



Digital transformation, human resource competency, and adaptive leadership in public sector organizational performance

Irwan Irwan¹, Syawal Fahmi², Mohammad Aldilla Muntazar³, Rita Paramawati³, Septian Aryatama⁴

¹ Magister Manajemen, Institute Teknologi Dan Bisnis Nobel Indonesia, Indonesia

² Universitas Pertahanan RI, Indonesia

³ Universitas Brawijaya Malang, Indonesia

⁴ Politeknik Perkeretaapian Indonesia Madiun, Indonesia

Article Info

Article history:

Received May 09th, 2026

Revised Jul 17th, 2026

Accepted Jul 21th, 2026

Keyword:

Digital transformation,
Adaptive leadership,
Human resource competency,
Organizational readiness,
Public sector performance

ABSTRACT

This study aims to analyze the interrelationship between digital transformation, human resource competency, adaptive leadership, and organizational performance in public sector organizations. The findings reveal that sustainable organizational performance is not achieved through technological adoption alone but through the systemic integration of digital transformation, competent human resources, adaptive leadership, and organizational readiness. Among these factors, organizational readiness emerged as a critical moderating condition, shaping the effectiveness of digital transformation initiatives through institutional culture, governance structures, policy support, resource availability, and innovation capacity. Digital transformation provides technological infrastructure and governance modernization, while human resource competency supports effective implementation and operational performance. Adaptive leadership facilitates organizational flexibility, innovation, and responsiveness during transformation processes. This study contributes to the public sector management literature by proposing an integrated conceptual framework that explains organizational performance as a multidimensional outcome generated through the interaction of technological capability, human competency, leadership adaptability, and institutional preparedness. The framework offers strategic guidance for policymakers and public administrators in designing sustainable organizational transformation initiatives in the digital governance era.



© 2026 The Authors. Published by Indonesian Indovisi Institute
This is an open access article under the CC BY-NC-SA license
(<https://creativecommons.org/licenses/by-nc-sa/4.0>)

Corresponding Author:

Irwan Irwan,
Institute Teknologi Dan Bisnis Nobel Indonesia, Indonesia
Email: irwan.usman0818@gmail.com

Introduction

Digital transformation has become a central agenda in contemporary public sector reform as governments worldwide attempt to improve organizational effectiveness, service quality,

transparency, and administrative efficiency through technological innovation (Mergel et al., 2019; Salem Al-Mamary ياسر حسن المعمري et al., 2025; Vial, 2019). The rapid development of information technology, artificial intelligence, digital governance systems, and integrated public service platforms has significantly reshaped the operational landscape of public institutions. Public organizations are increasingly expected to deliver responsive, efficient, and citizen-centered services while simultaneously maintaining institutional accountability and sustainability. Digital transformation also involves redesigning organizational processes, governance mechanisms, and public value creation rather than merely digitizing existing administrative procedures (Ciancarini et al., 2024; Maazmi et al., 2025). In this context, digital transformation is not merely associated with technological adoption but also involves organizational restructuring, cultural adaptation, and managerial innovation. Fathi & Zare (2024) explained that digital transformation in public sector organizations requires comprehensive institutional adaptation involving technological systems, organizational culture, and strategic governance mechanisms. Similarly, Lips (2024) argued that digital transformation represents a multidimensional organizational change process that demands institutional readiness and effective human resource management. The increasing dependence on digital governance has therefore intensified the need for organizational agility and sustainable institutional capability within public sector organizations.

Despite the growing implementation of digital technologies in public institutions, many organizations continue to face considerable challenges in achieving successful transformation outcomes. Bureaucratic rigidity, resistance to organizational change, limited technological competence, and inadequate leadership adaptation frequently hinder the effectiveness of digital transformation programs. In many cases, public organizations adopt technological systems without ensuring organizational readiness and employee capability, resulting in fragmented administrative processes and inefficient public services. Existing studies suggest that technological advancement alone cannot improve organizational performance unless it is supported by competent human resources and adaptive organizational leadership. Fathi and Zare (2024) emphasized that successful digital transformation depends on organizational capability to integrate technological innovation with institutional management practices. Furthermore, Lips (2024) highlighted that many digital transformation initiatives in public organizations fail because institutions underestimate the human and managerial dimensions of organizational change. Consequently, the effectiveness of public sector transformation increasingly depends on the integration between technological adaptation, employee competency, and strategic leadership capability.

Drawing on the Dynamic Capabilities Framework (Teece, 2007), this study conceptualizes public sector transformation as a process through which organizations develop the capacity to sense environmental changes, seize emerging opportunities, and transform institutional resources to sustain performance. Within this perspective, digital transformation represents the organizational capability to sense and respond to technological and governance changes, human resource competency reflects the capability to seize opportunities through knowledge and skills deployment, while adaptive leadership facilitates organizational transformation by enabling learning, innovation, and strategic adaptation. This theoretical perspective is complemented by Socio-Technical Systems Theory, which emphasizes that organizational effectiveness emerges from the alignment between technological systems and human factors. Consequently, sustainable public sector performance depends not only on technological modernization but also on the interaction among human competency, leadership adaptability, and institutional readiness.

Human resource competency has become one of the most important determinants of organizational sustainability and performance in the digital era. Contemporary public organizations require not only digital literacy but also strategic thinking, innovation capability, collaborative skills, and continuous learning capacity to maximize digital transformation outcomes (Ekhsan et al., 2026; González-Varona et al., 2021). Public sector organizations require employees who possess not only technical expertise but also adaptive, collaborative, analytical, and innovation-oriented competencies to respond effectively to rapidly changing governance environments. Competent human resources contribute significantly to institutional effectiveness because they enable organizations to implement digital systems, improve service quality, and maintain operational efficiency. Prabawati et al. (2018) stated that competency-based human resource development enhances employee professionalism

and organizational adaptability within public institutions. Their findings demonstrated that competency-oriented training programs contribute positively to institutional effectiveness and organizational performance. Likewise, Wikansari et al. (2023) found that competency development within Indonesian public service institutions significantly improves administrative efficiency and public service quality. In the context of digital governance, employees are increasingly expected to integrate technological literacy with strategic problem-solving and organizational adaptability. Therefore, strengthening human resource competency has become an essential requirement for achieving effective organizational transformation in public institutions, particularly in organizations pursuing digital governance initiatives (Nurhayati et al., 2022).

In addition to employee competency, adaptive leadership plays a strategic role in guiding organizational transformation and maintaining institutional effectiveness during periods of rapid change. Public sector leaders currently face increasingly complex challenges associated with technological disruption, dynamic governance demands, and evolving citizen expectations. Traditional bureaucratic leadership models characterized by rigidity and hierarchical control are often ineffective in responding to rapidly changing digital environments. Consequently, adaptive leadership has emerged as an important leadership approach capable of encouraging organizational flexibility, innovation, and collaborative problem-solving. Recent studies further indicate that adaptive leadership enhances organizational learning, psychological safety, and employee adaptability, thereby strengthening institutional resilience during digital transformation (Berger, 2019; Edmondson, 2018; Kusanke et al., 2024). Chughtai et al. (2023) explained that adaptive leadership significantly enhances organizational innovation and strengthens employees' confidence in managing organizational change. Adaptive leaders facilitate organizational learning, support institutional flexibility, and encourage employees to embrace transformation initiatives. Recent empirical evidence also suggests that adaptive leadership strengthens organizational dynamic capabilities during digital transformation projects, enabling organizations to respond more effectively to technological and environmental change (Huang et al., 2023). Similarly, Boikanyo (2025) argued that adaptive leadership is crucial during digitally driven organizational change because it enables institutions to balance organizational stability with continuous innovation. Effective adaptive leaders create supportive organizational cultures that encourage experimentation, learning, and strategic responsiveness. As public organizations continue to experience technological disruption and governance reform, adaptive leadership becomes increasingly important in ensuring successful organizational transformation and institutional sustainability.

Organizational performance in the public sector has become a major concern in modern governance because governments are expected to provide high-quality public services while maintaining efficiency, accountability, and institutional effectiveness. Public sector organizational performance is multidimensional and includes operational efficiency, service quality, innovation capability, accountability, organizational agility, and public value creation (Kaplan & Norton, 2002; Walker et al., 2010). El-Ghalayini (2017) stated that effective human resource management practices significantly influence organizational performance because employee competency determines institutional effectiveness and policy implementation quality. Furthermore, Parhizgari & Gilbert (2004) argued that organizational effectiveness in public institutions should not be measured solely through financial outcomes but also through strategic achievement, operational capability, and public value creation. In the digital era, organizational performance increasingly depends on institutions' ability to integrate technological innovation, employee competency, and adaptive leadership practices into organizational processes. Organizations that fail to establish this integration frequently experience administrative inefficiency, limited innovation capability, and declining service quality. Therefore, improving organizational performance in public institutions requires a comprehensive strategic approach that combines digital transformation, human resource development, and adaptive leadership capability.

To clarify the positioning of this study within the existing literature, Table 1 summarizes selected studies examining digital transformation, human resource competency, and leadership in organizational transformation contexts, as well as the conceptual limitations addressed by the present study.

Table 1. Comparative Analysis of Prior Studies and the Proposed Research Framework

Study	Main Focus	Limitation
Fathi & Zare (2024)	Digital transformation and organizational change	Does not integrate adaptive leadership and organizational readiness
Chughtai et al. (2024)	Adaptive leadership and organizational innovation	Limited attention to digital transformation capability and institutional readiness
Atmanegara et al. (2025)	Human competency in the digital transformation era	Does not explain the systemic interaction among leadership, organizational readiness, and performance outcomes
Current Study	Integrated public sector transformation framework	Positions organizational readiness as a moderating institutional factor linking digital transformation, human resource competency, adaptive leadership, and public sector organizational performance

As shown in Table 1, previous studies have examined various dimensions of organizational transformation, including digital transformation, human resource competency, and adaptive leadership. However, important conceptual gaps remain regarding how these dimensions interact systematically to influence public sector organizational performance. Although existing studies acknowledge the importance of technological capability, leadership effectiveness, and employee competency, they generally treat these factors as independent or direct antecedents of organizational outcomes. In particular, organizational readiness has received limited attention as a strategic institutional mechanism that shapes the effectiveness of transformation initiatives. Consequently, there remains insufficient theoretical understanding of how digital transformation, human resource competency, adaptive leadership, and organizational readiness interact within a unified framework to support sustainable organizational performance in public sector institutions. Unlike prior studies, this research conceptualizes organizational readiness as a moderating institutional factor that influences the effectiveness of technological adaptation, competency development, and leadership responsiveness during organizational transformation processes. This perspective extends existing literature by proposing a more comprehensive explanation of public sector transformation grounded in the Dynamic Capabilities Framework and Socio-Technical Systems Theory.

This study aims to develop an integrated conceptual framework that explains the systemic interaction among digital transformation, human resource competency, adaptive leadership, and organizational readiness in shaping public sector organizational performance. Drawing on the Dynamic Capabilities Framework and Socio-Technical Systems Theory, the study seeks to extend existing public sector transformation literature by positioning organizational readiness as a moderating institutional factor that influences the effectiveness of technological adaptation, competency development, and leadership responsiveness. The findings are expected to contribute to public sector management scholarship by providing a more comprehensive explanation of organizational transformation processes in the digital governance era and offering strategic implications for policymakers and public administrators.

Based on the identified theoretical and empirical gaps, this study addresses the following research question: What is the systemic interaction mechanism among digital transformation, human resource competency, adaptive leadership, and organizational readiness in determining public sector organizational performance in the digital governance era?

Method

This study employed a systematic conceptual literature review combined with conceptual synthesis to examine the relationships among digital transformation, human resource competency, adaptive leadership, organizational readiness, and public sector organizational performance. The review was conducted through a structured and transparent literature identification, screening, and

synthesis process designed to ensure methodological rigor and analytical consistency. Unlike conventional systematic reviews that emphasize exhaustive evidence aggregation, this study focused on theory development and conceptual integration by synthesizing relevant scholarly literature. Consistent with Snyder (2019) and Xiao & Watson (2019), systematic literature reviews enable researchers to identify theoretical gaps, synthesize fragmented findings, and develop broader conceptual explanations within a specific research domain. Therefore, this approach was considered appropriate for exploring the systemic interaction among digital transformation, human resource competency, adaptive leadership, organizational readiness, and public sector organizational performance.

The population of this study consisted of academic publications discussing digital transformation, human resource competency, adaptive leadership, organizational readiness, and organizational performance within public sector contexts. The sampling method applied in this research was purposive sampling, where literature sources were selected based on their relevance, credibility, publication quality, and direct contribution to the research objectives. The study prioritized peer-reviewed journal articles, conference proceedings, doctoral dissertations, and institutional reports published between 2017 and 2025 to ensure the relevance and contemporariness of the literature. Several foundational studies published before 2017 were also included because of their significant theoretical contributions to organizational effectiveness and public sector management literature.

The inclusion criteria were as follows: (1) publications written in English; (2) peer-reviewed journal articles, conference proceedings, doctoral dissertations, and accredited institutional reports; (3) studies published between 2017 and 2025, except for seminal theoretical works; (4) studies conducted within public sector or government organizational contexts; and (5) publications addressing at least one of the focal constructs examined in this study. The exclusion criteria included editorials, book reviews, opinion papers, duplicate records, publications without accessible full texts, and studies unrelated to the research variables. Table 1 presents the inclusion and exclusion criteria applied during the literature selection process.

Table 1. Inclusion and Exclusion Criteria

Criteria	Inclusion	Exclusion
Publication Type	Peer-reviewed journals, conference proceedings, dissertations, institutional reports	Editorials, book reviews, opinion papers
Language	English	Non-English
Publication Period	2017–2025	Before 2017 (except seminal studies)
Research Context	Public sector organizations	Private sector only
Relevance	Related to at least one focal variable	Unrelated to research variables
Accessibility	Full text available	Abstract only or inaccessible documents

The primary research instruments in this study were documentation techniques and qualitative literature analysis procedures. The researcher functioned as the principal research instrument responsible for identifying, collecting, evaluating, categorizing, and interpreting relevant academic literature. To support systematic literature identification, several keywords were employed during the search process, including “digital transformation in public sector,” “adaptive leadership,” “human resource competency,” “organizational effectiveness,” “public sector organizational performance,” “organizational readiness,” and “digital governance.” These keywords were searched individually and in combination through academic databases such as Google Scholar, Scopus, ScienceDirect, SpringerLink, and selected institutional repositories.

Search Strategy

To ensure comprehensive literature coverage, Boolean operators (AND, OR) were employed to combine predefined keywords and construct systematic search strings across the selected electronic databases. The search strategy was designed following established guidelines for systematic literature reviews to ensure transparency, reproducibility, and comprehensive identification of

relevant studies (Snyder, 2019; Webster & Watson, 2002; Xiao & Watson, 2017). The primary search string was formulated as follows:

("digital transformation" OR "digital governance") AND ("human resource competency" OR "human capital") AND ("adaptive leadership") AND ("organizational performance" OR "organizational effectiveness") AND ("public sector" OR "government organization").

Additional keyword combinations were employed to identify studies related to organizational readiness, institutional transformation, and digital governance. Searches were limited to publications published between 2017 and 2025, while seminal studies published prior to 2017 were included when they provided important theoretical foundations.

Although Google Scholar was used to maximize search coverage, only studies published in peer-reviewed journals, conference proceedings, accredited academic repositories, and doctoral dissertations were retained. Predatory journals, commercial publications, blogs, and non-peer-reviewed materials were excluded during the screening process. The literature selection process focused on relevance to the research objectives, conceptual contribution, methodological clarity, and credibility of the publication source.

The data collection procedure involved several systematic stages designed to maintain transparency and analytical consistency throughout the review process. The first stage involved identifying relevant academic sources through database searching using predetermined keywords and inclusion criteria. The second stage involved screening and selecting literature based on publication relevance, conceptual contribution, methodological quality, and source credibility. The third stage involved organizing and documenting significant concepts, theoretical arguments, empirical findings, and analytical interpretations extracted from the selected publications. During this stage, the researcher compared similarities and differences among studies to identify recurring themes, conceptual gaps, theoretical inconsistencies, and emerging organizational issues associated with digital transformation in public institutions.

To facilitate systematic synthesis, a literature synthesis matrix was developed to map the relationships among digital transformation, human resource competency, adaptive leadership, organizational readiness, and public sector organizational performance. The matrix enabled cross-study comparison and assisted in identifying recurring conceptual patterns across the selected literature.

The data analysis technique employed in this study was qualitative content analysis combined with conceptual synthesis. Qualitative content analysis was used to identify recurring themes, conceptual relationships, theoretical perspectives, and empirical patterns associated with digital transformation, human resource competency, adaptive leadership, organizational readiness, and organizational performance. The analysis process began with intensive reading and interpretative examination of each selected publication. The researcher then categorized important concepts and compared findings across studies to construct a comprehensive conceptual understanding of organizational transformation dynamics in public sector institutions.

Through conceptual synthesis, multiple theoretical perspectives were integrated to explain how technological adaptation, employee competency, adaptive leadership, and organizational readiness collectively influence organizational effectiveness. Ordinary qualitative analytical procedures such as thematic categorization, conceptual comparison, interpretation, and synthesis were employed without statistical meta-analysis because the study emphasized conceptual explanation and theory development rather than quantitative measurement.

Several strategies were implemented to enhance the credibility and trustworthiness of the review. The researcher systematically compared findings across multiple independent studies and maintained an audit trail documenting search decisions, screening procedures, thematic categorizations, and synthesis outcomes. This documentation enhanced transparency and strengthened the consistency of the analytical process.

Because the review was conducted by a single researcher, formal intercoder reliability testing was not feasible. To minimize potential researcher bias, literature selection, categorization, and

interpretation were conducted using predefined inclusion criteria, iterative reading procedures, reflexive memo writing, and continuous comparison across multiple scholarly sources. In addition, the review prioritized peer-reviewed and internationally recognized publications to ensure the academic quality and credibility of the synthesized evidence.

This study also acknowledges several methodological limitations. First, the research relied exclusively on secondary data derived from scholarly literature without primary empirical investigation. Consequently, the findings should be interpreted as conceptual insights rather than statistically generalizable conclusions. Second, the study did not employ quantitative meta-analysis and therefore cannot estimate effect sizes or causal relationships among variables. Nevertheless, the systematic conceptual review approach provided substantial flexibility for integrating diverse theoretical perspectives and developing a comprehensive framework for understanding public sector organizational transformation in the digital governance era.

To support conceptual synthesis, a literature synthesis matrix was developed to systematically map the relationships among digital transformation, human resource competency, adaptive leadership, organizational readiness, and public sector organizational performance. The matrix facilitated cross-study comparison and assisted in identifying recurring themes, conceptual overlaps, and theoretical gaps that informed the development of the proposed conceptual framework.

Table 2. Literature Synthesis Matrix

Study	Digital Transformation (DT)	Human Resource Competency (HRC)	Adaptive Leadership (AL)	Organizational Readiness (OR)	Public Sector Organizational Performance (PSOP)	Key Contribution
Fathi & Zare (2024)	✓	–	–	✓	✓	Digital transformation requires institutional readiness and governance adaptation
Lips (2024)	✓	✓	–	✓	✓	Digital transformation as a systemic organizational process
Prabawati et al. (2018)	–	✓	–	–	✓	Competency-based HR development improves organizational effectiveness
Wikansari et al. (2023)	–	✓	–	–	✓	HR competency enhances public service efficiency
Atmanegara et al. (2025)	✓	✓	–	–	✓	Human competency must adapt to digital transformation demands
Chughtai et al. (2024)	–	–	✓	✓	✓	Adaptive leadership promotes

Study	Digital Transformation (DT)	Human Resource Competency (HRC)	Adaptive Leadership (AL)	Organizational Readiness (OR)	Public Sector Organizational Performance (PSOP)	Key Contribution
Boikanyo (2025)	✓	–	✓	✓	✓	innovation and change readiness Leadership adaptability supports organizational transformation
Kuziv et al. (2025)	✓	✓	✓	–	✓	Innovative leadership facilitates digital HR systems
El-Ghalayini (2017)	–	✓	–	–	✓	HR practices significantly influence organizational performance
Parhizgari & Gilbert (2004)	–	–	–	–	✓	Organizational performance is multidimensional
Zam et al. (2025)	✓	✓	✓	–	✓	Digital capability and organizational learning mediate performance outcomes

As shown in Table 2, previous studies have predominantly examined digital transformation, human resource competency, and adaptive leadership as separate determinants of organizational outcomes. Limited attention has been given to the interaction among these constructs and the role of organizational readiness as a moderating institutional condition. This observation provided the basis for developing the integrated conceptual framework proposed in this study.

Results and Discussions

This section presents the synthesized findings derived from the qualitative library research concerning the relationship between digital transformation, human resource competency, adaptive leadership, and public sector organizational performance. The findings are organized into conceptual themes, structural relationships among the principal variables, and the development of an integrated organizational transformation framework. Rather than merely summarizing previous studies, this section synthesizes the literature to construct a comprehensive conceptual explanation of how public sector organizations can achieve sustainable performance in the digital governance era.

Emerging Conceptual Patterns in Public Sector Organizational Transformation

The literature synthesis reveals that public sector organizational transformation is increasingly characterized by the interaction between technological modernization, human capability development, and adaptive leadership practices. Across the reviewed literature, digital transformation consistently emerged as a critical institutional strategy for improving administrative efficiency, service quality, organizational transparency, and governance responsiveness. However, the findings also indicate that technological implementation alone does not automatically generate organizational effectiveness. This conclusion is consistent with Maazmi et al. (2024), who identified

organizational leadership, strategic planning, employee capability, governance support, and institutional readiness as critical success factors determining the outcomes of digital transformation initiatives in government organizations. Instead, the success of digital transformation depends largely on institutional readiness, employee capability, organizational culture, and leadership adaptability.

The analysis further demonstrates that contemporary public organizations operate within increasingly complex governance environments characterized by rapid technological disruption, changing citizen expectations, and continuous administrative reform. This finding is consistent with Soesanto & Rumbekwan (2026), who identified governance readiness, technological capability, leadership commitment, and human resource development as key factors influencing successful digital transformation in local government. Consequently, public institutions are required not only to adopt digital systems but also to redesign organizational processes and strengthen institutional capability. Baloyi et al. (2026) similarly emphasized that organizational readiness—including leadership commitment, employee preparedness, institutional capacity, and digital infrastructure—is a prerequisite for successful digital transformation within public sector organizations. The literature consistently indicates that organizations capable of integrating technological systems with competency-based human resource development and adaptive leadership practices demonstrate greater organizational flexibility and performance sustainability compared to institutions relying solely on technological investment.

Another recurring conceptual pattern identified in the literature concerns the strategic importance of adaptive leadership in managing organizational transformation. Traditional bureaucratic leadership models characterized by hierarchical rigidity and centralized decision-making are increasingly considered inadequate for responding to dynamic governance challenges. Instead, adaptive leadership emerged as an essential organizational capability that supports innovation, organizational learning, collaborative problem-solving, and institutional responsiveness. This finding is consistent with Adie et al. (2024), who identified digital leadership as a critical capability for enabling successful digital transformation in public sector organizations through strategic vision, organizational agility, stakeholder collaboration, and innovation-oriented governance. This finding is consistent with the systematic review and meta-analysis conducted by Bonini et al. (2024), which demonstrated that leadership behaviors positively influence adaptive performance across diverse organizational settings by enhancing employees' capability to respond effectively to dynamic environmental changes. The literature suggests that adaptive leaders play a critical role in aligning organizational transformation initiatives with employee readiness and institutional objectives.

Furthermore, the findings indicate that organizational performance within the public sector is multidimensional and extends beyond operational efficiency alone. Public sector organizational performance encompasses service quality, institutional effectiveness, innovation capability, accountability, organizational agility, and public value creation. This multidimensional perspective is consistent with Kaplan and Norton (2002), who emphasized the importance of balancing multiple organizational performance dimensions, and with Balaji (2025), who argued that digital government initiatives should be evaluated not only by administrative efficiency but also by their contribution to public value, governance quality, transparency, and citizen-centered service delivery. Furthermore, Walker et al. (2010) demonstrated that management innovation and effective performance management practices significantly enhance organizational performance within public sector institutions. Therefore, sustainable organizational performance can only be achieved when technological capability, human resource competency, and adaptive leadership operate simultaneously within a supportive organizational environment.

Structural Relationships Between the Main Variables

The synthesis of literature identified strong interdependence among digital transformation, human resource competency, adaptive leadership, and public sector organizational performance. The findings demonstrate that the relationship among these variables is systemic rather than linear, where each dimension reinforces and supports the effectiveness of the others. Digital transformation functions as the technological and structural foundation enabling modernization of public administration systems, service automation, and governance integration. However, the effectiveness of digital transformation depends significantly on the capability of employees to utilize technological

systems effectively. Human resource competency therefore emerges as a strategic execution capability determining whether technological innovation can be translated into organizational effectiveness. Employees possessing digital literacy, analytical competence, adaptive thinking, and collaborative capability contribute directly to institutional flexibility and service improvement. The findings also reveal that adaptive leadership functions as the strategic coordination mechanism connecting organizational technology and human capability. Adaptive leaders facilitate institutional learning, encourage innovation culture, reduce organizational resistance to change, and strengthen organizational responsiveness during transformation processes. Leadership adaptability also influences the extent to which organizations successfully integrate digital systems with institutional objectives and competency development initiatives.

Most importantly, the literature confirms that public sector organizational performance improves most significantly when digital transformation, human resource competency, and adaptive leadership operate simultaneously and synergistically. Organizations implementing digital systems without strengthening employee competency frequently experience technological inefficiency and fragmented transformation processes. Similarly, institutions possessing competent employees but lacking adaptive leadership often struggle to coordinate transformation initiatives effectively. Consequently, sustainable public sector organizational performance depends on systemic integration among technological capability, human competency, leadership adaptability, and institutional readiness.

Synthesis of Key Literature Findings

The synthesis of the reviewed literature demonstrates consistent scholarly agreement regarding the strategic role of digital transformation, human resource competency, and adaptive leadership in improving organizational effectiveness within public institutions. However, most previous studies examined these organizational dimensions separately rather than integrating them into a unified conceptual framework. This study extends previous scholarship by synthesizing these dimensions into a comprehensive organizational transformation model specifically relevant to public sector organizational performance in the digital governance era.

Table 2. Literature Synthesis Matrix

Author(s)	Methodology of Original Study	Key Finding	Limitation of Original Study	How It Supports/Contradicts Current Model
Fathi & Zare (2024)	Conceptual Review	Digital transformation requires institutional adaptation	Limited discussion of leadership and HR capability	Supports DT and OR dimensions
Lips (2024)	Doctoral Research	Digital transformation is a systemic organizational process outcomes	Limited focus on performance	Supports DT-PSOP relationship
Prabawati et al. (2018)	Empirical Study	Competency-based HR development improves effectiveness	Does not examine digital transformation	Supports HRC-PSOP relationship
Wikansari et al. (2023)	Public Sector Case Study	Competency improves service quality and efficiency	Limited leadership discussion	Supports HRC dimension
Chughtai et al. (2024)	Empirical Study	Adaptive leadership strengthens innovation and change readiness	Private-sector orientation	Supports AL construct
Boikanyo (2025)	Conceptual Study	Adaptive leadership is important during uncertainty	Limited public-sector evidence	Supports AL role
Kuziv et al. (2025)	Conceptual Study	Innovative leadership supports digital systems	Limited HR performance measurement	Supports integration of AL and HRC

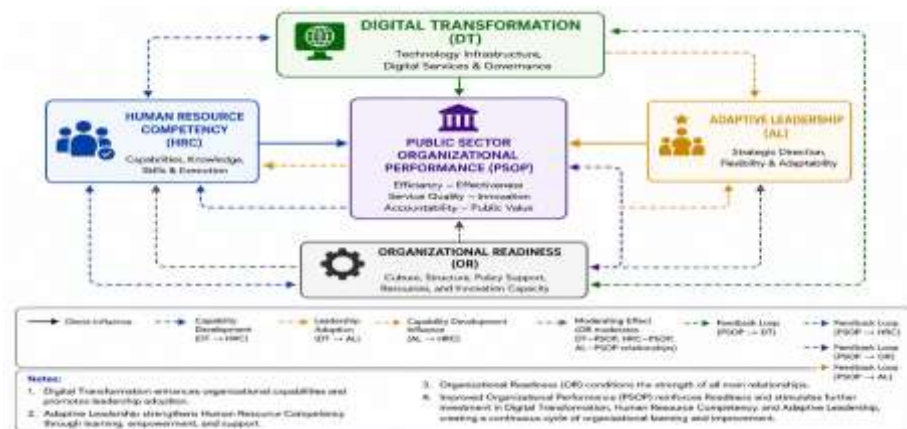
Author(s)	Methodology of Original Study	Key Finding	Limitation of Original Study	How It Supports/Contradicts Current Model
El-Ghalayini (2017)	Empirical Study	HR practices influence organizational performance	Does not consider digital transformation	Supports HRC–PSOP relationship
Parhizgari & Gilbert (2004)	Conceptual Study	Organizational performance multidimensional	Predates digital governance era	Supports PSOP construct
Zam et al. (2025)	Empirical Study	Digital mediates organizational performance	Limited consideration of readiness factors	Supports DT–PSOP relationship while highlighting omitted variables

The synthesis presented in Table 1 confirms that previous studies consistently recognize the importance of technological capability, human competency, and leadership adaptability in organizational transformation processes. Nevertheless, the literature also reveals that limited studies have comprehensively integrated these variables within the context of public sector organizational performance. More importantly, the synthesis matrix reveals not only convergence but also important divergences in the literature. While most studies agree that digital transformation contributes to organizational effectiveness, disagreement remains regarding the mechanisms through which such benefits are realized. For example, Fathi and Zare (2024) emphasize institutional adaptation as the primary driver of transformation success, whereas Zam et al. (2025) highlight digital capability as a mediating mechanism between technological investment and organizational performance.

Similarly, the leadership literature generally supports the positive role of adaptive leadership during periods of uncertainty; however, evidence remains context-dependent. Chughtai et al. (2024) demonstrate that adaptive leadership enhances innovation and change readiness, whereas studies conducted in highly formalized public-sector environments suggest that excessive leadership flexibility may create role ambiguity and implementation inconsistency. These contrasting findings indicate that the effectiveness of adaptive leadership may depend on organizational context and institutional constraints. The literature therefore suggests that organizational performance cannot be explained through isolated technological, human, or leadership factors. Instead, transformation outcomes emerge from the interaction among multiple organizational dimensions, thereby providing stronger justification for the integrated framework proposed in this study.

Integrated Organizational Transformation Framework

Based on the synthesis of theoretical and empirical literature, this study proposes an integrated organizational transformation framework explaining how public sector institutions achieve sustainable organizational performance in the digital governance era.



Unlike conventional linear models, the proposed framework incorporates reciprocal relationships and organizational learning feedback loops. Improvements in public sector organizational performance may strengthen organizational readiness, facilitate further competency development, and support subsequent digital transformation initiatives. Therefore, organizational transformation should be understood as a dynamic and iterative process rather than a one-way causal relationship.

Figure 1 illustrates the integrative organizational transformation framework proposed in this study. The model demonstrates that digital transformation directly influences public sector organizational performance by strengthening technological infrastructure and governance capability. Human resource competency contributes through operational capability and execution effectiveness, while adaptive leadership provides strategic direction, organizational flexibility, and adaptability during transformation processes. The framework further suggests that adaptive leadership contributes indirectly to organizational performance by strengthening human resource competency through learning facilitation, employee empowerment, and continuous capability development.

The model further indicates that organizational readiness functions as an important moderating institutional factor influencing the effectiveness of transformation initiatives. Organizational readiness includes organizational culture, institutional structure, policy support, resource availability, and innovation capability. These organizational dimensions indirectly influence the effectiveness of digital transformation, competency development, and adaptive leadership implementation within public institutions.

Unlike previous studies that examined digital transformation, human resource competency, and adaptive leadership independently, the proposed framework conceptualizes public sector organizational performance as a systemic outcome generated through the simultaneous interaction among technological capability, human competency, leadership adaptability, and institutional readiness. Therefore, organizational effectiveness in the digital era should not be interpreted as the product of isolated organizational interventions, but rather as the result of integrated institutional transformation processes.

Theoretical Contribution of the Study

This study contributes to the literature on public sector management and organizational transformation by refining rather than replacing existing organizational transformation frameworks. The proposed framework shares several similarities with the Technology–Organization–Environment (TOE) framework, particularly in recognizing that technological and organizational factors jointly influence organizational outcomes. However, the present study extends these perspectives by explicitly incorporating adaptive leadership and organizational readiness as institutional mechanisms that shape the effectiveness of transformation initiatives within public-sector organizations.

While the TOE framework explains how technological and organizational conditions influence innovation adoption, the Dynamic Capabilities Framework provides a complementary perspective by explaining how organizations continuously reconfigure technological, human, and leadership resources to sustain performance under changing environmental conditions. The present study integrates these perspectives by emphasizing organizational readiness and adaptive leadership as mechanisms that support continuous transformation rather than one-time technology adoption. Consequently, the proposed framework extends existing transformation models by highlighting the dynamic interaction among technological capability, human competency, leadership adaptability, and institutional preparedness within public sector organizations.

Accordingly, the contribution of this study does not lie in proposing a completely new theoretical framework, but rather in specifying how digital transformation, human resource competency, adaptive leadership, and organizational readiness interact within a public-sector context characterized by bureaucratic complexity, governance constraints, and increasing digitalization pressures.

Previous studies generally discussed these organizational dimensions separately or within limited organizational contexts. In contrast, this study demonstrates that sustainable organizational

performance in public institutions emerges through the interaction among technological systems, employee capability, leadership adaptability, and institutional support mechanisms.

The study also expands the understanding of digital transformation beyond technological adoption alone. The findings indicate that digital transformation should be interpreted as a socio-technical organizational process involving simultaneous adaptation of institutional structures, employee competency, organizational culture, and leadership orientation. Furthermore, this study positions adaptive leadership as a strategic integrative capability connecting technological innovation and human resource development during organizational transformation processes.

Another important contribution lies in the inclusion of organizational readiness as a moderating institutional factor within the proposed conceptual model. The findings suggest that organizational transformation effectiveness is significantly influenced by institutional preparedness, including governance structure, organizational culture, policy support, and innovation capacity. Consequently, the study provides a more comprehensive theoretical explanation regarding the dynamics of public sector organizational transformation in the digital governance era.

Proposed Public Sector Organizational Performance Model

The final synthesized finding of this study is the development of a proposed public sector organizational performance model based on systemic organizational integration. The model explains that digital transformation provides technological infrastructure and modernization capability, human resource competency determines institutional execution capability, adaptive leadership ensures strategic coordination and organizational responsiveness, while organizational readiness strengthens institutional support for transformation processes.

The findings ultimately confirm that public sector organizational effectiveness in the digital era is not determined by technology, competency, or leadership independently, but rather by the systemic integration among these organizational dimensions within a supportive institutional environment. Therefore, sustainable organizational transformation requires simultaneous alignment between technological capability, human resource development, adaptive leadership practices, and organizational readiness to achieve long-term institutional effectiveness and public value creation.

Discussion

The findings of this study confirm that public sector organizational performance in the digital governance era is shaped by the systemic interaction between digital transformation, human resource competency, adaptive leadership, and organizational readiness. The results demonstrate that organizational transformation within public institutions cannot be understood as a purely technological process, but rather as a multidimensional institutional transformation requiring simultaneous adaptation of governance systems, employee capability, organizational culture, and leadership orientation. This finding strengthens contemporary public administration perspectives arguing that digital transformation represents an integrated socio-technical process rather than a simple technological modernization initiative.

The first important finding of this study emphasizes the strategic role of digital transformation as the structural foundation of public sector modernization. The literature synthesis indicates that digital transformation contributes significantly to administrative efficiency, service integration, governance transparency, and institutional responsiveness. This finding supports the arguments of Fathi and Zare (2024), who explain that digital transformation requires comprehensive institutional adaptation involving organizational systems, governance structures, and technological integration. Similarly, Lips (2024) argues that digital transformation in public institutions should be interpreted as a systemic organizational process rather than a technological intervention alone. The findings of this study extend these perspectives by demonstrating that technological modernization only produces sustainable organizational effectiveness when institutions simultaneously strengthen human capability and adaptive leadership practices.

In many contemporary public organizations, digital transformation initiatives frequently prioritize technological procurement while underestimating organizational preparedness and employee adaptability. As a result, institutions often experience fragmented digital implementation, administrative inefficiency, and limited service improvement despite significant technological

investment. The findings of this study indicate that technological systems cannot independently generate organizational performance without institutional alignment and operational capability. This confirms that successful digital governance requires not only digital infrastructure but also organizational ecosystems capable of supporting transformation processes comprehensively. Therefore, public sector transformation should be understood as a strategic institutional reform process integrating technology, governance, culture, and organizational learning simultaneously.

The second major finding concerns the central role of human resource competency in determining the effectiveness of organizational transformation. The results reveal that competency functions as the operational capability enabling institutions to utilize technological systems effectively and maintain organizational adaptability amid governance changes. This finding aligns with Prabawati et al. (2018), who argue that competency-based human resource development significantly improves institutional effectiveness and public service quality. Likewise, Wikansari et al. (2023) emphasize that competency development enhances administrative efficiency and strengthens service responsiveness in public organizations. The present study reinforces these perspectives by demonstrating that competency development should not be limited to technical capability alone, but must also include analytical thinking, adaptability, collaborative orientation, innovation capability, and continuous learning capacity.

The findings further indicate that competency gaps remain one of the most significant barriers to successful public sector digital transformation. Many institutions adopt advanced technological systems without ensuring adequate employee readiness and digital literacy. Under such conditions, technological implementation frequently fails to improve institutional performance because employees are unable to maximize system utilization effectively. This demonstrates that human resources should not be viewed merely as administrative executors, but rather as strategic institutional assets capable of driving organizational transformation. In the digital governance era, competency development therefore becomes a strategic organizational investment directly influencing institutional sustainability and public service effectiveness.

Another important finding of this study concerns the strategic function of adaptive leadership in organizational transformation processes. The synthesis demonstrates that adaptive leadership plays a critical role in facilitating institutional flexibility, organizational learning, innovation capability, and responsiveness during periods of uncertainty and technological disruption. This finding supports Chughtai et al. (2024), who explain that adaptive leadership strengthens organizational innovation and employee readiness for change. Similarly, Boikanyo (2025) argues that adaptive leadership is essential for managing organizational complexity during digitally driven transformation processes. The findings of the present study further extend these arguments by positioning adaptive leadership as a strategic integrative mechanism connecting technological systems, employee capability, and institutional objectives. This interpretation is supported by Huang et al. (2023), who found that transformational and adaptive leadership strengthen organizational dynamic capabilities and facilitate the successful implementation of digital transformation projects.

Traditional bureaucratic leadership models characterized by hierarchical rigidity and centralized authority are increasingly ineffective within rapidly changing governance environments. Public organizations currently face growing pressure to respond quickly to technological advancement, dynamic policy demands, and evolving citizen expectations. Similarly, Oktapiani (2025) argued that digital leadership has become a critical organizational capability for supporting public sector transformation by improving institutional adaptability, governance innovation, and digital service delivery. Under these conditions, adaptive leadership becomes essential because it enables organizations to balance institutional stability with organizational innovation. Adaptive leaders facilitate communication, encourage collaborative decision-making, support employee adaptation, and reduce resistance to organizational change. Consequently, leadership capability becomes one of the primary determinants of whether transformation initiatives can be implemented successfully and sustainably within public institutions.

One of the most significant findings emerging from this study is the identification of organizational readiness as a moderating institutional factor influencing the effectiveness of digital transformation, human resource competency, and adaptive leadership. The proposed conceptual framework

demonstrates that organizational readiness—including organizational culture, governance structure, policy support, resource availability, and innovation capacity—significantly shapes institutional transformation outcomes. This finding contributes important theoretical value because previous studies generally discussed digital transformation, competency development, and adaptive leadership independently without sufficiently emphasizing institutional preparedness as a connecting organizational dimension.

The inclusion of organizational readiness within the conceptual model strengthens the argument that transformation effectiveness depends not only on organizational capability but also on institutional conditions supporting organizational adaptation. Institutions possessing advanced technological systems and competent employees may still experience transformation failure if organizational culture resists innovation or if governance structures remain excessively rigid. Similarly, adaptive leadership may become ineffective within organizations lacking policy support and institutional flexibility. Therefore, organizational readiness functions as an enabling institutional environment that determines whether transformation initiatives can be implemented effectively and sustainably.

The integrative findings of this study also contribute to the broader discourse on dynamic organizational capability within public administration literature. The results confirm that sustainable organizational performance emerges when technological capability, human competency, adaptive leadership, and institutional readiness operate simultaneously and synergistically. This finding supports the multidimensional organizational effectiveness perspective proposed by Parhizgari and Gilbert (2004), who argue that organizational performance should not be evaluated solely through efficiency indicators but also through effectiveness, adaptability, and public value creation. Likewise, El-Ghalayini (2017) emphasizes that organizational performance is strongly influenced by strategic human resource management practices and institutional capability development.

The present study advances previous literature by proposing a more comprehensive conceptual explanation regarding how public sector institutions achieve sustainable organizational effectiveness in the digital era. Unlike earlier studies focusing on isolated organizational variables, this study conceptualizes organizational transformation as a systemic institutional process involving simultaneous interaction among technology, people, leadership, and organizational structure. This integrative perspective represents the principal theoretical contribution of the study and distinguishes it from conventional literature discussing digital transformation or leadership independently.

Contradictory and Divergent Findings

Although the reviewed literature generally supports the positive influence of digital transformation, human resource competency, and adaptive leadership on organizational performance, several studies indicate that these relationships are not universally positive across all organizational contexts.

Digital transformation initiatives may fail to improve organizational performance when institutions lack sufficient technological readiness, employee capability, or governance support. In some public-sector environments, rapid digitalization has generated implementation burdens, increased administrative complexity, and temporary declines in service efficiency during transition periods. These findings suggest that technological investment alone does not automatically generate organizational effectiveness and may even create unintended organizational consequences when supporting institutional conditions are absent.

Similarly, while adaptive leadership is widely regarded as beneficial during periods of uncertainty, its effectiveness may vary across organizational settings. Drawing upon Heifetz's Adaptive Leadership Theory (1994), adaptive leadership encourages experimentation, flexibility, learning, and collaborative problem-solving. However, highly formalized public bureaucracies frequently operate within strict regulatory frameworks and standardized procedures. Under such circumstances, excessive flexibility may create ambiguity in decision-making processes, weaken procedural consistency, and generate implementation challenges.

These divergent findings suggest that adaptive leadership should not be viewed as universally beneficial but rather as context-dependent. The effectiveness of adaptive leadership depends on the

degree to which organizational structures, governance arrangements, and institutional cultures support adaptive behaviors.

The existence of these contradictory findings further strengthens the argument that organizational readiness functions as a critical moderating factor. The effectiveness of digital transformation, human resource competency, and adaptive leadership depends not only on the presence of these capabilities but also on institutional conditions that enable them to be effectively mobilized and sustained.

From a practical perspective, the findings imply that governments and public institutions should redesign organizational transformation strategies more comprehensively. Public sector reforms should not focus exclusively on technological investment, but must simultaneously prioritize competency-based human resource development, adaptive leadership strengthening, and institutional readiness improvement. Governments should establish continuous digital competency programs, encourage organizational learning culture, strengthen innovation-oriented governance systems, and develop leadership models capable of responding adaptively to environmental changes. Without such integrative strategies, digital transformation initiatives are likely to produce fragmented organizational outcomes and limited institutional sustainability.

The findings are also highly relevant to contemporary global governance trends emphasizing digital government, smart governance, and data-driven public administration. Governments worldwide increasingly invest in digital infrastructure to improve efficiency and public service quality. However, this study demonstrates that technological advancement alone cannot guarantee institutional effectiveness unless supported by competent employees, adaptive leadership, and organizational preparedness. Consequently, successful digital governance depends fundamentally on institutional capability to integrate technological innovation with human and organizational transformation simultaneously.

Despite its theoretical and practical contributions, this study acknowledges several limitations. First, the study employed a qualitative library research approach relying exclusively on secondary academic literature without primary empirical investigation. Therefore, the findings remain conceptual and cannot be generalized statistically across all public sector institutions. Second, the proposed framework has not yet been empirically validated through quantitative or mixed-method analysis. Third, the study focused primarily on conceptual integration within public sector contexts without examining cross-country administrative differences or sector-specific institutional characteristics.

Accordingly, future studies are recommended to empirically test the proposed organizational transformation model using quantitative, mixed-method, or longitudinal research designs involving diverse public sector institutions. Future research may also explore additional moderating variables such as political environment, institutional trust, digital maturity, governance culture, and regulatory complexity to strengthen understanding of organizational transformation dynamics in different governance contexts. Comparative studies between public and private sector organizations may also provide deeper insights into how organizational transformation processes differ across institutional environments.

Overall, the findings confirm that sustainable public sector organizational performance in the digital era is fundamentally determined by the systemic integration among digital transformation, human resource competency, adaptive leadership, and organizational readiness. Public organizations capable of integrating these dimensions effectively are more likely to achieve institutional sustainability, governance effectiveness, innovation capability, and long-term public value creation within increasingly dynamic governance environments.

Conclusions

The findings of this study confirm that sustainable public sector organizational performance in the digital governance era is fundamentally determined by the systemic integration between digital transformation, human resource competency, adaptive leadership, and organizational readiness. Digital transformation provides the technological and structural foundation for institutional

modernization, while human resource competency functions as the operational capability enabling effective implementation of digital systems. Adaptive leadership serves as the strategic mechanism that facilitates organizational flexibility, innovation, and responsiveness during transformation processes. However, the study further demonstrates that the effectiveness of these organizational dimensions depends significantly on organizational readiness, including institutional culture, governance structure, policy support, resource availability, and innovation capacity. The study contributes theoretically by proposing an integrated conceptual framework that positions public sector organizational performance as a multidimensional outcome generated through the interaction among technological capability, human competency, leadership adaptability, and institutional preparedness. Unlike previous studies that examined these dimensions independently, this study offers a more comprehensive organizational transformation perspective specifically relevant to contemporary public sector governance. The findings therefore reinforce the argument that technological investment alone is insufficient to achieve sustainable institutional effectiveness without simultaneous development of employee capability, adaptive leadership, and organizational support systems. Practically, the findings imply that governments and public institutions should adopt integrated transformation strategies that combine digital modernization, competency-based human resource development, adaptive leadership strengthening, and organizational readiness enhancement simultaneously. Public sector reforms that fail to integrate these dimensions are likely to experience fragmented transformation outcomes and limited institutional sustainability. Future research is recommended to empirically validate the proposed conceptual model using quantitative, mixed-method, or longitudinal approaches across different public sector environments and governance systems. Further studies may also explore the moderating influence of political environment, organizational culture, digital maturity, and institutional trust on public sector transformation effectiveness. Comparative studies between public and private sector institutions are also recommended to strengthen the broader applicability of the proposed organizational transformation framework.

Acknowledgments

The authors would like to express their sincere appreciation to all academic colleagues and institutional contributors who provided constructive insights and scholarly support during the completion of this study. The authors also acknowledge the support of academic databases, digital library services, and scientific publication platforms that facilitated access to relevant literature and research materials used throughout this research process. In addition, the authors are grateful to the reviewers and professional peers whose valuable comments contributed to improving the quality and clarity of this manuscript.

References

- Adie, B., Tate, M., & Valentine, E. (2024). Digital leadership in the public sector: a scoping review and outlook. *International Review of Public Administration*, 29, 42–58. <https://doi.org/10.1080/12294659.2024.2323847>
- Atmanegara, A., Aedy, H., & Hakim, A. (2025). Reframing Human Competence in the Digital Transformation Era: A Qualitative Study of Adaptive HR Practices. *RIGGS: Journal of Artificial Intelligence and Digital Business*, 4, 7160–7168. <https://doi.org/10.31004/riggs.v4i3.3075>
- Balaji, K. (2025). E-Government and E-Governance: Driving Digital Transformation in Public Administration. *Public Governance Practices in the Age of AI*, 23–44. <https://doi.org/10.4018/979-8-3693-9286-7.ch002>
- Baloyi, W. M., Meyer, N., & Rossouw, D. (2026). Organisational Readiness for Digital Transformation in the South African Public Sector. *Administratio Publica*, 34(1), 126–151. <https://doi.org/doi.org/10.61967/adminpub.2026.34.1.6>
- Berger, J. (2019). *Unlocking Leadership Mindtraps: How to Thrive in Complexity*. <https://doi.org/10.1515/9781503609785>
- Boikanyo, H. (2025). *Adaptive Leadership in Times of Organizational Change Driven by Digital*

-
- Technologies*. <https://doi.org/10.5772/intechopen.1007826>
- Bonini, A., Panari, C., Caricati, L., & Mariani, M. (2024). The relationship between leadership and adaptive performance: A systematic review and meta-analysis. *PLOS ONE*, *19*. <https://doi.org/10.1371/journal.pone.0304720>
- Chughtai, M. S., Syed, F., Naseer, S., & Chinchilla, N. (2023). Role of adaptive leadership in learning organizations to boost organizational innovations with change self-efficacy. *Current Psychology*, *43*, 27262–27281. <https://doi.org/10.1007/s12144-023-04669-z>
- Ciancarini, P., Giancarlo, R., & Grimaudo, G. (2024). Digital Transformation in the Public Administrations: A Guided Tour for Computer Scientists. *IEEE Access*, *12*, 22841–22865. <https://doi.org/10.1109/ACCESS.2024.3363075>
- Edmondson, A. C. (2018). *The fearless organization: Creating psychological safety in the workplace for learning, innovation, and growth*. John Wiley & Sons.
- Ekhsan, M., Badrianto, Y., Suwandi, S., Hermawan, H., & Septiani, A. (2026). Strategic human resource capabilities for digital transformation: Linking talent, leadership, competence and readiness to technology adoption. *SA Journal of Human Resource Management*, *24*. <https://doi.org/10.4102/SAJHRM.v24i0.3327>
- El-Ghalayini, Y. (2017). Human resource management practices and organizational performance in public sector organization. *Journal of Business Studies Quarterly*, *8*(3), 65–80. <https://www.proquest.com/openview/8cd151db8bfe4c120bfc8f16628af412/1?pq-origsite=gscholar&cbl=1056382>
- Fathi, M., & Zare, R. (2024). *Digital transformation in public sector organizations*. Singapore: Springer.
- González-Varona, J. M., Lopez-Paredes, A., Poza, D., & Acebes, F. (2021). Building and development of an organizational competence for digital transformation in SMEs. *Journal of Industrial Engineering and Management*, *14*, 15. <https://doi.org/10.3926/jiem.3279>
- Heifetz, R. A. (1994). *Leadership Without Easy Answers* (Issue vol. 465). Harvard University Press. <https://books.google.co.id/books?id=B991NiiS9GcC>
- Huang, J. Y. H., Jiang, R., & Chang, J. Y. T. (2023). The effects of transformational and adaptive leadership on dynamic capabilities: Digital transformation projects. *Project Management Journal*, *54*(4), 428–446. <https://doi.org/doi.org/10.1177/87569728231165896>
- Kaplan, R. S., & Norton, D. P. (2002). *The strategy-focused organization: How balanced scorecard companies thrive in the new business environment* (Vol. 2). Harvard Business school press Boston, MA.
- Kusanke, K., Kendziorra, J., Pilgenröder, S., & Winkler, T. J. (2024). Maßnahmen für den Aufbau von Digital Leadership Kompetenzen für Führungskräfte im öffentlichen Sektor. *HMD Praxis Der Wirtschaftsinformatik*, *61*(1), 202–219. <https://doi.org/doi.org/10.1365/s40702-023-01026-3>
- Kuziv, R., Sarkisian, N., Urbanskyi, M., Vasić, S., Kuvik, V., & Glielova, N. (2025). Innovative Leadership in Human Resource Management: Adaptive Models for the Digital Economy. *Business Ethics and Leadership*, *9*, 85–105. [https://doi.org/10.61093/bel.9\(4\).85-105.2025](https://doi.org/10.61093/bel.9(4).85-105.2025)
- Lips, M. (2024). *Digital transformation in the public sector* (pp. 13–30). <https://doi.org/10.4337/9781803923895.00010>
- Maazmi, A., Araci, Z., & Piya, S. (2025). Critical success factors for digital transformation in government organizations using a structural model approach. *Discover Applied Sciences*, *8*. <https://doi.org/10.1007/s42452-025-07967-2>
- Maazmi, A., Piya, S., & Araci, Z. (2024). Exploring the Critical Success Factors Influencing the Outcome of Digital Transformation Initiatives in Government Organizations. *Systems*, *12*, 524. <https://doi.org/10.3390/systems12120524>
- Mergel, I., Edelmann, N., & Haug, N. (2019). Defining digital transformation: Results from expert interviews. *Government Information Quarterly*, *36*(4), 101385. <https://doi.org/10.1016/j.giq.2019.06.002>
- Nurhayati, N., Musa, S., & Pusparini, E. S. (2022). The roles of transformational leadership, perceived organizational support, digital capability towards employees' adaptability and readiness for digital transformation. *Eurasia Business and Economics Society Conference*, 95–110. https://doi.org/doi.org/10.1007/978-3-031-51212-4_6
- Oktapiani, M. (2025). DIGITAL LEADERSHIP AND ORGANIZATIONAL TRANSFORMATION IN THE PUBLIC SECTOR. *VISIONER: Jurnal Pemerintahan Daerah Di Indonesia*, *17*, 36–47.
-

- <https://doi.org/10.54783/jv.v17i3.1425>
- Parhizgari, A. M., & Gilbert, G. (2004). Measures of organizational effectiveness: Private and public sector performance. *Omega*, 32, 221–229. <https://doi.org/10.1016/j.omega.2003.11.002>
- Prabawati, I., Meirinawati, M., & Oktariyanda, T. (2018). Competency-based training model for human resource management and development in public sector. *Journal of Physics: Conference Series*, 953, 12157. <https://doi.org/10.1088/1742-6596/953/1/012157>
- Salem Al-Mamary ا.د. ياسر حسن المعمرى, Y., Alshallaqi, M., Abubakar, A. A., Alhakimi, W., & Alhaidan, H. (2025). A comprehensive conceptual model of digital transformation in public services: exploring key factors and their impact on government success. *Future Business Journal*, 11, 1–20. <https://doi.org/10.1186/s43093-025-00621-8>
- Snyder, H. (2019). Literature review as a research methodology: An overview and guidelines. *Journal of Business Research*, 104, 333–339. <https://doi.org/10.1016/j.jbusres.2019.07.039>
- Soesanto, H., & Rumbekwan, M. (2026). Factors Related to Digital Transformation in Local Government: A Scoping Review. *JWP (Jurnal Wacana Politik)*, 11(1), 14. <https://doi.org/10.24198/jwp.v11i1.68926>
- Vial, G. (2019). Understanding digital transformation: A review and a research agenda. *The Journal of Strategic Information Systems*, 28. <https://doi.org/10.1016/j.jsis.2019.01.003>
- Walker, R., Damanpour, F., & Devece, C. (2010). Management Innovation and Organizational Performance: The Mediating Effect of Performance Management. *Journal of Public Administration Research and Theory*, 21, 367–386. <https://doi.org/10.1093/jopart/muq043>
- Webster, J., & Watson, R. T. (2002). Analyzing the past to prepare for the future: Writing a literature review. *MIS Quarterly*, xiii–xxiii. <https://doi.org/10.2307/4132319>
- Wikansari, R., Sayuti, M., Sipayung, B., Defitri, S., Luturmas, Y., & Kenney, L. (2023). Implementation of Integrated One Stop Model in Public Services: An Analysis of Human Resources Performance Competency Development in The Indonesian Government Sector. *Multicultural Education*, 9, 16–27. <https://doi.org/10.1234/me.v9i01>
- Xiao, Y., & Watson, M. (2017). Guidance on Conducting a Systematic Literature Review. *Journal of Planning Education and Research*, 39, 93–112. <https://doi.org/10.1177/0739456X17723971>
- Xiao, Y., & Watson, M. (2019). Guidance on conducting a systematic literature review. *Journal of Planning Education and Research*, 39(1), 93–112.
- Zam, E., Amin, S., Johannes, J., & Rosita, S. (2025). Digital leadership and employee performance in the public sector organizations: An investigation of organizational learning, dynamic capability and digital capability as mediation. *Multidisciplinary Science Journal*, 7, 2025448. <https://doi.org/10.31893/multiscience.2025448>