

DIGITAL LEADERSHIP: PARADIGM SHIFT AND ORGANIZATIONAL ADAPTATION CAPABILITIES

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Abstract

The acceleration of Industry 4.0 demands a radical deconstruction of traditional, rigid and hierarchical leadership paradigms. This research aims to analyze the paradigm shift toward digital leadership and identify organizational adaptive capabilities for system transformation. The method used is a comparative literature review integrated with case study analysis of employee resistance to new technologies. The research results show that traditional leadership triggers bureaucratic stagnation and reduces functional efficiency. In contrast, digital leadership has been proven to increase operational efficiency through three main pillars: transparent horizontal communication governance, data - driven decision-making, and the creation of an agile work climate . Case analysis proves 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 the readiness level of followers, digital role models, and persuasive education are the main keys to reducing psychological conflict. Technology integration under the control of digital leadership has been proven to accelerate the system adoption curve to improve organizational performance sustainably.

Keywords: Digital Leadership, Digital Transformation, Organizational Performance, Leadership Paradigm.

1. INTRODUCTION

The development of information and communication technology in the contemporary era has driven massive transformation across various organizational sectors. This phenomenon not only changes operational infrastructure technically but also demands a fundamental reorientation of managerial aspects, work culture, governance, and decision-making processes. Digital transformation emerges as a combined effect of several technological innovations, giving rise to new structures, practices, values, and beliefs that replace or complement conventional rules that have been in place within organizations (Tulungen et al., 2022). In this era characterized by speed, complexity, and high connectivity, every agency and institution is required to take proactive steps in implementing technology while simultaneously preparing adequate human resource knowledge to remain relevant to current developments (Kusumawati, 2023).

However, the reality on the ground shows a significant gap between the rate of digital device adoption and leadership readiness. In the Industry 4.0 era, traditional leadership models and styles, which tend to be hierarchical, rigid, formal, and based on centralized control (top-down), have proven to be limited and require transformation (Maryati & Siregar, 2022). Many organizations experience stagnation in the digitalization process not because of budget constraints or the sophistication of operational tools, but because of the reluctance of conventional leaders to shift their mindset . Bureaucratic approaches that prioritize blind adherence to old procedures often trigger internal resistance to change, thus limiting the strategic agility that is so necessary in the modern ecosystem. To bridge this gap, organizations require a high level of adaptability through the implementation of a new governance model known as digital leadership . Digital leadership is understood as a strategic combination of leadership style and the utilization and integration of digital technologies (such as mobile devices, communication applications, and web-based applications) in leadership practices toward sustainable technological change (Prayuda, 2022; Tulungen et al., 2022). This leadership style demands a fast-paced, cross-hierarchical, cooperative, and team-oriented work pattern to encourage the creation of efficient internal business processes and effective organizational performance (Maryati &

Siregar, 2022). An adaptive digital leader is required to possess visionary characteristics, be creative in formulating innovations, and possess a high level of curiosity in dealing with complex environmental situations. Specifically, the process of building adaptive capabilities and shifting leadership paradigms requires qualitative exploration to understand how the interaction between leaders' mental readiness and technology implementation occurs 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 dissect the empirical dynamics and address leadership challenges in the digital era.

2. METHODOLOGY

2.1 Research Approach and Methods

This research uses a qualitative approach with a descriptive-analytical method. The primary focus of this qualitative approach is to understand, identify, and deeply analyze the phenomenon of leadership paradigm shifts and the development of organizational adaptive capabilities in the digital era. In line with the research model applied by Tulungen, Saerang, and Maramis (2022), a qualitative approach was chosen because it provides theoretical flexibility and rich interpretative space in exploring the complex interactions between leader behavior, work culture, and information technology integration within the organizational ecosystem.

The specific methods implemented in this research are library research and thematic document analysis. These methods were applied to collect, review, and synthesize theoretical and empirical data sourced from nationally accredited scientific journals. The use of this library study aligns with the mini-review article methodology employed by Prayuda (2022) and the bibliometric analysis by Kusumawati (2023), where secondary data was systematically explored to map the functions, behaviors, and concrete dimensions of digital leadership implementation.

2.2 Data Sources

The data sources in this study are entirely secondary, meaning they are obtained indirectly through intermediaries or valid written documents. These secondary data include scientific journal articles, previous research reports, and conceptual literature discussing digital transformation and the role of technology in organizations. The inclusion criteria for the data sources used in this analysis include:

1. Accredited Indonesian scientific journal articles;
2. Focusing on the topics of digital leadership, traditional leadership, and adaptive capabilities; as well as
3. Contains a framework or real indicators regarding the process of organizational management change in the era of disruption.

2.3 Data Collection Techniques

Data collection techniques were carried out through documentation and literature review methods. The data collection process was executed through several systematic stages:

1. **Searching : Conducting** a literature search on digital scientific journal databases using strategic keywords such as "Digital Leadership", "Digital Transformation", and "Organizational Adaptation".
2. **Selection and Reduction:** Filtering documents based on the relevance of the text substance.
3. **Data Logging : Conducting** systematic recording of theoretical quotations, empirical data, and conceptual findings which are then grouped according to analysis indicators.

2.4 Data Analysis Techniques

Data analysis adopts a descriptive interactive analysis model consisting of three simultaneous activity flows:

- **Data Reduction :** The process of selecting, simplifying, abstracting, and transforming raw data. Rigid traditional leadership theories are separated from agile, team-oriented digital leadership theories (Maryati & Siregar, 2022).
- **Data Display : Compiling** a set of structured information in a systematic and grouped scientific narrative based on leadership transformation indicators.
- **Conclusion Drawing/Verification :** Formulating final conclusions regarding the process of shifting leadership paradigms and building organizational adaptation capabilities.

(This approach refers to the methodology of Tulungen et al., 2022, p. 1117 & Prayuda, 2022, p. 13).

3. RESULTS AND DISCUSSION

3.1 Characteristics and Paradigms of Traditional Leadership

The traditional or conventional leadership paradigm is theoretically and empirically characterized by a very strict reliance on formal hierarchical structures, bureaucratic standardization, and centralized (top-down) control mechanisms. In the conventional work environment, absolute decision-making authority rests with top management, while lower-level personnel are positioned as technical implementers who are required to comply with standard operating procedures (SOPs). The working relationships established within this old paradigm tend to be transactional and rigid, where the performance of organizational members is driven through instruments of reward and punishment. 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, a fundamental weakness of traditional leadership patterns is their tendency to position technology merely as a supporting tool, rather than a strategic driver. Conventional leaders often become trapped in bureaucratic comfort zones and exhibit psychological resistance to system digitalization. This aligns with Kusumawati's (2023) findings, which emphasize that in the modern era, leaders can no longer rely on static, old methods but must be responsive and possess technological skills as key assets in carrying out their roles. This inability of traditional leaders to adopt digital competencies is what triggers transformational stagnation within organizations.

This rigidity is exacerbated when leaders impose a rigid leadership style without considering the level of preparedness of their subordinates to face 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 identified that excessive adherence to rigid structural regulations fundamentally hinders the process of modernizing institutional governance. Conventional leaders tend to prioritize formal procedures over speed of adaptation, which, according to Suwandi's (2022) study, actually triggers functional fatigue at the operational level due to overly complicated coordination bureaucracy.

3.2 Identifying Leadership Paradigm Changes in the Digital Era

The influx of disruption has forced organizations to radically deconstruct traditional leadership characteristics. This paradigm shift has given rise to the concept of digital leadership. Digital leadership is not simply the ability to operate a device or computer application, but rather a strategic leadership capacity that combines managerial expertise with the use of technology to holistically transform an organization's culture and business processes. This aligns with the findings of Tulungen, Saerang, and Maramis (2022), who conceptualized digital leadership as a dynamic combination of leadership style and the ability to utilize digital technology to achieve a comprehensive digital transformation, capable of digitizing the internal work environment and culture. Based on data analysis, this paradigm shift can be clearly identified through the transformation of leader behavior, from initially acting as a supervisor (controller) to now shifting roles to facilitator and enabler.

This paradigm shift can be concretely marked through three main indicator shifts:

1. **Shifting 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 empirically demonstrate a digital leadership approach through fast, cooperative, team-oriented work patterns and the continuous integration of innovation. This shift in communication patterns is also analyzed by Aditama and Saputra (2024), who explain that an open digital leadership structure is linearly correlated with increased operational transparency of the institution at the grassroots level.
2. **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.

3. **Empowering a Creative Work Climate:** The leadership focus shifts from demanding strict adherence to standard operating procedures (SOPs) to creating flexible and innovative workspaces. Digital leaders actively integrate various digital communication platforms to build an inclusive work climate. This 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 Organizational Adaptability to Change

Adaptive capability is defined as an organization's proactive ability to sense environmental changes (sensing), seize new opportunities (seizing), and rapidly transform internal resources (transforming). Amidst the uncertainty of the digital era, adaptive capability is a key bulwark against functional bankruptcy. Developing this adaptive capability is inseparable from the role of digital leaders, who act as architects of work culture change. Even investing in highly sophisticated and expensive technology will not have a positive performance impact if it is not accompanied by the readiness of its human resources to adapt. This argument is very consistent with the findings of Tulungen, Saerang, and Maramis (2022), who emphasized that the effects of digital transformation essentially give rise to new structures, practices, values, and beliefs that change or complement old rules within an organization. Therefore, adaptability here requires leaders to be able to manage this value transition to avoid resistance or cultural clashes within the organization. A strategic study in Maimunah (2023) supports this premise by showing that the successful adoption of a new governance system is greatly influenced by how flexibly an organization maps the socio-cultural readiness of its members.

Leaders must possess strategic agility to reformulate the organization's direction when external disruption occurs. This is supported by Kusumawati's (2023) analysis, which states that since the late 1990s, the rapid development of advanced information technology has forced organizational leaders to take proactive steps in implementing technology while simultaneously preparing their employees' knowledge base. In building this readiness, leadership flexibility in mapping employee psychology is a key determinant of success. This aligns with Farunik's (2019) findings that optimally increasing an organization's adaptive capacity can be achieved through a situational approach. This flexibility in the direction of adaptation is further reinforced by scientific documentation in Fathoni (2018), which shows that long-term institutional resilience rests on leadership capacity that adapts to external turbulence. This finding is supported by Prasetyo's (2023) findings regarding the importance of elastic human resource allocation during the system migration process.

3.4 The Role of Technology in Leadership Transformation

Technology in the digital ecosystem is no longer positioned merely as a back-office tool, but has shifted to become a key strategic driver shaping the characteristics of modern leadership. The presence of digital technology forces leaders to reconstruct the way they interact, monitor performance, and disseminate the organization's vision. Technology acts as a medium that breaks down geographical boundaries and conventional bureaucratic silos. Empirically, technology plays a crucial role in facilitating more efficient business process integration. This is consistent with the findings of Maryati and Siregar (2022) who found that the use of information and communication technology, coupled with a digital leadership style, has been shown to lead organizations to effective and efficient business processes, ultimately contributing directly to sustainable improvements in organizational performance. This technical efficiency is supported by the provision of adequate infrastructure, as explained by Nugroho and Wijaya (2022) who argued that reliable information system architecture integration is an absolute prerequisite for supporting accurate remote managerial oversight. This conclusion was expanded upon by Yusuf and Dompus (2023) who emphasized a positive correlation between the completeness of an organization's digital tools and the minimization of daily operational errors.

Furthermore, technology also plays a key role in transforming internal organizational communication patterns from closed and exclusive to open ones. This argument aligns with research by Prayuda (2022), which explains that the integration of digital technology (such as mobile devices, communication apps, and web-based applications) into leadership practices creates 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 the penetration of leadership policies to the grassroots level without the hindrance of structural distortions. The existence of an integrated digital platform, according to Gunawan (2022), provides a transparent reporting space that empirically reduces sectoral ego barriers within institutional governance.

3.5 Analysis of the Completion of the Case Study of Digital Leadership Implementation

To provide a concrete illustration of how the above theories are implemented in organizational realities, this section analyzes case studies of digital leadership implementation in sectors experiencing disruption, namely the public service sector and educational institutions forced to transform. The cases examined involve the organization's initial failure to adopt a digital application system due to employee resistance, which was then resolved through the intervention of a digital leadership style. In the initial phase of the case study, the organization encountered challenges in the form of low utilization of the new information system, which had been built at great expense. The main problem stemmed from the characteristics of unit leaders who still adhered to a traditional paradigm, relying on rigid physical controls and refusing to learn the new system due to its perceived complexity. This case reflects the conditions described by Kusumawati (2023), where adaptation failure occurs due to leaders not preparing technology-related knowledge and failing to respond quickly to developments. This pattern of structural failure due to internal resistance is validated by an analysis in Kurniawan (2020), who concluded that the procurement of macro technology will become dysfunctional if not accompanied by digital literacy readiness of personnel at the lower operational level. This psychological barrier was also examined by Wulandari (2021), who found a tendency for senior staff to reject it because they perceived the new system as potentially reducing the comfort of the old bureaucracy.

This case was resolved through a shift in management approach to transformative and situational digital leadership. The newly appointed digital leader applied critical, creative, and visionary thinking. This resolution closely aligns with Pearl Zhu's (2022) digital leadership characteristics, as outlined in the research by Tulungen, Saerang, and Maramis (2022), in which the leader resolves complex situations through a curiosity-based and profound leadership approach. The leader employed a gradual strategy to alleviate employees' cultural fears through virtual socialization, a model similar to Hapsari's (2022a) digital conflict resolution model, which prioritizes interpersonal persuasive communication. The digital leader integrated mobile communication applications to conduct online discussions, break down inter-departmental egos, and provide horizontal digital coaching to employees experiencing technical difficulties. This aligns with Prayuda's (2022) leadership dimensions, which emphasize the importance of virtual information sharing and cooperative supervision to build team trust. This ongoing educational approach aligns with Siregar's (2020) recommendation regarding the importance of regular workshops to align operational staff perceptions of new platforms.

In the final stages of case resolution, digital leaders implemented a style-sharing strategy based on staff maturity. For resistant senior staff, a persuasive approach and embedded mentoring were employed, while younger staff were given broader innovation delegation. The implementation of this tactic closely aligns 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 demonstrated that psychological mapping of work groups doubled the adoption curve of new systems. Non-financial incentive instruments were also integrated, in line with Hapsari's (2022b) analysis, which demonstrated the impact of technological mentoring on reducing resistance, and Utami's (2024) study, which demonstrated the importance of recognizing employees' independent digital performance.

According to Purnama's (2023) study, the success of this transition management created new stability within the internal environment, supported by the creation of a conducive work climate, 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 align significantly 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 the results of the analysis and discussion that have been carried out by integrating comparative literature studies and case analysis, the following conclusions can be drawn:

1. **Limitations of the Traditional Paradigm:** Traditional leadership, which relies heavily on rigid hierarchical structures, excessive formalization, and centralized (top-down) control, has proven incompatible in the

digital age. This pattern tends to position technology merely as an administrative tool and slows down coordination, thus triggering transformational stagnation and organizational failure to adapt to rapid external changes.

2. **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-driven decision-making; and the creation of a creative work climate that prioritizes empowerment over rigid SOP compliance.
3. **The Cruciality of Adaptability:** Readiness for digital transformation is determined not only by the adoption of advanced technological devices, but also by the organization's adaptive capability in managing the transition of values, culture, and the socio-cultural readiness of its human resources. Digital leaders act as architects of change and must train members in a growth mindset to avoid culture shock.
4. **Technology as a Strategic Driver:** Advanced information technology serves as a strategic driver, breaking down geographic boundaries and sectoral ego barriers. The integration of virtual communication platforms and digital management systems under the control of digital leadership has been proven to lead organizations to transparent, effective, and efficient business processes.
5. **Strategic Resolution Through a Situational Approach:** Based on the case study analysis, the main obstacle in the form of employee resistance to the new digital system can be optimally resolved through digital leadership style interventions combined with a situational approach. The flexibility of leaders in diagnosing the level of readiness of followers, accompanied by persuasive communication, horizontal education (coaching), and digital role modeling, has proven to be the key to successfully minimizing internal resistance and accelerating the technology adoption curve to boost organizational performance sustainably.

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