



Integrating Digital Transformation, Agile Leadership, and Green Innovation for Sustainable Technology Firms

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Abstract

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Digital transformation, agile leadership, and green innovation have emerged as critical strategic issues in navigating global business dynamics. This study aims to explain the interrelation of these three elements in enhancing the performance and sustainability of technology firms in Indonesia. Employing a Systematic Literature Review (SLR) of several relevant international and national articles, the study reveals that digital transformation enhances efficiency and competitiveness, yet its success is strongly influenced by organizational culture readiness. Agile leadership serves as a catalyst that accelerates digital adoption while fostering pro-environmental employee behavior. Meanwhile, green innovation is no longer perceived as a cost burden but as a core strategy that strengthens corporate reputation, opens new market opportunities, and meets international regulatory demands. The integration of these three factors provides a strategic framework for technology companies in major Indonesian cities, such as Surabaya, to address modernization and globalization challenges. This study contributes to contemporary management literature while offering practical insights for companies and policymakers.



1. Introduction

The current global era is marked by the acceleration of digitalization and the birth of the concept of Industry 4.0 and Society 5.0, which requires companies to adapt through the adoption of new technologies such as artificial intelligence (AI), big data, and the Internet of Things (IoT). Digital transformation is no longer just a strategic choice, but a fundamental need to increase efficiency, innovation, and competitiveness in an increasingly competitive global market. In addition, international pressure through the Paris Agreement, Sustainable Development Goals (SDGs), and sustainability regulations put environmental issues at the top priority of global businesses. In this context, companies are required to be oriented not only to profitability, but also long-term sustainability through the integration of green innovation in the company's core strategy.¹

In addition to digital transformation and sustainability, leadership factors are also an important aspect in facing the VUCA (Volatility, Uncertainty, Complexity, Ambiguity) era. Agile leadership emerged as an adaptive leadership model that emphasizes flexibility, collaboration, and quick decision-making in uncertain conditions. Previous research has shown that agile leadership plays a crucial role in accelerating digital adoption while driving a culture of green innovation within organizations.² Thus, the combination of digital transformation, agile leadership, and green innovation is believed to be able to improve business sustainability holistically.

¹ Jun Cui. "The explore of digital leadership and green digital innovation on corporate digital transformation." *Available at SSRN 5015895* (2024).

² Zhang Xiufan and Liu Luan Yunqiao. "CIO leadership, employee digital ability, and corporate green innovation performance—moderating effect of organizational agility and environmental culture." *Environment, Development and Sustainability* (2024): 1-44.

In Indonesia, digital transformation is growing rapidly, marked by the growth of the startup ecosystem, increased technology adoption, and regulatory support from the government through the Ministry of Communication and Information Technology (Kemenkominfo). However, various challenges still emerge, especially in big cities such as Jakarta, Surabaya, and Bandung. Uneven infrastructure, complex regulations, and a hierarchical work culture hinder the optimization of technology investments. Studies show that even though companies have allocated a lot of funds to digitalization, the results are often not as expected due to gaps in organizational culture and resistance to change.³

This phenomenon of resistance shows that digital transformation without a change in mindset and leadership patterns is not enough to generate a competitive advantage. Many corporate leaders in Indonesia still apply hierarchical leadership models that lack employee flexibility and participation. On the other hand, agile leadership that emphasizes empowerment and openness has been proven to accelerate the integration of digital technology while facilitating organizational culture change.⁴

In addition, the adoption of green innovation in Indonesia is still often seen as an additional cost burden, not a strategic opportunity. In fact, globally, green innovation has developed into one of the company's main strategies in improving

³ Ardian Adhiatma, Olivia Fachrunnisa, Nurhidayati, and Tina Rahayu. "Creating digital ecosystem for small and medium enterprises: the role of dynamic capability, agile leadership and change readiness." *Journal of Science and Technology Policy Management* 14, no. 5 (2023): 941-959.

⁴ Nurullah Delioğlu and Beynaz Uysal. "A review on agile leadership and digital transformation." *Yıldız Social Science Review* 8, no. 2 (2022): 121-128.

brand reputation, energy efficiency, and access to markets that increasingly demand sustainable practices. For example, recent research emphasizes that the integration of green innovation with digital transformation is able to improve company performance while strengthening long-term competitiveness.⁵

Based on this background, it is important to examine the integration between digital transformation, agile leadership, and green innovation in the context of Indonesia, especially big cities like Surabaya that are facing economic modernization challenges as well as sustainability pressures. Most of the previous literature still addresses these three aspects separately digital transformation for efficiency, agile leadership for organizational adaptation, and green innovation for environmental sustainability. However, integrative studies that look at how the three interact with each other are still relatively limited.⁶ Therefore, this study seeks to fill this gap by explaining how the synergy of digitalization, agile leadership, and green innovation can be a sustainable strategy for technology companies in Indonesia.

2. Literature Review

Digital transformation is the main foundation in creating competitive advantages in the industrial era 4.0. Digitalization allows companies to improve operational efficiency, expand business models, and create new data-driven value.

⁵ Sijian Niu, Byung Il Park, and Jin Sup Jung. "The effects of digital leadership and ESG management on organizational innovation and sustainability." *Sustainability* 14, no. 23 (2022): 15639.

⁶ Abas Rawashdeh, Ayman Bahjat Abdallah, Moayyad Alfawaeer, Mohammad Al Dweiri, and Feras Al-Jaghbeer. "The impact of strategic agility on environmental sustainability: the mediating role of digital transformation." *Sustainability* 16, no. 3 (2024): 1338.

Research shows that digital transformation not only affects productivity, but also serves as a driver of innovation and organizational adaptation to changing global business environments.⁷ In Indonesia, the context of digital transformation is increasingly relevant with the development of the startup ecosystem, increasing internet penetration, and government policy support. However, obstacles in the form of organizational cultural resistance still hinder this process, especially in technology companies that still implement hierarchical leadership structures.⁸

Correspondingly, agile leadership comes as a leadership model that emphasizes flexibility, participation, and employee empowerment. In contrast to traditional leadership patterns, agile leadership allows organizations to respond quickly to change through data-driven decision-making and cross-functional collaboration. International studies confirm that agile leadership plays a crucial role in accelerating the success of digital transformation by lowering internal resistance and creating an innovative organizational culture.⁹

Meanwhile, green innovation is increasingly receiving global attention as a business strategy that not only reduces energy costs, but also strengthens the company's reputation. This approach is in line with global demands to support a green economy and sustainability. Several studies show that green innovation can

⁷ Vivian Nova, Hamdan Hamzah, and Imelda F. Unsong. "Merancang strategi cerdas bisnis inovatif di tengah revolusi digital yang terus berkembang." *Meraja journal* 7, no. 3 (2024): 26-40.

⁸ Naulya Dwi Putri, Haslindah Haslindah, Putri Kharisma Shafah Marwati, Wira Hermawansyah, Bustan Bustan, and Andi Alfianto Anugrah Ilahi. "Dampak budaya organisasi terhadap inovasi dalam perusahaan teknologi: Sebuah penelitian kualitatif." *Jurnal Ilmiah Multidisiplin Amsir* 2, no. 1 (2023): 137-144.

⁹ Riccardo Rialti and Raffaele Filieri. "Leaders, let's get agile! Observing agile leadership in successful digital transformation projects." *Business Horizons* 67, no. 4 (2024): 439-452.

provide long-term competitive advantages, especially when integrated with digitalization and agile leadership. For example, the research of Rawashdeh et al.¹⁰ emphasizes that the synergy between digital transformation, agile leadership, and green innovation can improve company performance while ensuring long-term sustainability. Thus, this literature review shows that although research on these three aspects has progressed considerably, most of them still address them partially. Therefore, this study seeks to contribute by integrating all three in a comprehensive theoretical framework.

3. Method

This study uses the Systematic Literature Review (SLR) approach to analyze the relationship between digital transformation, agile leadership, and green innovation in improving the performance and sustainability of technology companies in Indonesia. SLR was chosen because it is able to provide a comprehensive overview of the development of concepts, methodologies, and empirical findings from various previous studies in a structured and transparent manner. Thus, this method not only maps previous research, but also identifies gaps in research that are still open.

The research process begins with the formulation of research questions that focus on three main issues: (1) the extent to which digital transformation affects the

¹⁰ Abas Rawashdeh, Ayman Bahjat Abdallah, Moayyad Alfawaer, Mohammad Al Dweiri, and Feras Al-Jaghbeer. "The impact of strategic agility on environmental sustainability: the mediating role of digital transformation." *Sustainability* 16, no. 3 (2024): 1338.

company's performance and competitiveness; (2) how agile leadership plays a role in accelerating digital adoption and overcoming organizational cultural resistance; and (3) how green innovation can function as a core strategy, not just a corporate social responsibility. This question is then used as the basis for determining search keywords, namely digital transformation, agile leadership, green innovation, sustainability, and Indonesia.

The next stage is the literature identification process. Academic databases used include Google Scholar as well as leading publisher portals such as Emerald, ResearchGate, and Elsevier. Inclusion criteria are set to ensure the relevance of the literature, namely: (a) articles published in the last five years, (b) articles published in reputable international and national journals, (c) articles in English or Indonesian, and (d) articles that address at least one of the three main variables of the study.

From the initial search results, more than 200 relevant articles were obtained. Furthermore, screening was carried out based on abstracts and titles to evaluate the suitability with the focus of the research. Articles that are duplicate, non-peer-reviewed, or only non-academic reports are removed from the list. After screening, several articles were obtained for further analysis. The last stage is a quality assessment using the criteria of methodological transparency, clarity of results, and academic contribution. This process resulted in several articles selected as primary sources, including important studies such as Rialti and Filieri (2024) on agile

leadership in digital transformation, and Niu et al.¹¹ on green innovation for sustainability.

Data from the selected articles were then analyzed using a thematic analysis approach, with the aim of identifying patterns, relationships, and integration between variables. This approach allows researchers to construct a conceptual framework that links digital transformation, agile leadership, and green innovation in creating sustainable business strategies. The analysis process is carried out iteratively, namely by reviewing the findings to ensure consistency, as well as opening up space for new interpretations that can answer the gap of previous research. Thus, the SLR method in this study not only provides a systematic mapping of the literature, but also produces a solid theoretical basis to build an empirical analysis framework in the Indonesian context.

4. Results

4.1. Digital Transformation and Its Impact on Company Performance

Digital transformation has become a key driver of global business growth, driving the birth of new business models based on digital platforms and ecosystems. These models are real-time connecting companies with consumers, opening up market opportunities that didn't exist before. A study by Ning and Yao¹² shows that through operational efficiency, service innovation, and global value chain

¹¹ Sijian Niu, Byung Il Park, and Jin Sup Jung. "The effects of digital leadership and ESG management on organizational innovation and sustainability." *Sustainability* 14, no. 23 (2022): 15639.

¹² Lianju Ning and Dan Yao. "The impact of digital transformation on supply chain capabilities and supply chain competitive performance." *Sustainability* 15, no. 13 (2023): 10107.

integration, digital transformation can significantly improve the competitiveness of companies. In Indonesia, especially in Surabaya, a city with a rapidly growing digital ecosystem, many technology companies and startups are leading the way in leveraging digitalization in the e-commerce, logistics, and financial services sectors. Nonetheless, not all companies succeed in turning massive investments in technologies such as big data, *artificial intelligence*, and *cloud computing* into tangible performance improvements.

The main inhibiting factor is often the cultural resistance of the organization. Adhiatma et al.¹³ found that many employees do not have a digital mindset, so the new technology adopted is not used optimally. This failure shows that technology implementation alone is not enough. The success of digitalization depends heavily on its seamless integration with existing business processes. Piprani et al.¹⁴ emphasized that the application of Industry 4.0 technology will be effective if accompanied by agile, efficient, and green-oriented supply chain management practices. This means that companies must adapt not only technology, but also their organizational structure, workflows, and business strategies as a whole.

Empirically, companies that successfully carry out digital transformation experience increased productivity, decreased operational costs, and improved quality of customer service. Conversely, companies that fail to integrate digitalization with

¹³ Ardian Adhiatma, Olivia Fachrunnisa, Nurhidayati, and Tina Rahayu. "Creating digital ecosystem for small and medium enterprises: the role of dynamic capability, agile leadership and change readiness." *Journal of Science and Technology Policy Management* 14, no. 5 (2023): 941-959.

¹⁴ Arsalan Zahid Piprani, Syed Abdul Rehman Khan, and Zhang Yu. "Driving success through digital transformation: influence of Industry 4.0 on lean, agile, resilient, green supply chain practices." *Journal of manufacturing technology management* 35, no. 6 (2024): 1175-1198.

organizational culture risk financial losses due to technology investments that do not deliver the expected returns. Therefore, digital transformation must be seen as more than just technology adoption. Digital transformation is a comprehensive business paradigm shift, covering the dimensions of technology, organization, and human resources. It's a holistic journey that demands deep adaptation across all layers of the company, from strategy to operations. Without the accompanying cultural change, digital investments will be futile, and growth potential will be hampered.

4.2. The Role of Agile Leadership in Accelerating Digital Adoption and Green Innovation

The success of digital transformation depends heavily on the leadership style applied. Agile leadership is a key factor that distinguishes companies that are successful in digitalization from those that fail. This leadership style is characterized by the leader's ability to adapt quickly, involve employees in every change process, and encourage cross-functional collaboration. Active employee engagement, led in an agile manner, contributes significantly to the successful implementation of digital transformation projects.¹⁵

In Indonesia, the main challenge is the dominance of rigid hierarchical leadership patterns, which are often the cause of resistance to change. In this model, strategic decisions are centralized at the upper managerial level, limiting employee participation. A study by Delioglu and Uysal¹⁶ confirms that agile leadership not only

¹⁵ Riccardo Rialti and Raffaele Filieri. "Leaders, let's get agile! Observing agile leadership in successful digital transformation projects." *Business Horizons* 67, no. 4 (2024): 439-452.

¹⁶ Nurullah Delioglu and Beynaz Uysal. "A review on agile leadership and digital transformation." *Yildiz Social Science Review* 8, no. 2 (2022): 121-128.

accelerates the adoption of technology, but also reduces employee resistance by creating a sense of ownership towards the innovations applied. With open leadership, employees feel more engaged and motivated to contribute to transformation, turning resistance into active participation.

Furthermore, agile leadership has an important role in driving green innovation. Leaders who combine agile principles with environmental orientation are able to shape pro-environmental behaviors among employees, demonstrating a strong synergy between adaptive leadership and sustainability. In addition, Esamah¹⁷ show that agile leadership increases organizational resilience during times of crisis, such as the COVID-19 pandemic. With adaptive leadership, organizations can maintain operational continuity while facilitating green innovation. In other words, agile leadership is not only relevant to accelerate digitalization, but also acts as a bridge to a solid sustainability strategy. It is a holistic approach that ensures companies are not only responsive to technological changes, but also proactive in achieving environmental and sustainability goals.

4.3. Integration of Green Innovation as a Sustainable Business Strategy

Green innovation has evolved from just a corporate social responsibility (CSR) program to a core business strategy that is essential for sustainability. On a global level, multinational companies are now integrating green innovation as part of their competitive strategies, both to improve energy efficiency and to build a

¹⁷ Abduldadee Esamah, Somnuk Aujirapongpan, Neeranat K. Rakangthong, and Narinthon Imjai. "Agile leadership and digital transformation in savings cooperative limited: Impact on sustainable performance amidst COVID-19." *Journal of Human, Earth, and Future* 4, no. 1 (2023): 36-53.

strong brand reputation. Mas et al.¹⁸ emphasizes that green innovation is a vital element in the circular economy, which allows companies to reduce waste and create new value from the production cycle.

In Indonesia, the adoption of green innovation is still relatively limited, with many companies still viewing it as an additional cost. However, empirical evidence suggests otherwise. Niu et al.¹⁹ found that the integration of green innovation with digital transformation can increase long-term competitiveness and help meet the demands of international regulations related to sustainability. Digitalization allows companies to monitor energy usage in real-time, while green innovation facilitates the creation of environmentally friendly products and services. This synergy creates a significant and sustainable competitive advantage.

In addition, Begum et al.²⁰ affirm that green transformational leadership plays an important role in building a sustainable innovation ecosystem. This is especially relevant in Indonesia, where technology companies are starting to collaborate with governments and academia to create green solutions in the energy, transportation, and logistics sectors. This collaboration represents a paradigm shift from an isolated approach to a mutually supportive ecosystem. Furthermore, Cui²¹ shows that digital leadership that supports green innovation can strengthen the company's digital

¹⁸ I. Gusti Ayu Made Agung Mas, Andriani Pratiwi, Nurhayati Nurhayati, Apriyanto Apriyanto, Sri Yani Kusumastuti, and Richy Wijaya. *Green Economy*. PT. Sonpedia Publishing Indonesia, 2024.

¹⁹ Sijian Niu, Byung Il Park, and Jin Sup Jung. "The effects of digital leadership and ESG management on organizational innovation and sustainability." *Sustainability* 14, no. 23 (2022): 15639.

²⁰ Saira Begum, Muhammad Ashfaq, Enjun Xia, and Usama Awan. "Does green transformational leadership lead to green innovation? The role of green thinking and creative process engagement." *Business Strategy and the Environment* 31, no. 1 (2022): 580-597.

²¹ Jun Cui. "The explore of digital leadership and green digital innovation on corporate digital transformation." *Available at SSRN 5015895* (2024).

transformation. This integration makes sustainability no longer a side goal, but the core of a business strategy that drives long-term growth. Thus, green innovation not only answers regulatory challenges, but also opens up new market opportunities, especially in the increasingly competitive technology sector, ensuring that companies not only survive, but also thrive in the future.

5. Discussion

The results of this study show that digital transformation, agile leadership, and green innovation are three important pillars that complement each other in creating company performance and sustainability. These findings are in line with the international literature that confirms that digitalization cannot stand alone without the support of adaptive leadership and a clear sustainability strategy.²² First, in terms of digital transformation, the results of the study show that many companies in Indonesia have adopted new technology, but the impact on performance is often not optimal due to organizational culture factors. This reinforces the argument that digital transformation is a multidimensional change, which includes technology, organizations, and people. Without a change in the digital mindset across the organisational level, investments in technology will fail to deliver significant value. Therefore, digital transformation strategies must be integrated with human resource development programs, collaborative work cultures, and leadership models that encourage active employee engagement.

²² Riccardo Rialti and Raffaele Filieri. "Leaders, let's get agile! Observing agile leadership in successful digital transformation projects." *Business Horizons* 67, no. 4 (2024): 439-452.

Second, agile leadership has proven to be a key catalyst that accelerates the success of digitalization while encouraging the adoption of green innovations. This leadership style emphasizes flexibility, speed of decision-making, and employee empowerment. In the context of Indonesia, which is still thick with hierarchical leadership, agile leadership offers a new paradigm that is more in line with the demands of the VUCA era. Previous research confirms that agile leaders are not only able to reduce resistance to change, but also create a sense of ownership among employees.²³ Thus, adaptive leadership is key to bridging the gap between the potential of technology and the realization of its benefits.

Third, the integration of green innovation as a company's core strategy shows increasingly strong relevance in the global and national contexts. Many companies in Indonesia still consider green innovation as an additional cost, even though the global literature emphasizes that green innovation can actually increase efficiency, open up new market opportunities, and strengthen brand reputation. This integration is even an important factor in meeting international regulations such as the Paris Agreement and the Sustainable Development Goals. Recent studies show that digital leadership that supports green innovation can strengthen digital transformation, so that sustainability is no longer seen as a burden, but as a source of competitive advantage.²⁴

²³ Nurullah Delioğlu and Beynaz Uysal. "A review on agile leadership and digital transformation." *Yıldız Social Science Review* 8, no. 2 (2022): 121-128.

²⁴ Rudy Tobing and Dwiyanjana Santyo Nugroho. "Green Human Resource Management On Sustainable Performance: The Mediating Role Of Digital Innovation." *IQTISHADUNA: Jurnal Ilmiah Ekonomi Kita* 13, no. 2 (2024): 313-332.

In the context of Surabaya and other major cities in Indonesia, the results of this study have significant practical implications. Tech companies in urban areas face the challenges of infrastructure, regulation, and fierce market competition. To remain competitive, companies need to adopt an integrative approach that connects digitalization, agile leadership, and green innovation. Without such integration, companies risk falling behind in global competition that increasingly emphasizes digital efficiency as well as environmental sustainability. Theoretically, this study contributes by enriching the literature on the relationship of three main variables. While practical, this research offers insights for companies and policymakers to design more holistic strategies. Thus, the integration of digital transformation, agile leadership, and green innovation can be seen as the future management strategy for technology companies in Indonesia.

6. Conclusion

This research emphasizes that digital transformation, agile leadership, and green innovation are three elements that complement each other in creating the performance and sustainability of technology companies, especially in Indonesia. Digital transformation has proven to be able to increase efficiency, innovation, and competitiveness, but its success is largely determined by the readiness of organizational culture and human resources. Without a change in digital mindset, technology investments risk not delivering optimal results. Agile leadership is present as a catalyst that accelerates digital adoption while facilitating organizational culture change. Agile leaders are able to create an adaptive, collaborative, and

innovative work environment, thereby minimizing internal resistance and strengthening employee engagement. Furthermore, agile leadership is also an important link in integrating sustainability principles into the company's strategy.

Green innovation can no longer be seen as just a CSR activity, but as a core strategy that supports long-term sustainability. Its integration with digital transformation allows companies to respond to global environmental demands while opening up new market opportunities. This research shows that the combination of these three elements provides a strong foundation for technology companies in major Indonesian cities, such as Surabaya, to face the challenges of globalization and build a sustainable competitive advantage.

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