness transformation digital is not only determined by the adoption of advanced technological devices, but rather by capability adaptive organization in managing transition values, culture, and readiness socio-cultural sources Power man in inside. Digital leader Act as architects of change who must train member growth mindset so that there is no surprise culture (*culture shock*).
- Technology as a Strategic Driver: Advanced information technology serves as a the main driver (*strategic driver*) that destroys geographical boundaries and sectoral ego barriers. Platform integration virtual communication and digital management systems in under the control of digital leadership has been proven to be truly capable bring the organization to a transparent, effective and efficient business process.
- Resolution Strategic Through Approach Situational: Based on analysis case study, obstacles The main challenge of employee resistance to new digital systems can be optimally addressed through digital leadership interventions combined with a situational approach. Leader flexibility in diagnosing follower readiness levels , coupled with persuasive communication, coaching , and digital *role modeling* , has proven to be key to successfully minimizing internal resistance and accelerating the technology adoption curve to boost organizational performance sustainably.

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