

# The Impact of Digital Transformational Leadership, Digitalization of HR Practices and Organisational Agility on Firm Performance

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## Abstract

This research aims to explore the complex interrelations between Digital Transformational Leadership (DTL), Digitalization of HR Practices (DHRP), Organizational Agility (OA), and their effects on Firm Performance (FP). In modern business environment, where technological shifts are extremely intense and driven by the application of artificial intelligence, cloud computing, and automation technologies, businesses need to move beyond their traditional management systems to survive in dynamic environment and to achieve a competitive advantage. This study, which is based on a multi-theoretical approach, namely combining the Dynamic Capabilities Theory (DCT), Transformational Leadership Theory (TLT) and the Resource-Based View (RBV), identifies digital leadership as one of the most important drivers of change that in turn “sets” technological opportunities into the “sensing” and “seizing” processes. In this context the digitalization of human resources practices and the agility of the organization can be seen as the “reconfiguration” required for change.

The method used in our research is quantitative research using descriptive, cross-sectional design. Structured questionnaire was used as a research instrument for data collection. This study was carried out with 394 research participants mainly from Gujarat from various industrial sectors of India. The research sample was predominantly from service sector (61.8%) and secondary sector (26.9%) which is a reliable sample to study a modern service and manufacturing economy. Data analysis used was Hierarchical Regression and Correlation Analysis.

The results of the empirical study show that the research model was able to explain a significant portion of the total variance in organizational performance by explaining 85.12% of it (Adjusted  $R^2 = 0.8512$ ). More importantly, all predictor variables, DTL, DHRP, and OA were found to be statistically significant ( $p < .001$ ), thus showing their importance to organizational performance. Additionally, Organizational Agility was the most important factor in organizational performance with highest regression coefficient (beta = 0.503) and correlation ( $r = 0.9084$ ). It therefore implies that digital leadership and HR systems are indeed essential for the performance of an organization, but what really matters is its agility to figure out the market changes and realign the resources as per the market demands & requirements.

The research has significant practical implications for managers and offers a generic, industry independent guideline for digital transformation. Organizations are advised to think of HR technology as a tool to improve the organization and not as a means to eliminate repetitive tasks and let HR managers focus on value adding tasks like strategic workforce planning and talent management. Although the research is cross-sectional in design, it fills a gap in the research by empirically testing the combined effect of leadership, technology and agility on business success in the uncertain digital age.

**Keywords:** Digital Transformational Leadership, Digitalization of HR Practices, Organizational Agility, Firm Performance, Dynamic Capabilities Theory, Transformational Leadership Theory, Resource-Based View (RBV), Strategic Human Resource Management

## 1. Introduction

The world is witnessing tremendous technological changes in the domain of business. This tells us about various aspects of technological advancements in fields like artificial intelligence, cloud computing, automation, and business analytics. Even though there have been tremendous technological changes in the domain of business due to advancements in these fields of technology, there have been tremendous changes in the aspect of human resource management strategy in business. As the business scenario is uncertain for achieving competitive advantage, the aspect of technology in human resources and business processes entails an imperative for achieving business success ([Bondarouk & Brewster, 2016](#)). Various aspects of AI recruitment and performance technology based on cloud computing have become an integral part of the lives of employees in business. Technologies such as AI recruitment technology and cloud-based performance technology have become basic in the working lives of all business employees.

Even though it could be perceived that the adoption of new technologies is a very important issue, it should be noted that success within digital transformation is greatly determined by the leader. Digital transformational leadership entails leaders who share a vision of digitization, promote innovation, and develop an environment within which experiments regarding technology can take place ([Kane et al. 2019](#)). Leaders of this nature assist an organization in coping with uncertainties and challenges resulting from changes, as well as assist an organization in achieving a swift transition from traditional work systems and focus more on digital work systems. It has been suggested that leaders and leadership are usually the major determinants of success or failure within digital transformation projects ([Haffke et al. 2016](#)).

Moreover, the digitalization of HR processes, through the use of AI recruitment software, cloud-based HR solutions or people analytics, has enhanced operational efficiencies in many organisations, thereby allowing HR staff to automate routine decisions and be more involved in strategic higher level decisions such as workforce planning and talent development that require managerial expertise ([Marler & Parry, 2013](#)). However, the mere utilization of digital technologies does not guarantee for enhanced organizational outcomes, appropriate organizational processes have to be followed that will facilitate the conversion of digital potential into organizational performance.

Organizational agility is defined as the firm's ability to "sense" market opportunities, adapt processes, and reconfigure all its resources according to changing environmental requirements. It is a critical connector between digital initiatives and organizational performance. Firms that possess organizational agility are in a better position to leverage digital HR technologies, adapt to environmental shifts, and deploy organizational resources for maximum value ([Overby, Bharadwaj, & Sambamurthy, 2006](#)).

Despite these issues being emphasized in recent times, research on integrating digital transformational leadership, HR digitalization, and organizational agility under a single framework to examine their impact on business performance is not very common. Some reviews on literature have emphasized the importance of these issues in making digital transformation difficult and hence emphasized the need for research on examining the combined importance of these issues on the impact of HR digitalization on business performance ([Sousa & Rocha, 2019](#)). This research study aims to fill this research gap by examining the combined importance of digital leadership and HR digitalization with organizational agility on business performance. Although there have been research studies on high-tech industries on these topics, there is an

urgency to apply these research results to all types of industries. By doing so, there is an assurance of not restricting the results to a particular industry and instead providing an implementable framework for all types of businesses and firms, whether they are traditional or digital.

From a theoretical point of view, the integration between the leadership factor, the technological factor, and the agility factor can be more easily analyzed through the application of the Dynamic Capabilities Theory (DCT). The theoretical application of the DCT can be traced back to the work of [Teece et al. \(1997\)](#). In essence, a company that wishes to maintain a competitive advantage within a 'high-velocity' environment cannot only possess certain competencies; the company must also possess the ability to recognize the changes occurring within the industry. Moreover, the company must possess the ability to change the competencies of the business.

In relation to the application of the themes presented within the research, the Digital Transformational Leadership acts as the 'motivator' for the concepts of 'sensing' and 'seizing,' whereas the Human resource Digitalization and the Organizational Agility represent the 'reconfiguration' of the human capital. By applying these theories, we can transform the traditional application of the utilization of technology from an administrative upgrade to a system of constant evolution.

## **2. Theoretical Underpinning**

The theoretical underpinnings of this research study are based on three major theoretical perspectives, i.e., Dynamic Capabilities Theory, Transformational Leadership Theory, and Resource-Based Theory.

### **Dynamic Capabilities Theory**

This theory was first introduced by [Teece, Pisano, and Shuen \(1997\)](#), and it argues that in today's rapidly changing and technologically driven business environment, firms need to develop their organizational capabilities to sense business opportunities, seize them through strategic moves, and reconfigure their resources for sustained competitive advantage.

In this research, Digital Transformational Leadership plays a significant role in enabling firms to sense new business opportunities emerging from technological advancements and lead strategic initiatives for digital transformation. On the other hand, HR Digitalization is a theoretical construct of this research, which is based on the idea of reconfiguring human resource management through digitalization, i.e., using AI-based recruitment systems, cloud-based human resource management systems, etc.

Additionally, Organizational Agility refers to the ability of the firm to respond promptly to changes in the environment, thereby adapting its human and technological competencies as a result. In this case, Dynamic Capabilities Theory offers a comprehensive framework for understanding the contribution of digital leadership, HR digitalization, and organizational agility towards enhanced organizational performance.

### **Transformational Leadership Theory**

It was proposed by [Bass \(1985\)](#), and this theory focuses on the ability of leaders to motivate employees towards realizing organizational success through a compelling vision, innovation, and a culture of continuous improvement.

In the context of digitalization, Transformational Leadership Theory gives rise to Digital Transformational Leadership, whereby leaders in organizations promote the use of digital technologies, thereby motivating employees towards embracing the use of digital technologies in the workplace. This type of leader stimulates intellectual curiosity, innovation in the use of digital technologies, and a culture that supports organizational learning and technology adaptation. By motivating employees and reducing resistance to change, digital transformational leaders play a crucial role in facilitating the successful implementation of

**HR digitalization initiatives.**

The third theoretical framework that supports this research is the Resource-Based View (RBV), proposed by [Barney \(1991\)](#). RBV argues that organizations that successfully utilize valuable, rare, inimitable, and non-substitutable resources are likely to attain sustainable competitive advantage.

Within the context of this particular research, digital capabilities, leadership competencies, and technologically enabled HR systems could be considered as strategic organizational resources. HR digitalization allows an organization to manage its human resources effectively through data-driven decision-making, talent acquisition, and employee development. Similarly, digital leadership competencies allow an organization to strategically manage technological resources for innovation and operational efficiency. Organizational agility, on the other hand, could be considered a dynamic organizational capability that allows an organization to effectively utilize its technological and human resources in adapting to environmental changes.

Overall, Dynamic Capabilities Theory, Transformational Leadership Theory, and Resource-Based View could be considered a strong theoretical foundation for this particular research, as Dynamic Capabilities Theory provides a clear understanding of how an organization adapts to technological changes, Transformational Leadership Theory provides a clear understanding of the role of leadership in digital transformation, and Resource-Based View provides a clear understanding of the role of technological and human resources in organizational strategy. The combination of all three theories provides a comprehensive understanding of how digital transformational leadership and HR digitalization could be used for enhancing organizational agility for improved organizational business performance.

**2.1 Research Problem**

Although the organisation is undergoing digitalisation, it has been difficult for most organisations to connect their performance outcome with their digital leadership and HR digitalisation. While there is a consensus on the importance and necessity of digital transformational leadership, HR digitalization, and organizational agility capabilities, there is no clarity about the impacts of their combination on the organizational performance. Most of the studies are conducted on these concepts individually without including the interaction of the concepts and without focusing on the moderating role of organizational agility between the these concepts and organizational performance; the present study is an attempt to fill this gap and to find the combined effect of digital leadership and HR digitalization on organizational performance with organizational agility as a moderating role.

**2.2 Research Objectives**

- To investigate the impact of Digital transformational leadership, Digitalization of Human resource practices and Organizational agility on business performance overall.
- To understanding the relationship between digital transformational leadership and digitalization of human resource practices.
- To evaluate the impact of digital transformational leadership in an organization's agility.
- To explore the impact of digitalisation of HR practices on organisational agility.

## 2.3 Literature Review

| Author (Year)             | Study Type             | Research Design                 | Location/Context             | Sample                     | Measures/Variables                                                                          | Theories                            | Antecedents             | Outcomes                                                       |
|---------------------------|------------------------|---------------------------------|------------------------------|----------------------------|---------------------------------------------------------------------------------------------|-------------------------------------|-------------------------|----------------------------------------------------------------|
| Schiuma et al. (2024)     | Conceptual / Review    | Literature synthesis            | Global digital organizations | NA                         | Digital leadership competencies, strategic orientation, dynamic management                  | Digital Transformational Leadership | Leadership competencies | Organizational change and digital transformation success       |
| Qiao et al. (2024)        | Empirical              | Quantitative survey             | Technology-driven sectors    | Employees in digital firms | Digital leadership, digital transformation, employee performance, organizational commitment | Leadership-performance linkage      | Digital leadership      | Improved employee performance and commitment                   |
| Damnjanovic et al. (2023) | Empirical              | Case/ Survey study              | SMEs                         | SME managers and employees | Strategic leadership, HR technology adoption, resistance to change                          | Strategic leadership theory         | Leadership strategy     | Successful alignment of HR technologies and change management  |
| Wang et al. (2024)        | Empirical              | Quantitative mediation analysis | Digital organizations        | Employees                  | Digital leadership, HIHRMPs, dynamic capabilities, digital performance                      | High-Involvement HRM framework      | Digital leadership      | Employee dynamic capabilities and improved digital performance |
| Farawowan et al. (2025)   | Empirical / Conceptual | Analytical study                | HR digitalization context    | HR departments             | HR automation, recruitment, payroll,                                                        | Strategic HRM                       | HR automation           | HR transformation from administrative                          |

| Author (Year)            | Study Type | Research Design           | Location/ Context          | Sample                      | Measures/ Variables                                                    | Theories                       | Antecedents                | Outcomes                                                 |
|--------------------------|------------|---------------------------|----------------------------|-----------------------------|------------------------------------------------------------------------|--------------------------------|----------------------------|----------------------------------------------------------|
|                          |            |                           |                            |                             | appraisal systems                                                      |                                |                            | tive role to strategic partner                           |
| Sarangi & Sahu (2025)    | Empirical  | Correlation analysis      | Service organizations      | Employees /HR professionals | HR automation, service delivery efficiency, productivity, satisfaction | Technology adoption in HR      | HR digitalization          | Higher productivity and employee satisfaction (r=0.72)   |
| Braganza et al. (2021)   | Conceptual | Critical review           | AI-enabled workplaces      | NA                          | AI adoption, transparency, employee trust, engagement                  | Psychological Contract Theory  | AI and digital tools in HR | Risk of employee alienation if transparency is lacking   |
| Kazlauskaitė (2025)      | Empirical  | Quantitative study        | Multinational corporations | Employees and HR managers   | Data-driven HR decisions, transparency, bias reduction                 | Data-driven HRM                | HR analytics               | Increased fairness and long-term HR stability            |
| Fosso Wamba (2022)       | Empirical  | Structural model analysis | Digital enterprises        | Firms adopting AI           | AI assimilation, technology adoption, firm performance                 | Technology assimilation theory | AI adoption                | Improved firm performance and proactive market responses |
| Thathsara & Sutha (2021) | Empirical  | Quantitative survey       | Organizations using e-HRM  | HR professionals            | eHRM practices, organizational agility, firm performance               | Organizational agility theory  | eHRM practices             | Higher organizational performance through agility        |
| Bux et al. (2025)        | Empirical  | Survey analysis           | Knowledge-driven firms     | Employees and managers      | Transformational leadership,                                           | Transformational               | Leadership and             | Improved organizational                                  |

| Author (Year)             | Study Type             | Research Design                   | Location/Context            | Sample                          | Measures/Variables                                              | Theories                       | Antecedents                     | Outcomes                                                |
|---------------------------|------------------------|-----------------------------------|-----------------------------|---------------------------------|-----------------------------------------------------------------|--------------------------------|---------------------------------|---------------------------------------------------------|
|                           |                        |                                   |                             |                                 | knowledge sharing, innovation                                   | leadership theory              | knowledge sharing               | agility and innovation                                  |
| Alakaş (2024)             | Empirical              | Quantitative research             | Digital organizations       | Employees                       | Digital culture, digital strategy, leadership                   | Organizational culture theory  | Digital culture                 | Enhanced effectiveness of leadership and agility        |
| Cui (2024)                | Empirical              | Case/survey study                 | Chinese technological firms | Employees and managers          | Digital strategy consensus, transformation success              | Strategic alignment theory     | Leadership-employee alignment   | Successful digital transformation                       |
| Fachrunnisa et al. (2024) | Empirical              | Quantitative analysis             | SMEs                        | Managers                        | Agile leadership, strategic flexibility, digital transformation | Strategic flexibility theory   | Agile leadership                | Competitive advantage through flexibility               |
| Gong & Ribiere (2025)     | Conceptual / Empirical | Intellectual capital analysis     | Knowledge-intensive firms   | Employees and knowledge workers | Human, structural, relational capital, workforce agility        | Intellectual Capital Theory    | Knowledge assets                | Operational excellence and DT effectiveness             |
| Badasjane et al. (2024)   | Empirical              | Cross-border organizational study | Global firms                | Multinational companies         | Digital tools, global coordination, technology rollout          | Global mindset theory          | Digital tools adoption          | Consistent performance across global markets            |
| Chowdhury (2025)          | Conceptual             | Analytical framework              | Global organizations        | NA                              | Digital leadership, organizational learning technologies        | Organizational learning theory | Leadership and learning systems | Continuous skill development and workforce productivity |

| Author (Year)                 | Study Type | Research Design       | Location/Context                   | Sample    | Measures/Variables                                 | Theories                        | Antecedents                  | Outcomes                            |
|-------------------------------|------------|-----------------------|------------------------------------|-----------|----------------------------------------------------|---------------------------------|------------------------------|-------------------------------------|
| Riza et al. (2025)            | Empirical  | Survey-based research | Corporate employees                | Employees | Digital leadership, innovation behavior            | Innovation theory               | Leadership and digital tools | Innovative work behavior            |
| Yesudhasan (2025)             | Empirical  | Quantitative research | Organizations using digital HRM    | Employees | Digital innovation, employee commitment, retention | HRM commitment theory           | Digital HR practices         | Higher talent retention             |
| Al-Alawi (Year not specified) | Empirical  | Quantitative research | Organizations during global crisis | Firms     | Digital HRM, IT infrastructure, digital skills     | Technology capability framework | Digital HRM systems          | Improved organizational performance |

However, the dynamic evolution of the digital environment has resulted in a shift from the core competencies of the physical environment to the management of digital-based knowledge. At the center of this revolution is the digital transformational leadership style. As explained by [Schiuma et al. \(2024\)](#), the contemporary leaders should have a set of entrepreneurial competencies that include a strategic orientation and dynamic management to effectively trigger change within the organization. A study by [Qiao et al. \(2024\)](#) established DT as a key mediator between digital leadership and the performance and commitment of employees, especially in the technology-driven industry.

The importance of the leadership factor is in overcoming the structural and psychological barriers associated with digital change. In the context of Small and Medium Enterprises (SMEs), [Damnjanovic et al. \(2023\)](#) emphasized the importance of strategic leadership in addressing the change resistance and the integration of new HR technologies with long-term organizational success. In this regard, the leaders do not merely use the software; rather, they create an environment where the employees perceive the use of technology as an instrument for empowerment. This is further emphasized by [Wang et al. \(2024\)](#), where the "chain-mediating" effect is highlighted between digital leadership and the creation of High-Involvement Human Resource Management Practices (HI-HRMPs), which further enhances the dynamic capabilities of employees.

The key to this change in organizational dynamics is the digitalization of the Human Resource (HR) functions. By incorporating automation in the key areas of human resource management, organizations can minimize their administrative burden. [Farawowan et al. \(2025\)](#) have indicated that this change enables the HR function to transform from being a mere administrative cost center to a strategic partner that focuses on the well-being of employees. The empirical study carried out by [Sarangi and Sahu \(2025\)](#) revealed a strong positive correlation ( $r = 0.72$ ) between the efficiency of service delivery and the automation of HR functions, which is a key predictor of both productivity and employee satisfaction in organizations.

However, the literature has emphasized that digitalization in the field of HR has to be undertaken with

caution to avoid dehumanizing the workplace. For instance, [Braganza et al. \(2021\)](#) have emphasized that unless the digitalization of the workplace, particularly the integration of Artificial Intelligence (AI) technology, is undertaken with transparency, it may result in the formation of an "alienation" psychological contract, thereby affecting the trust of employees. To address this issue, firms have to undertake high involvement practices to ensure that the employees are able to adapt to the digitalization of the workplace. [Kazlauskaitė \(2025\)](#) has emphasized that the integration of data-driven decision-making in the field of HR may result in the reduction of workplace bias, thereby increasing the overall stability of the HR function in multinational corporations.

Organizational agility thus reveals itself as the key driver that connects the dots between the efforts of digitalization and leadership, on the one hand, and firm performance, on the other. As a matter of fact, organizational agility, or the ability of a firm to sense and respond to market dynamics, can be facilitated by the process of 'assimilating' advanced technologies, such as AI, in the organization's business environment. This can be confirmed by [Fosso Wamba \(2022\)](#) in his study, which reveals that the assimilation of AI directly connects the dots between technology adoption and enhanced firm performance by facilitating a firm's ability to take a proactive approach in responding to market dynamics. This can also be confirmed by [Thathsara and Sutha \(2021\)](#), in their study, which reveals that organizational agility can act as a 'bridge' connecting e-HRM practices with firm performance, facilitating a firm's ability to rearrange its human.

This synergy between leadership and agility can be further enhanced by a facilitating internal environment. [Bux et al. \(2025\)](#) emphasize that transformational leaders can positively contribute to agility development through facilitating knowledge sharing and innovation openness. However, this relationship can be mediated by the organization's digital culture and strategy. [Alakaş \(2024\)](#) argued that a strong digital-ready culture must be in place for agility development and for the effectiveness of the leadership factor. In the context of Chinese technology organizations, [Cui \(2024\)](#) identified that "digital strategy consensus" or the alignment of the leadership and employees on the way forward in terms of digitalization is the key driver that brings these components together for success.

Strategic flexibility is another key factor to consider. This is more relevant for smaller businesses. Agile leadership, according to [Fachrunnisa et al. \(2024\)](#), enhances strategic flexibility as a bridge between the outcomes of digital transformational strategies and their eventual impact on the market as a source of competitive advantages. This kind of flexibility is intellectual rather than technical. [Gong and Ribiere \(2025\)](#), for example, discuss the "role of intellectual capital" as a source of DT success. In this case, the main channel through which the "knowledge assets" are released for the achievement of "operational excellence" is workforce agility.

Apart from agility, digital transformation also needs sophisticated coordination, especially in a global environment. In this regard, [Badasjane et al. \(2024\)](#) stress the need for digital tools to facilitate a "global mindset" and quick technological rollouts over global networks while dealing with global uncertainties. This coordination is necessary for the consistent performance of the firms across various geographical markets. In this regard, for the consistent performance of the firms, [Chowdhury \(2025\)](#) stresses the need for digital leadership to be complemented by learning technologies to identify skill gaps and maintain a lean and productive workforce.

Finally, it is the culmination of all these factors that leads to improved innovative work behavior. [Riza et al. \(2025\)](#) posit that it is the combined effect of leadership and digital tools that encourages employees to go beyond what is expected of them, thus resulting in a high-performing and agile workforce. In addition,

when digital innovation is combined with agile working, it is seen to greatly enhance employee engagement, thus improving talent retention ([Yesudhasan, 2025](#)). Finally, the implementation of digital HRM systems, coupled with the right IT and digital literacy, is seen as a major determinant of organizational performance before and during global crisis [Al-Alawi et al., \(2023\)](#).

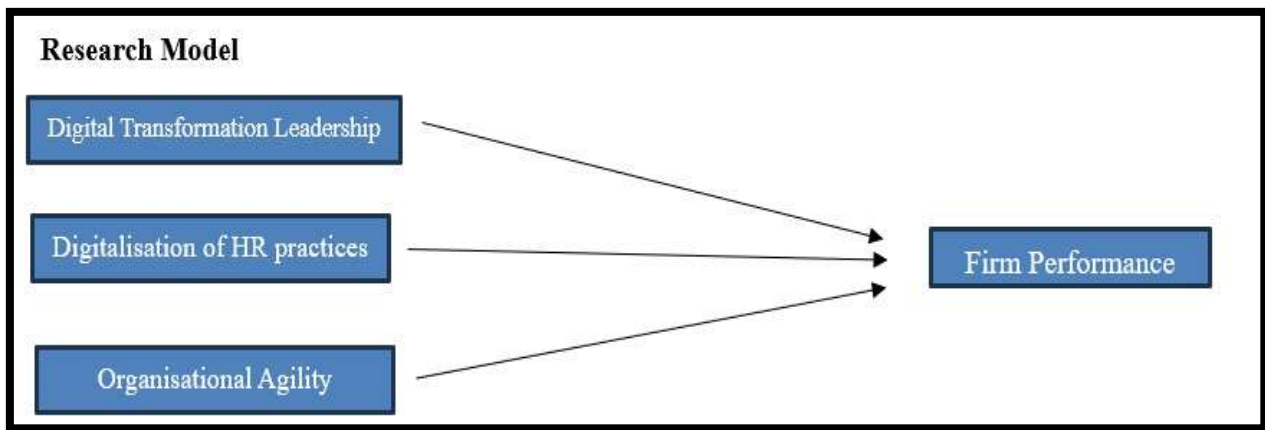
Therefore, it can be summarized that based on the above literature, there is a triadic relationship between digital transformational leadership, digitalization of HR practices, and organizational agility, which is mediated by digital culture and strategic flexibility, and it is this relationship that drives organizational performance.

### 3. Research Hypothesis

| Hypothesis | Core Constructs & Relationship                         | Study                                       | Research Problem Addressed                                              | Key Outcomes / Findings                                                | Research Gaps                                             | Relevance to Hypothesis                                  |
|------------|--------------------------------------------------------|---------------------------------------------|-------------------------------------------------------------------------|------------------------------------------------------------------------|-----------------------------------------------------------|----------------------------------------------------------|
| H1         | Digital Transformational Leadership → Firm Performance | Kane et al. (2015)                          | How leadership capabilities influence success of digital transformation | Digital leadership is critical for aligning technology with strategy   | Does not empirically test firm performance outcomes       | Establishes leadership as a foundational digital driver  |
|            |                                                        | <a href="#">Bharadwaj et al. (2013)</a>     | How digital business strategies create competitive advantage            | Digital strategy improves firm performance through capability building | Leadership role remains implicit, not explicitly modelled | Suggests leadership as an enabler of digital performance |
|            |                                                        | <a href="#">Warner &amp; Wäger (2019)</a>   | How incumbents manage digital transformation                            | Leadership enables organizational renewal and transformation           | Lacks quantitative validation of performance impact       | Supports indirect influence of DTL on performance        |
|            |                                                        | <a href="#">El Sawy et al. (2016)</a>       | How firms respond to digital disruption                                 | Leadership supports innovation and strategic agility                   | HR systems and leadership link not explored               | Indicates leadership–agility–performance logic           |
|            |                                                        | <a href="#">Vial (2019)</a>                 | What constitutes digital transformation                                 | Digital transformation is a socio-technical process                    | No empirical leadership–performance testing               | Provides theoretical foundation for DTL                  |
| H2         | Digitalization of HR Practices → Firm Performance      | <a href="#">Bondarouk &amp; Ruël (2013)</a> | How e-HRM affects HR effectiveness                                      | Digital HR improves efficiency and service quality                     | Firm performance effects not directly measured            | Positions D-HRM as strategic enabler                     |

|  |  |                                   |                                           |                                             |                                           |                                               |
|--|--|-----------------------------------|-------------------------------------------|---------------------------------------------|-------------------------------------------|-----------------------------------------------|
|  |  | <u>Marler &amp; Fisher (2013)</u> | Strategic value of HR analytics           | Analytics improves decision-making quality  | Limited empirical performance testing     | Supports performance linkage via HR decisions |
|  |  | <u>Strohmeier (2020)</u>          | Conceptual clarity of digital HRM         | Digital HRM reshapes HR roles and processes | Mostly conceptual, lacks outcome measures | Provides definitional clarity                 |
|  |  | <u>Lepak et al. (2006)</u>        | How HR systems influence firm performance | HR systems create human capital advantage   | Digital HR context not examined           | Establishes HR-performance link               |

### 3.1 Research Model



In the model the influence of Digital Transformational Leadership on Firm Performance may be direct or indirect, via the Digitalisation of HR Practices and Organisational Agility.

As proposed in H1, the results supported that the impact of Digital Transformational Leadership on Firm Performance was positive. This is because a Digital Transformational Leader is more focussed on innovation and change, enabling organisations to leverage technology in a more effective manner to make better decisions and, as a consequence, to improve performance.

As proposed in H2, the results also supported that the impact of the Digitalisation of HR Practices on Firm Performance was positive. This is because the digitalized HR practices enabled and the digitalization of HR systems in the HR functions of the organisations allow for enhancing the performance.

H3 surmised that Organisational Agility would be positively related to Firm Performance because organisations that are agile, are better positioned to respond positively to market changes, to manage uncertainty better, and to adapt continuously to improve performance.

From the model proposed in H4, it can be seen that Digitalisation of HR Practices positively influences Organisational Agility. This is because digital HR systems help cultivate workforce flexibility, upskill and make the right decision with timely data, which has a positive effect on organisation agility.

As in H5, the model proposes that Digitalisation of HR Practices and Organisational Agility will co-mediate the link between Digital Transformational Leadership and Firm Performance. First, a digital leader is going to be able to help in the implementation of digital HR practice which will have a positive effect on the agility of the organisation. Therefore, digitalisation of HR processes and agility of the

organisation are essential tools by which digital leadership affects the performance of an organisation. Thus, this research model explores the positive role of leadership, digital HR systems and agility in various forms on the organisational performance in a dynamic digital environment.

#### **4. Research Methodology**

The research methodology used for the proposed research work is quantitative research with the descriptive research design to analyze the interrelationship between Digital Transformational Leadership, Digitalization of HR Practices, Organizational Agility and Firm Performance. The primary aim of this research study is to explore the causal relationship between the research variables and to explore the influence of digital leadership on the firm performance both direct and indirect, with mediating variables as digital human resource practices and organizational agility. This type of research design that is used in this study is cross sectional research, which is done by collecting data from research subjects at the same time. This is suitable for examining pattern, relationship and explanation of research variables.

Digital Transformational Leadership, Digitalization of HR Practices, and Organizational Agility are included as independent variables in the proposed framework. Firm Performance (financial and non-financial aspects) is the dependent variable of the proposed framework. The proposed framework's population consists of workers at the middle-level, senior-level, human resource and team leaders of digital-powered organizations. The companies are in different industries such as information technology, manufacturing, service-based, financial services, etc.

Data is gathered from big business/industrial enterprises, predominantly in Gujarat, and pan-India professionals. The size of the population is large, but it is not precisely defined. In the case of large population, the size of the sample is calculated by using Cochran's formula (1977) with a 95 per cent confidence level and a margin of error of 5 per cent. With regards to compensating for non-responses or errors in questionnaires, it would be necessary to have at least 400 questionnaires.

In reference to research that has been done, a non-probability sampling method is used – purposive sampling. Appropriateness of the research technique is also confirmed, because the respondents are chosen because they are relevant to the digital transformation projects in the organization. Besides the above research method, the data is obtained using structured questionnaire technique which can be conducted online using Google form or through physical questionnaires to increase participation.

In addition to the survey method, the other data collection method is through academic journals, books, company reports, conference proceedings, and reliable online sources like Google Scholar and Scopus. A five-point Likert scale from 'strongly disagree' to 'strongly agree' is used to record the response. This technique is useful for the accurate assessment of the participants' perception.

Reliability technique is Cronbach Alpha values to assess the reliability of the instruments used in the measurement. For values above .7, all of the variables are acceptable. The variables include Digital Transformational Leadership, Digitalization of HR Practices, Organizational Agility, and Firm Performance. The data that is gathered will be analysed using software known as SPSS. The software involves numerous tests geared towards achieving the research objectives. The tests involve descriptive statistic techniques, reliability tests, validity tests, correlation tests, and regression tests (direct and mediating). Ethical aspects are properly taken care of in this research. This is a completely voluntary research and confidentiality is ensured. The information obtained from the research will not be shared with any outside parties. Though this research has its own advantages, there are a few disadvantages of this research too. This is a cross-sectional research, which has some limitation on causation and there is a

risk of common method variance, due to being a self-reported research. Further, this Research is based on the major cities of Gujarat and there are some restrictions in this Research.

It also provides opportunities for future studies as the research has suggested the use of longitudinal research designs for a better understanding of the cause-and-effect relationship between the variables. Further research should focus on including more mediator and moderator variables along with different regions and industries that will enhance the external validity of the research.

## 5. Results and Discussion

| <i>Demographic Profile</i>                                                |                  |                   |                       |                  |                   |
|---------------------------------------------------------------------------|------------------|-------------------|-----------------------|------------------|-------------------|
| <i>Variable</i>                                                           | <i>Frequency</i> | <i>Percentage</i> | <i>Variable</i>       | <i>Frequency</i> | <i>Percentage</i> |
| <i>Gender</i>                                                             |                  |                   | <i>Marital Status</i> |                  |                   |
| <i>Female</i>                                                             | 168              | 42.6%             | <i>Married</i>        | 238              | 60%               |
| <i>Male</i>                                                               | 226              | 57.4%             | <i>Unmarried</i>      | 156              | 40%               |
| <i>Total</i>                                                              | 394              | 100%              | <i>Total</i>          | 394              | 100%              |
| <i>Sector</i>                                                             |                  |                   | <i>Education</i>      |                  |                   |
| <i>Primary<br/>(Agriculture,<br/>Mining, Utilities,<br/>Construction)</i> | 20               | 5.1%              | <i>12th</i>           | 9                | 2.3%              |
| <i>Secondary<br/>(Manufacturing,<br/>Trade, Transport)</i>                | 107              | 27.2%             | <i>Undergraduate</i>  | 157              | 39.8%             |
| <i>Tertiary<br/>(Education, Health,<br/>IT, Finance)</i>                  | 242              | 61.4%             | <i>Postgraduate</i>   | 214              | 54.3%             |
| <i>Other/Special<br/>Category<br/>(Gov/NGO)</i>                           | 25               | 6.3%              | <i>Ph.D.</i>          | 12               | 3%                |

The demographic composition of the respondents provides important background for interpreting the empirical findings of the study. The above table presents the gender distribution of the respondents. Out of a total of 394 respondents, 226 were male and 168 were female. In percentage terms, male respondents accounted for 57.4% of the sample, while female respondents represented 42.6%. This indicates that the sample was slightly male-dominated, although female respondents also formed a substantial proportion of the study population. The inclusion of both genders enhances the breadth of the analysis and helps ensure that the findings reflect perspectives from a relatively diverse respondent group. The results show that the largest proportion of respondents belonged to the tertiary sector, with 242 respondents, accounting for 61.4% of the total sample. This was followed by the secondary sector, with 107 respondents or 27.2%. Respondents working in other/special categories, such as public administration, government, and NGOs, numbered 25, representing 6.3% of the sample. The primary sector had the lowest representation, with 20 respondents, constituting 5.1% of the total.

The sector-wise distribution indicates that the study sample was heavily concentrated in service-related industries such as education, health, IT, and finance. This suggests that the responses and perceptions

captured in the study are likely to reflect the experiences of employees working primarily in service-oriented organizations. While this strengthens the relevance of the study in the context of modern service-driven economies, the comparatively lower representation of respondents from the primary and special-category sectors should be considered while generalizing the findings across all sectors.

| Regression Statistics |             |
|-----------------------|-------------|
| Multiple R            | 0.923232778 |
| R Square              | 0.852358762 |
| Adjusted R Square     | 0.851217206 |
| Standard Error        | 1.995591135 |
| Observations          | 392         |

|           | Coefficients | Standard Error | t Stat      | P-value     | Lower 95%   | Upper 95%   |
|-----------|--------------|----------------|-------------|-------------|-------------|-------------|
| Intercept | 1.059655428  | 0.468426941    | 2.262157307 | 0.024240212 | 0.138682681 | 1.980628175 |
| GDTL      | 0.188963955  | 0.053443866    | 3.535746375 | 0.000455753 | 0.083888137 | 0.294039773 |
| DHRP      | 0.188902171  | 0.035173301    | 5.370612577 | 0.00        | 0.119748054 | 0.258056287 |
| OA        | 0.276527384  | 0.029216236    | 9.46485307  | 0.00        | 0.219085433 | 0.333969335 |

## 5.1 Regression Results

A multiple regression analysis was used to track how GDTL, DHRP and OA impacted their effect on OP. The regression model provides strong results according to the model summary GDTL DHRP and OA explain all dependent variable results. The Multiple R value of 0.9232 shows a very strong connection between predicted results and actual results of organisational performance. The R Square value showed that GDTL DHRP and OA together explained 85.24 percent of the OP variations. The model maintains strong explanatory power according to its Adjusted R Square of 0.8512 which shows the model's ability to explain outcomes after removing explanatory variables. The first standard error measurement of 1.9956 shows adequate prediction capabilities. The study used 392 observations which give enough information to support valid statistical analysis.

The ANOVA results further confirm the significance of the regression model. The model produced an F-value of 746.664 which had a Significance F value of 0.000 that stayed under the 0.05 threshold. The model shows statistical significance because all independent variables produce a significant impact on organisational performance. The estimated regression equation is presented as follows:

$$OP = 1.0597 + 0.1890(GDTL) + 0.1889(DHRP) + 0.2765(OA)$$

The regression coefficients indicate that all three explanatory variables have a positive effect on organizational performance. Holding all other factors constant, a one-unit increase in GDTL leads to an increase of 0.1890 units in OP. Similarly, a one-unit increase in DHRP results in an increase of 0.1889 units in OP, while a one-unit increase in OA causes OP to increase by 0.2765 units. Among the three

predictors, OA has the highest regression coefficient, suggesting that it exerts the strongest influence on OP.

All three predictors reached statistical significance because their results met the 5% significance threshold. GDTL displayed a coefficient value of 0.1890 together with a t-value of 3.5357 and a p-value of 0.00046 which proved the existence of a significant positive link to OP. DHRP displayed a coefficient value of 0.1889 together with a t-value of 5.3706 and a p-value of 0.000 which demonstrated the existence of a significant positive effect on OP. The coefficient for OA reached 0.2765 with a t-value of 9.4649 and a p-value of 0.00 which established it as the most statistically significant predictor among all variables in the model. The intercept achieved statistical significance because it showed a coefficient value of 1.0597 together with a p-value of 0.0242.

The 95% confidence intervals also support the significance of the predictors. For GDTL, the confidence interval ranged from 0.0839 to 0.2940. For DHRP, the confidence interval ranged from 0.1197 to 0.2581, while for OA, it ranged from 0.2191 to 0.3340. Since none of these intervals cross zero, the results further confirm that all three predictors significantly contribute to organizational performance.

## 5.2 Hierarchical Regression Analysis Table

| Model          | Dependent Variable         | Independent Variable                                                                                                     | Adjusted R2 | F        | t-value                 | Beta (β)                | p-value                 | Tolerance                  | VIF                     |
|----------------|----------------------------|--------------------------------------------------------------------------------------------------------------------------|-------------|----------|-------------------------|-------------------------|-------------------------|----------------------------|-------------------------|
| <b>Model 1</b> | Organisational Performance | Green Digital Transformational Leadership (GDTL)                                                                         | 0.7793      | 1381.309 | 37.166                  | 0.883                   | 0.000                   | 1.000                      | 1.000                   |
| <b>Model 2</b> | Organisational Performance | Green Digital Transformational Leadership (GDTL)<br>Digitalisation of HR Practices (DHRP)                                | 0.8173      | 875.773  | 9.993<br>9.072          | 0.487<br>0.442          | 0.000<br>0.000          | 0.1968<br>0.1968           | 2.943<br>2.943          |
| <b>Model 3</b> | Organisational Performance | Green Digital Transformational Leadership (GDTL)<br>Digitalisation of HR Practices (DHRP)<br>Organisational Agility (OA) | 0.8512      | 746.664  | 3.536<br>5.371<br>9.465 | 0.191<br>0.258<br>0.503 | 0.000<br>0.004<br>0.000 | 0.1306<br>0.1647<br>0.1347 | 4.806<br>3.362<br>4.717 |

- Model 1: The dependent variable is Organisational Performance and the independent variable is Green Digital Transformational Leadership. The model explains 77.9% of the variance in performance (adjusted R square = 0.7793)

- Model 2: The dependent variable is Organisational Performance and the independent variables are Green Digital Transformational Leadership and Digitalisation of HR Practices. The explanatory power increased to 81.7% (adjusted R square= 0.8173).
- Model 3: The dependent variable is Organisational Performance and the independent variables are Green Digital Transformational Leadership Digitalisation of HR Practices and Organisational Agility. The complete model demonstrates an explanatory power of 85.12% through its adjusted R square value which shows 85.1% of variance explained.

## Key Findings

- All predictors in all models are statistically significant ( $p < .001$ ), meaning they all play a critical role in influencing Organisational Performance.
- In the final model (Model 3), Organisational Agility (Beta = 0.503) has the strongest relative impact on performance, followed by Digitalisation of HR Practices (Beta = 0.258).
- The VIF values range from 1 to 4.80 in the final model. While these are below the common threshold of 10, they suggest a strong correlation between your independent variables, which is typical for these organizational constructs.

## 5.3 Correlation Analysis

The correlation matrix shows high positive correlation between the variables in the study. The correlation values for GDTL to OP, DHRP to OP and OA to OP were 0.8831, 0.8784 and 0.9084 respectively. This means that there is a strong and positive correlation between each of the independent variables and organizational performance. Of these, OA correlated the most with OP with both the regression and the correlates results. The correlations between the independent variables were also found to be high at the same time. There was a high correlation between GDTL and DHRP (0.8962), GDTL and OA (0.9160) and DHRP and OA (0.8928). The above values suggest that there is a strong correlation among the independent variables.

|      | <i>GDTL</i> | <i>DHRP</i> | <i>OA</i>  | <i>OP</i> |
|------|-------------|-------------|------------|-----------|
| GDTL | 1           |             |            |           |
| DHRP | 0.896227591 | 1           |            |           |
| OA   | 0.916005862 | 0.892849985 | 1          |           |
| OP   | 0.883076357 | 0.878416701 | 0.90843683 | 1         |
|      |             |             |            |           |

**Table 4: Shows the correlation between all variables.**

## 5.4 Discussion of Findings

The results of this study do provide empirical evidence to support the impact of GDTL, DHRP and OA on OP. The R Square value obtained was high at 85.12% which shows that a big portion of the variability of OP is explained by the joint effect of the three variables. This indicates that the model has a high explanatory power. The statistically significant F value also confirms the result of this study; this is because the three variables combined have a statistically significant effect on OP.

The regression coefficients of the three variables suggest a positive and significant impact of the three variables on OP. This means that an increase in GDTL, DHRP and OA will lead to an increase in OP. All the signs of the regression coefficients were positive indicating reinforcing effect of all the three variables

on OP.

Of the three predictors, OA proved to be the most significant. It had the highest regression coefficient, the highest t value and the highest correlation with OP. This suggests that OA plays a particularly important role in determining organizational performance. From a practical perspective, this discovery suggests that performance enhancing organizations should focus most intensively on these dimensions as captured by OA.

While slightly lower than OA, both GDTL and DHRP were very significant. Their findings indicate that they are important factors in OP, which shouldn't be overlooked. The results indicate that organisational performance is not solely dependent on one single factor, but is a combination of leadership, HR practices, and organisational characteristics.

The demographic data also provide background to help interpret the results. The sample tended to be predominantly male, and tertiary sector of the economy, so the data may only be applicable to individuals employed in service occupations. This focus on a specific industry may account for the high level of associations within the model since service companies tend to focus on leadership, human resource management and organisational adaptability as key performance measures.

The correlation analysis, however, poses an issue regarding the methodology. Very high correlations for GDTL, DHRP and OA indicate possible multicollinearity. The significant predictors were not very intercorrelated, so this may affect the stability and estimates of coefficient results in the regression model. However, the good model is statistically strong and a few additional diagnostic tests, such as Variance Inflation Factor (VIF) and tolerance values should be used in future analyses to formally assess the amount of multicollinearity. The findings of the study suggest that the effects of GDTL, DHRP and OA are significant and positive on organizational performance.

The regression model accounted for a very large amount of the variation in OP, suggesting the importance of these variables in predicting organizational outcomes. In the set of predictors, the strongest predictor of OP was OA, and the other two predictors (GDTL and DHRP) had statistically significant meaningful effects. The descriptive results also indicate that the respondents mainly comprised male respondents and people working in the tertiary sector which serves as background information for the analysis. The findings, when combined, indicate that greater improvements in these organizational factors could make a significant difference in the outcomes of performance.

## 6. Theoretical Implications

The research is valuable to the academic knowledge because it integrates the existing theories from different management fields into one empirical model. The research adopts a combination of the three theories: Dynamic Capabilities Theory (DCT), Transformational Leadership Theory, and the Resource-Based View (RBV), to explain the firm performance by both static and dynamic factors. It is useful for Dynamic Capabilities Theory, as it shows the importance of "sensing" and "seizing" Digital Transformational Leadership (DTL) and the "reconfiguring" of human capital through HR Digitalization and Organizational Agility (OA) in order to maintain competitive advantage in the fast-paced and highly technological context. This research is different from previous research that examined these variables individually, it concludes that there is a sequential and a joint relationship between variables and the primary cause of strategy development is the leadership. This catalyst subsequently results in a technological transformation in the firm which results in greater agility and consequently firm performance. Importantly, this study found Organizational Agility to be the most important relationship

as well as the strongest predictor of firm performance in the model. That's because it's recognized as the key link between digital endeavors and leadership strategies and actual business outcomes.

### 6.1 Practical Application

The findings of this study offer numerous useful and valuable ideas for managers and organizations when they are dealing with significant technological change. The most important lesson to be drawn is the need to pay attention to Organizational Agility, which had the highest regression coefficient (Beta = .503) of all the factors studied, that is, establish flexible systems in order to rapidly identify changes occurring within their market and reconfigure their resources accordingly. Organizations also need to make proactive investments in Digital Transformational Leadership, to develop leaders with an inspiring digital vision and the ability to create a culture of innovation that allows for technological experimentation. Another major discovery in relation to Strategic HR Digitalization is that organizations must not view HR technology as just an administrative improvement. With AI-powered recruitment, cloud-based solutions, and people analytics, HR can transform from a transactional function to a strategic business partner and automate numerous manual tasks, allowing HR to focus on high-value workforce planning and development. Last, but not least, the research model in this study was tested in several industries (IT, manufacturing, finance, etc.) and the result is a roadmap for Digital Transformation that can be applied across all industries, for both legacy businesses and digital-native businesses.

### 6.2 Limitations and Future Scope

The study provides us with an idea of the factors that influence the performance of an organization but only accounts for 85.12% of the factors for why organizations are successful or not. It is not perfect. The study was based on one time point, so it is not certain what causes what in the run, and how digital trends evolve over time. Also, the data was collected in the big industrial regions of Gujarat and can't be guaranteed for other cultures and countries. Some of the methodological issues also exist in the study, such as the strong correlation among variables which can lead to the inaccuracy of results. This demonstrates the need for long term research on these items to get a good understanding of cause and effect. Other researchers should also try to consider variables in the study such as digital culture or flexibilities of an organisation, and observe different regions of the world for more credible results. Organizational performance study is just a beginning; organisational performance requires further research to be understood thoroughly and the study of organizational performance will continue.

### 6.3 Conclusion

Finally, this research has set up a triadic relationship between Digital Transformational Leadership as an enabler of the Digitalization of HR Practices and the creation of Organizational Agility. The empirical results validate that these three factors combine to positively affect firm performance by enhancing operational efficiency, stimulating innovative work behavior and enabling proactive adaptation to a dynamic digital environment. All three predictors was statistically significant ( $p < .001$ ), with Organizational Agility standing as the strongest predictor, which reflects digital leadership and technological integration as the ultimate goal: being able to respond quickly to situations of change. Finally, the study points to a mix of visionary leadership, data-informed HR systems and agile organizational core as the key ingredients to improved performance in the modern economy.

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