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The Influence of Work Efficiency, Strategic Leadersip, and Organizational Change Mediated by Digital Transformation on the Organizational Performance of Indonesian Army Hospitals

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Abstract

This quantitative study aims to analyze the mediating role of Digital Transformation on Organizational Performance in Level II Army Hospitals of the Indonesian National Armed Forces (TNI AD), with independent variables including Work Efficiency, Strategic Leadership, and Organizational Change. Data collection was conducted using a cross-sectional approach, employing non-probability sampling with a purposive sampling technique. The unit of analysis comprised individuals at the Top and Middle Management levels of Level II Army Hospitals, with a total population of 318. Data were collected online via Google Forms, yielding 209 valid responses, which were subsequently analyzed using SEM-PLS version 3. The study's findings explain 10 hypotheses, consisting of 7 direct effect hypotheses, of which 4 were supported and 3 were not. Additionally, there were 3 indirect effect hypotheses, where 1 was supported and 2 were not. The most dominant indirect effect hypothesis revealed a positive full mediation effect of Digital Transformation between Organizational Change and Organizational Performance. The theoretical implication indicates that incorporating Digital Transformation as a mediating variable strengthens the impact of Organizational Change while weakening the influence of Work Efficiency and Strategic Leadership on Organizational Performance. Meanwhile, the managerial implication suggests that Digital Transformation in Level II Army Hospitals of TNI AD has a significant impact on Organizational Performance. This study also has limitations, as data were collected only from 14 out of 77 Level II Army Hospitals under the TNI AD healthcare system. The originality of this research lies in the fact that studies examining the influence of Digital Transformation and Strategic Leadership on Organizational Performance in Army Hospitals remain scarce.

Keywords: Work Efficiency, Strategic Leadership, Organizational Performance, Organizational Change, Digital Transformation, Army Hospital, Military Health Corps.

1. Introduction

In the era of globalization and rapid technological advancements, organizations across various sectors, including healthcare, face significant challenges in improving their operational effectiveness and efficiency. Hospitals, as healthcare service institutions, are required to adapt to ongoing changes in technology, regulations, and increasing patient demands. In the context of military hospitals, such as those under the Indonesian Army (TNI AD), these challenges become even more complex due to the dual demands of maintaining operational readiness while providing high-quality healthcare services for military personnel and the general public.

Organizational performance in military hospitals is measured not only by operational efficiency but also by the organization's ability to respond to dynamic external changes. Factors such as Work Efficiency, Strategic Leadership, and Organizational Change play a crucial role in ensuring that hospitals operate optimally. Work efficiency is a critical aspect as it relates to how hospitals manage available resources to deliver fast, accurate, and high-quality services. Meanwhile, strategic leadership is essential for guiding the organization in navigating continuous challenges. Additionally, well-planned organizational change is necessary to enable hospitals to adapt to technological advancements and increasingly complex patient needs.

In recent years, Digital Transformation has become a key element in enhancing organizational performance across various sectors, including healthcare services. Digital transformation enables hospitals to improve operational management efficiency, accelerate patient services, and enhance coordination between work units. The implementation

of technologies such as Electronic Medical Records (EMR), Hospital Information Systems (HIS), and telemedicine has proven to enhance healthcare service effectiveness and expedite data-driven decision-making.

However, the implementation of digital transformation in TNI AD hospitals faces more complex challenges compared to civilian hospitals. The hierarchical organizational structure and strict internal policies often hinder the adoption of digital technologies. Moreover, the readiness of human resources in operating digital systems is also a determining factor in the success of digital transformation in military organizations. Therefore, a more strategic and adaptive approach is required to integrate digital transformation into military hospitals.

Previous research has shown that digital transformation can positively impact organizational performance if implemented effectively. However, there remains a gap in understanding how digital transformation mediates the relationship between Work Efficiency, Strategic Leadership, and Organizational Change on Organizational Performance. Therefore, this study aims to bridge this gap by analyzing how digital transformation strengthens the relationship between these factors and organizational performance in TNI AD hospitals.

In the healthcare service industry, work efficiency directly impacts service quality and patient satisfaction. Hospitals that can enhance work efficiency will be able to minimize resource wastage, increase the productivity of medical personnel, and shorten response times to patient needs. However, optimal work efficiency cannot be achieved without the support of a well-integrated digital system. Therefore, this study will examine how high work efficiency can be further reinforced through the implementation of digital transformation.

Furthermore, strategic leadership plays a crucial role in determining an organization's success in adopting digital technologies. Leaders with a clear vision and strong change management capabilities can more effectively direct their organizations to adapt to new technologies. Strategic leadership also plays a role in fostering an innovative organizational culture that supports the use of technology in hospital operations. In the context of TNI AD hospitals, strategic leadership is especially critical, as decisions made by leaders have broad implications across all work units.

Organizational change is another essential factor in enhancing military hospital performance. Hospitals that can adapt to environmental changes will have a higher level of competitiveness and be able to provide better patient care. However, organizational change that lacks a clear strategy and adequate technological support may face resistance from employees and hinder the transformation process. Therefore, this study will also explore how effective organizational change through the utilization of digital technologies.

Previous studies have primarily focused on digitalization in public hospitals, organizations, or private companies. However, this research specifically examines military hospitals, which face unique challenges in terms of regulations and military leadership. By offering a new perspective on organizational transformation in the military context, this study enriches the literature and highlights the critical role of digitalization in ensuring successful organizational change. This study will analyze the relationship between Work Efficiency, Strategic Leadership, and Organizational Change on Organizational Performance, with Digital Transformation as a mediating variable. This research employs the Structural Equation Modeling (SEM) method based on Partial Least Squares (PLS) to test the formulated hypotheses. Through this approach, the study aims to provide deeper insights into the role of digital transformation in improving military hospital performance.

This study is expected to generate new insights that can serve as a foundation for policymakers in developing digitalbased performance improvement strategies for TNI AD hospitals. Furthermore, the findings of this research are also expected to contribute to the theoretical development of organizational management and digital transformation in the healthcare sector. Thus, this study holds not only academic implications but also practical benefits that can be applied to policies and operations in military hospitals in Indonesia.

2. Literature Review

Organizational change is a fundamental aspect of modern management aimed at achieving competitive advantage. In the context of hospitals, particularly Indonesian Army (TNI AD) hospitals, organizational change plays a crucial role in improving efficiency and healthcare service quality. This literature review discusses various factors influencing organizational change, including work efficiency, strategic leadership, digital transformation, and organizational performance.

Work efficiency is one of the key aspects supporting the success of organizational change. According to Graban (2020), work efficiency is closely related to the application of Lean and Six Sigma principles, which can enhance productivity and reduce resource waste. In the context of military hospitals, optimizing work efficiency through the digitalization of healthcare service systems can improve operational effectiveness and patient satisfaction.

Strategic leadership also plays a crucial role in directing organizational change. Hitt et al. (2020) emphasize that strategic leaders must be able to anticipate changes in the external environment, manage resources optimally, and create a clear vision for the organization. In the TNI AD hospital environment, strategic leadership is not only associated with administrative effectiveness but also with preparedness in addressing medical and operational challenges.

Organizational change is a complex process that requires a systematic approach. Kotter (1996) identifies eight steps for effective organizational change, including creating a sense of urgency, building a strong coalition, and institutionalizing change within the organizational culture. A study by Tsouho (2020) suggests that successful organizational change depends on internal readiness as well as full support from management and staff.

Digital transformation has become one of the primary drivers of organizational change in the modern era. Vial (2019) asserts that adopting digital technologies not only enhances operational efficiency but also fosters innovation in service models. In TNI AD hospitals, the utilization of Hospital Management Information Systems and artificial intelligencebased technologies can improve diagnostic accuracy and the effectiveness of healthcare services.

Organizational performance serves as a key indicator in assessing the success of organizational change. According to Oyewobi et al. (2019), organizational performance is influenced by various factors, including leadership strategies, work efficiency, and adaptability to change. In the context of military hospitals, performance improvement can be achieved through a combination of effective leadership strategies and an integrated digital transformation.

In addition to internal factors, external pressures such as government regulations and competition in the healthcare sector also influence organizational change. Davis and Meyer (2018) highlight that organizations that proactively adapt to regulations and market changes tend to be more adaptive and competitive. TNI AD hospitals must develop strategies that not only comply with regulatory standards but also enhance the quality of healthcare services for military personnel and the general public.



Figure 1 : Theoretical Foundation

Top management support is a key factor in ensuring the successful implementation of organizational change. Doe et al. (2020) found that commitment and support from the highest managerial level can accelerate the adoption of change and reduce emerging obstacles. Furthermore, Delery and Roumpi (2017) emphasize the importance of human resource development as a strategic step in ensuring the organization's readiness to face change challenges.

Lastly, employee motivation serves as a fundamental element in supporting the success of organizational change. Judge and Douglas (2009) demonstrated that high motivation can enhance employee engagement in the change process and accelerate adaptation to new policies. Therefore, organizations need to develop appropriate incentive programs and create a conducive work environment to encourage active employee participation in organizational transformation efforts.

The research hypotheses are as follows:

- H₁: Work Efficiency has a positive effect on Organizational Performance.
- H₂: Strategic Leadership has a positive effect on Organizational Performance.
- H₃: Organizational Change has a positive effect on Organizational Performance.
- H₄: Digital Transformation has a positive effect on Organizational Performance.
- H₅: Work Efficiency has a positive effect on Digital Transformation.
- H₆: Strategic Leadership has a positive effect on Digital Transformation.
- H₇: Organizational Change has a positive effect on Digital Transformation.

H₈: Digital Transformation positively mediates the relationship between Work Efficiency and Organizational Performance.

H₉: Digital Transformation positively mediates the relationship between Strategic Leadership and Organizational Performance.

H₁₀: Digital Transformation positively mediates the relationship between Organizational Change and Organizational Performance.



Figure 2: Conceptual Framework

3. Materials and Methods

This study employs a quantitative approach with a cross-sectional design to analyze the relationships between predetermined variables, allowing researchers to obtain a comprehensive depiction of the phenomenon at a specific point in time. The unit of analysis consists of individuals from top and middle management, including Hospital Directors (Karumkit), Military Officers, and Civil Servants (PNS) in Rank IV, who work at Type II Army Hospitals (Rumah Sakit Tingkat II TNI AD). The study population includes top and middle management leaders from Type II Army Hospitals of the Indonesian Army (TNI AD) across various regions in Indonesia, totaling 318 individuals, with a purposive sampling technique used to select respondents deemed to have relevant knowledge and understanding of the research topic, resulting in a total of 209 collected responses, where the sample size was determined using the Structural Equation Modeling (SEM) method, considering the number of variable indicators used.

Primary data was collected through an online questionnaire distributed via Google Forms, consisting of closedended questions specifically designed to systematically measure research variables, enabling researchers to obtain structured data that can be analyzed quantitatively, while ensuring data validity and objectivity by keeping respondents' identities confidential and informing them that the collected data would be used solely for academic purposes. This study measures five key variables, consisting of three independent variables (Work Efficiency, Strategic Leadership, and Organizational Change), one mediating variable (Digital Transformation), and one dependent variable (Organizational Performance), where each variable was measured using a five-point Likert scale, allowing respondents to express their level of agreement with the given statements, providing an objective measurement framework that facilitates statistical analysis with appropriate techniques.

Data analysis was conducted through descriptive statistical analysis, which describes respondents' characteristics and data distribution, and Structural Equation Modeling-Partial Least Squares (SEM-PLS) version 3, which examines causal relationships between research variables. The SEM-PLS analysis process involved specifying the research model, testing instrument validity and reliability, developing the path diagram, and evaluating model goodness of fit, making this technique suitable for handling complex research models with multiple latent variables, where construct validity was tested using Confirmatory Factor Analysis (CFA) by assessing loading factor values and model fit indices. By employing a systematic and structured methodology, this study aims to provide a deeper understanding of the impact of Organizational Change and Digital Transformation on Organizational Performance within the military hospital environment of the Indonesian Army (TNI AD).

4. Results and Discussion

4.1 Results

This study involved 209 respondents who completed the questionnaire distributed by the researcher. The respondents held various positions, ranks, years of service, genders, ages, and educational backgrounds. Among the total respondents, the majority were Head of Section (51.20%), while in terms of rank, Major dominated with 31.1%. Most respondents were between 40 and 50 years old (50.72%), with the highest level of education being a Master's Degree (32.54%). These data reflect the diversity within the study population, providing comprehensive insights into organizational change within the military hospital environment.

Job Position	Amount	Percentage
Hospital Director	8	3.83
Chairperson of the Medical Committee	6	2.87
Deputy Hospital Director	4	1.91
Head of Internat Supervision Unit	7	3.35
Head of Installation Department	66	31.57
Chairperson of the Committee	11	5.26
Head of Section	107	51.20
Rank	Amount	Percentage
Colonel (COL)	15	7.5
Lieutenant Colonel (LTC)	52	24,9
Major (MAJ)	65	31.1
Captain (CPT)	25	12
Civil Servant	52	24.9
Length of Service	Amount	Percentage
Less than 1 year	64	30.62
1_3 years	101	48.33
More than 3_5 years	13	6.22
More than 5_10 years	10	4.78
More than 10 years	21	10.05
Gender	Amount	Percentage
Man	133	63.6
Women	76	36.4
Age	Amount	Percentage
Over 30_40 years	20	9.57
Over 40_50 years	106	50.72
Over 50 years	83	39.71
Education	Amount	Percentage
Diploma (D3/D4)	34	16.27
Bachelor's Degree (S1)	47	22.49
Master's Degree (S2)	68	32.54
Doctoral Degree / Ph.D. (S3)	6	2.87
Professional Degree	54	25.84
Amount	209	100

Table 1 : Characteristics of Respondents by Job Position, Rank, Length of Service, Gender, Age, and Education

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	OC	OP	SL	TD	WE
OC1	0.865	0.724	0.774	0.689	0.731
OC2	0.882	0.742	0.810	0.799	0.650
OC3	0.838	0.724	0.745	0.743	0.616
OC4	0.739	0.561	0.615	0.634	0.448
OC5	0.887	0.757	0.789	0.793	0.622
OC6	0.869	0.688	0.742	0.788	0.582
OP1	0.712	0.868	0.650	0.698	0.604
OP2	0.748	0.884	0.715	0.726	0.616
OP3	0.750	0.887	0.707	0.762	0.704
OP4	0.673	0.844	0.644	0.660	0.675
SL1	0.817	0.742	0.892	0.727	0.601
SL2	0.759	0.663	0.878	0.656	0.535
SL3	0.755	0.646	0.825	0.714	0.590
SL4	0.678	0.585	0.797	0.593	0.532
SL5	0.788	0.692	0.896	0.703	0.637
SL6	0.739	0.682	0.859	0.703	0.599
TD1	0.769	0.720	0.722	0.865	0.602
TD2	0.774	0.729	0.709	0.875	0.573
TD3	0.682	0.658	0.631	0.822	0.572
TD4	0.816	0.755	0.731	0.899	0.643
TD5	0.809	0.734	0.723	0.905	0.615
TD6	0.740	0.690	0.660	0.877	0.566
WE1	0.557	0.579	0.516	0.545	0.818
WE2	0.679	0.717	0.678	0.621	0.854
WE3	0.624	0.687	0.589	0.607	0.877
WE4	0.594	0.556	0.543	0.543	0.802
WE5	0.534	0.546	0.482	0.511	0.813

Table 2 : Results of Discriminant Validity Testing

From the cross-loading estimation results in Table 3., it shows that the loading values of each indicator item towards its construct are greater than their cross-loading values. It can be said that all constructs or latent variables already have good discriminant validity, where the indicators in the construct indicator block are better than the indicators in other blocks.

Table 3 : Results of Composite Reliability and Cronbach's Alpha

Variabel	Condition	Composite Reliability	Cronbach's Alpha	Conclusion
Organizational Change	> 0.50	0.939	0.921	Reliable
Organizational Performance	> 0.50	0.926	0.894	Reliable
Strategic Leadership	> 0.50	0.944	0.928	Reliable
Digital Transformation	> 0.50	0.951	0.938	Reliable
Work Efficiency	> 0.50	0.919	0.890	Reliable

Based on the results of Composite Reliability and Cronbach's Alpha presented in the table above, it was found that all latent variables have composite reliability and Cronbach's alpha values greater than 0.70. Thus, it can be concluded that all latent variables meet the reliability test, in other words, all variables are declared reliable.

Table 4: Results of Hypothesis Testing for Direct Effect and indirect Effect			
Research Hypothesis	Coef.	P-Values	Explanation
H1: There is a positive influence of Work	0.265	0.000	Supported
Efficiency on Organizational Performance.			
H2: There is a positive influence of Strategic	0.139	0.057	Not Supported
Leadership on Organizational Performance			**
H3: There is a positive influence of		~ ~ / -	~ 1
Organizational Change on Organizational	0.228	0.047	Supported
Performance			
H4: There is a positive influence of Digital	0 327	0.001	Supported
Transformation on Organizational Performance	0.527	0.001	Supported
H5: There is a positive influence of Work	0.095	0.067	Not Supported
Efficiency on Digital Transformation	0.075	0.007	Not Supported
H6: There is a positive influence of Strategic	0 080	0 127	Not Supported
Leadership on Digital Transformation	0.009	0.127	Not Supported
H7: There is a positive influence of	0 720	0.000	Supported
Organizational Change on Digital Transformation	0.750	0.000	Supported
H8: There is a positive influence of the mediating			
role of Digital Transformation between Work	0.031	0.100	Not Supported
Efficiency and Organizational Performance.			
H9: There is a positive influence of the mediating			
role of Digital Transformation between Strategic	0.029	0.129	Not Supported
Leadership and Organizational Performance.			
H10: There is a positive influence of the			
mediating role of Digital Transformation between	0.000	0.002	G (1
Organizational Change and Organizational	0.239	0.002	Supported
Performance.			

 Table 4 : Results of Hypothesis Testing for Direct Effect and Indirect Effect

These results show that Organizational Change and Digital Transformation are the main factors in improving Organizational Performance. Although Strategic Leadership does not directly influence Organizational Performance or Digital Transformation, Organizational Change plays a crucial role as the main driver of digital transformation and organizational performance improvement. Moreover, the mediating role of Digital Transformation is only significant in the relationship between Organizational Change and Organizational Performance, but not in the relationship between Work Efficiency or Strategic Leadership and Organizational Performance. Thus, in the context of military hospitals, strategies that focus on organizational change and the adoption of digital transformation are more effective in improving organizational performance compared to relying solely on strategic leadership or work efficiency.



Figure 3: Inner Model Evaluation with SEM-PLS

4.2 Discussion

This study highlights the critical role of Organizational Change in improving hospital performance through Digital Transformation. The findings indicate that Organizational Change has a significant impact on Digital Transformation, ultimately contributing to enhanced Organizational Performance. This aligns with Scott and Davis (2007), who emphasized that organizations must evolve structurally and culturally to remain competitive. The success of digitalization in the hospital setting largely depends on the organization's readiness to adopt structural changes, upgrade systems, and culture that is more adaptive to technological advancements (Vial, 2019).

Work Efficiency has been shown to have a positive impact on Organizational Performance, affirming that optimizing internal hospital resources can enhance operational efficiency (Graban, 2020). However, Work Efficiency does not directly influence Digital Transformation. This suggests that efficiency alone is insufficient to drive digitalization without strong change strategies and adequate infrastructure readiness. Porter (1979) emphasized that strategic alignment between operational efficiency and technological innovation is crucial in ensuring sustainable competitive advantage. Therefore, hospitals must adopt a holistic approach that integrates operational efficiency with technological innovation to achieve optimal performance.

On the other hand, Strategic Leadership does not demonstrate a significant influence on either Organizational Performance or Digital Transformation. One possible reason is that the organizational culture in military hospitals still adheres to traditional leadership structures, which tend to be less flexible in responding to digitalization challenges. This supports (Hitt et al., 2020) who found that rigid leadership structures often inhibit technological adaptation. The rigid hierarchical structure in military hospitals may hinder leaders from implementing innovative technology-driven strategies. Hence, it is necessary to develop a more adaptive leadership approach aligned with technological advancements to support successful Digital Transformation.

This study also reveals that Digital Transformation plays a full mediating role in the relationship between Organizational Change and Organizational Performance. This confirms that digitalization is not merely a supporting tool but a key factor that accelerates the impact of organizational change on hospital performance. Effective digitalization not only improves administrative efficiency but also enhances diagnostic accuracy, speeds up treatment

processes, and facilitates better access to medical information for healthcare personnel and patients (Oyewobi, 2019). However, challenges such as human resource readiness and technological limitations must be urgently addressed.

Beyond technological and human resource readiness, organizational culture also plays a crucial role in the success of Digital Transformation. A culture that fosters innovation, collaboration, and continuous learning is more likely to adapt to new technologies compared to one that maintains conventional work practices. Kotter (1996) emphasized that successful change management requires cultivating a culture that embraces transformation. Therefore, it is essential for hospital management to build a work culture that is open to change by providing continuous training for medical and administrative staff in utilizing digital technology.

The implications of this study emphasize the need for more flexible policies to support Digital Transformation in military hospitals. Strengthening organizational change strategies, enhancing the digital competencies of medical personnel, and investing in information technology infrastructure are crucial steps to improving organizational performance. Additionally, synergy between various stakeholders, including government agencies, academia, and the healthcare technology industry, is necessary to create a digital ecosystem that fosters innovation in military hospitals (Yoo et al., 2010).

Each hypothesis tested in this study provides valuable insights into the specific relationships between the examined variables. The confirmation of the significant relationship between Organizational Change and Digital Transformation suggests that the successful adoption of new technologies in military hospitals requires well-structured change management initiatives (Davis & Olson, 1985). Hospitals that actively implement organizational change strategies are more likely to achieve digital transformation success, which in turn enhances overall performance.

The finding that Work Efficiency does not directly influence Digital Transformation suggests that while efficient hospital operations are essential, they must be complemented by strategic digital initiatives. Military hospitals need to ensure that efficiency gains are aligned with digital capabilities to maximize service delivery and operational effectiveness. This further underscores the importance of integrating efficiency measures with digital transformation efforts rather than treating them as separate endeavors (Barney, 1991).

The non-significant effect of Strategic Leadership on both Organizational Performance and Digital Transformation indicates that traditional hierarchical leadership models in military hospitals may not fully support technological innovation. Leadership styles that emphasize adaptability and technological foresight are necessary to drive digital initiatives successfully. This calls for leadership development programs that equip military hospital leaders with the skills to navigate digital transformation effectively (Bass, 1990).

In conclusion, the study underscores the transformative potential of Digital Transformation in enhancing Organizational Performance. For military hospitals, adopting adaptive change strategies, strengthening leadership capabilities, and fostering an innovation-driven culture are essential for achieving sustainable improvements. By addressing the challenges of digital adoption and aligning leadership with technological advancements, military hospitals can enhance efficiency, improve healthcare service quality, and ultimately contribute to the well-being of military personnel and the broader community.

5. Conclussion

This study highlights the importance of Organizational Change in enhancing hospital performance through Digital Transformation. The findings indicate that Organizational Change has a significant impact on Digital Transformation, which ultimately improves Organizational Performance. The success of digitalization largely depends on the organization's readiness to adopt structural changes, system upgrades, and a more adaptive work culture. Work Efficiency positively influences Organizational Performance, demonstrating that optimizing internal hospital resources enhances operational efficiency. However, Work Efficiency does not have a direct impact on Digital Transformation, suggesting that efficiency alone is insufficient to drive digitalization without the support of change strategies and infrastructure readiness.

Meanwhile, Strategic Leadership does not significantly influence either Organizational Performance or Digital Transformation. This may be attributed to an organizational culture that still adheres to traditional leadership systems, which are less flexible in responding to digitalization challenges. Therefore, more adaptive strategic leadership approaches aligned with technological advancements need to be developed to support the success of digital transformation.

The study also reveals that Digital Transformation plays a full mediating role in the relationship between Organizational Change and Organizational Performance. This confirms that digitalization is not merely a supporting tool but a key factor that accelerates the impact of organizational change on hospital performance. However, challenges remain, particularly in terms of human resource readiness and technological limitations, which must be addressed. The implications of this study emphasize the need for more flexible policies to support digital transformation in Army Hospitals. Strengthening organizational change strategies, enhancing the digital competencies of medical personnel, and investing in information technology infrastructure are crucial steps to improve organizational performance. With

the right approach, digital transformation can serve as an effective solution for enhancing efficiency and the quality of healthcare services in military hospitals.

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