

Digital Leadership for Agile Organization and Organizational Sustainability

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ABSTRACT

This scientific article aims to provide a proof and justification and the final result is a contribution and adds treasures to existing research results, This scientific article uses a causative method with literature studies derived from scientific articles from reputable journals that have a good reputation. The results of this study then the qualitative variables in this study describe the findings in this scientific article related to digital leadership, agile organization and sustainability variables are proven, and strongly used, so that the researcher provides a perspective that in the scope of human resource management there are many variables from this scientific article, related to other variables that can be used in future research.

INTRODUCTION

Digital management organizations are essential for businesses that want to survive and thrive in a rapidly changing world, businesses that can integrate digital management into their operations will be able to adapt to the challenges posed by market shifts and technological advances. Organizations can respond quickly to complexity, uncertainty, and change thanks to agile management, a critical component of digital management, agile management and laying down digital technologies as a solid foundation for economic, social, and environmentally sustainable organizational innovation, adaptation, and growth in the context of sustainable organizations, A digital leader of a sustainable organization must be able to integrate a thorough knowledge of digital technologies and trends with a solid understanding of sustainable values.

They must be able to integrate technological innovation with social and environmental responsibility Leadership the digital economy who are committed to sustainability must be aware of the ways in which technology can increase productivity, reduce negative impacts on the environment, and improve the quality of human life, b The power of collaboration, continuous learning, and data-driven decision-making must be created within the organization by sustainable digital leaders, they must be able to find, attract, and retain the digital talent that the company needs, in their capacity as leaders, they must set high standards by modeling transformational leadership, long-term vision, and flexibility. Organizations must adopt cutting-edge management techniques if they are to achieve sustainable digital management.

This includes the use of green technologies, big data and analytics for sustainable decision making, and sustainable design thinking. According to a study from (Bughin et al., 2017), most businesses are already facing significant technological changes, and more challenges are expected in the near future, but digitalization is just beginning to impact business financial performance, with on average less than 40% of their industries digitized, digital leadership innovation relies heavily on transparency, m increasing the amount of data available in combination with cutting-edge new technologies increases overall transparency in business and has a significant impact on leadership, digital leadership innovation relies heavily on transparency, increasing the amount of data available in combination with cutting-edge new technologies increases overall transparency in business and has a significant impact on leadership (Cortellazzo et al., 2019) .

(El Sawy et al., 2020) suggests that significant organizational transformation to fit the digital environment is necessary and that such transformation requires effective digital leadership for traditional organizations to succeed in this dynamic environment, along with the opinion (Brenner, 2018) that to drive digital transformation within their organizations, construction industry leaders are essential. Traditional business models are considered unsuitable for driving digital transformation, even though digital technologies are changing the landscape of doing business. They created a digital leadership framework covering four domains of expertise: human resource management and leadership, architectural design, digital ecosystems, and collaborative

environments, since there are many types of leadership, it would be beneficial to see more research on digital leadership in the construction sector (Zulu & Khosrowshahi, 2021).

According to (Glenn & Stahl, 2009) from the survey results stated about 90% of senior executives who took the survey of The Economist's Magazine Intelligence Unit, according to Glenn (2009), understand that their organization must be agile and prosperous in the market, although it is not an easy task to provide digital leadership for a sustainable and agile organization, organizations can achieve successful and sustainable change in the digital age with awareness, The commitment, and appropriate actions, leading the organization towards a sustainable future and beneficial environmental effects are the responsibility of sustainable digital managers. Agile organizations are characterized by traditional static and closed structures as the foundation of the organization, while agile organizations are described as networks of teams that operate in rapid learning and decision cycles, the structural hierarchy is reversed (Brosseau et al., 2019).

Companies must change their business models for sustainable organizational performance due to global IoT and COVID-19 issues, the ability to use digital technology effectively to benefit organizations requires a leader who has a strong culture and the ability to do so (Rudito & Sinaga, 2017). This scientific article aims to provide a proof and justification and the final result is a contribution and adds a treasure to the existing research results.

THEORETICAL REVIEW

Digital Leadership

According to (Bennis, 2013) digitalization leadership is the destructive effect of management practices associated with digitalization, then according to (Rudito & Sinaga, 2017) digital leaders are people who add value to the organization by combining management expertise with digital technology, according to (Sow & Aborbie, 2018) Digital Leadership is managers who continue to adapt various types of governance (transformation, transactions) and manage the digital transformation process to gain strategic competitive advantage, then according to (Mihardjo et al., 2019) digital leadership is The upper layer theory serves as the basis for digital management, which must also be a combination of digital culture and digital competence.

Agile Organization

According to (Brosseau et al., 2019) Agile organization is an organization consisting of static and compartmentalized units, while agile organizations have a structural hierarchy, described as an active team network, in rapid learning and decision cycles, according to (Najrani, 2016) Agile organization is market change and allocating resources to take advantage of it is known as organizational agility. In addition, there are three methods to achieve agility.

Organization Sustainability

According to (Norman & MacDonald, 2004) sustainability has emerged as one of the top priorities of organizations, consequently, businesses must demonstrate a greater commitment to the environment and society through their actions, according to (Coral, 2002) presents three pillars of organizational sustainability as the cornerstone of organizational evaluation models in his study.

METHODOLOGY

This scientific article uses a causative method with literature studies derived from scientific articles from reputable journals. The following is a description of the metric table of scientific articles based on researchers, derived from which journal, publisher, and year of publication, as follows:

Table. Metric

No.	Authors	Publish	Publisher	Year
1.	(Petry, 2018)	Knowledge Management in Digital Change	Springer	2018
2.	(Ruel et al., 2021)	Digital business strategizing: the role of leadership and organizational learning	Emerald Publishing	2021
3.	(Gierlich-Joas et al., 2020)	More self-organization, more control – or even both? Inverse transparency as a digital leadership concept	Springer	2020
4.	(Zulu & Khosrowshahi, 2021)	A taxonomy of digital leadership in the construction industry	Taylor & Francis	2021
5.	(Jameson et al., 2022)	A systematic review and framework for digital leadership research maturity in higher education	Elsevier	2022
6.	(Najrani, 2016)	The endless opportunity of organizational agility	Emerald Group	2016
7.	(Denning, 2016)	How to make the whole organization “Agile”	Emerald Group	2016
8.	(Appelbaum et al., 2017a)	The challenges of organizational agility (part 1)	Emerald Publishing	2017
9.	(Appelbaum et al., 2017b)	The challenges of organizational agility (part 2)	Emerald Publishing	2017
10.	(Oliva et al., 2019)	The integration between	Emerald	2019

		knowledge management and dynamic capabilities in agile organizations	Publishing	
11.	(Jesse, 2018)	Organizational Evolution - How Digital Disruption Enforces Organizational Agility	Elsevier Ltd	2018
12.	(Brosseau et al., 2019)	The journey to an agile organization	McKinsey & Company	2019
13.	(de Freitas & Costa, 2017)	Impacts of Lean Six Sigma over	Emerald Publishing	2017
		organizational sustainability		
14.	(Lukoschek et al., 2018)	Leading to sustainable organizational unit performance: Antecedents and outcomes of executives' dual innovation leadership	Elsevier	2018
15.	(Arora et al., 2020)	Strategic sustainable purchasing, environmental collaboration, and organizational sustainability performance: the moderating role of supply base size	Emerald Publishing	2020
16.	(Frostenson et al., 2022)	Organizational sustainability identity: Constructing oneself as sustainable	Elsevier	2022
17.	(Shin et al., 2023)	Exploring a Pathway to Sustainable Organizational Performance of South Korea in the Digital Age: The Effect of Digital Leadership on IT Capabilities and Organizational Learning	MDPI	2023

RESULTS

From the results of the description above, with various scientific articles found by researchers in this scientific article, the results will be implemented to get the proof and justification desired by the researcher as follows; Implementation of Digital Leadership, Agile organization, and Organizational Sustainability:

Studies from (Petry, 2018), with research results Characteristics and practical management tools for managing the digital economy are covered in this article, said but used to close the article, Managers should not overexert themselves or reject all tried and true management methods. Successful management is usually required for efficient business implementation and rapid business adaptation, further study from (Ruel et al., 2021), with the results of research on digital economy management functions and useful management tools, the article ends with the word but managers should not ignore all conventional management techniques or push themselves too hard. Effective enterprise implementation and rapid adaptation to business usually require successful management, subsequent studies of However, most research focuses on innovations in digital products and services, digital processes, and new business models. But in the digital age, the idea of management and leadership has undergone a major change, with the development of digital technology, companies have collected a lot of data. New technological developments also make it easier to analyze and process this data, which increases organizational transparency, modern management theory cannot take into account the effects of digitalization and increased management transparency. Transparency, on the other hand, reduces information asymmetry and allows managers to effectively monitor employee behavior. However, employees need self-control and empowerment. In this situation, new strategies for employee participation and monitoring should be developed. In our concept paper, we want to present the idea of "reverse transparency" as a possible solution to use leadership transparency for the mutual benefit of managers and employees. We make a concept based on what already exists. Literature on the topic.

Subsequent studies (Gierlich-Joas et al., 2020) In our concept paper, we would like to present the idea of "reverse transparency" as an approach that allows to use leadership transparency for mutual benefit between managers and employees. Based on existing ones, we developed a literature concept on the topic, a further study from (Zulu & Khosrowshahi, 2021) with the results of research into six categories of digital leadership: uncontrolled, blind, and non-judgmental leaders; proactive and future-oriented; and vigilant. How business leaders influence the path of an organization's digital transformation, these topics provide insight. As far as the authors know, this study is the first to create a taxonomy of digital leadership in the construction industry. This is an important step in understanding the influence of leadership on digital transformation in the construction sector. Therefore, to assess leadership styles and perspectives towards digitalization, a taxonomy of digital leadership can be used, these results also form the basis for additional research on digital management in construction, subsequent studies of (Jameson et al., 2022)

research results recommend a mature framework for digital leadership research and further research on theoretical definitions and digitalization to populate gaps in the literature identified in subsequent study reviews from (Najrani, 2016) with strategy research results show what organizations can achieve when they become agile organizations. In order for a company to thrive in the global marketplace, it must master all three skills and apply the one that provides the most value.

Later studies from (Denning, 2016) hail research instead, Agile offers real control, full visibility into every iteration of work completed, and constant real feedback from customers. In the workplace anyone knows, so the progress, or lack thereof, is always visible to everyone. As a result, problems were identified at an early stage and technical debt was low, subsequent studies of (Appelbaum et al., 2017a) with research results of increasing organizational agility improved the ability to proactively respond to unexpected environmental changes. Commitment to continuous change and agile strategy means change at all levels of an organization, from its structure, to management and decision-making dynamics, to the skills and interpersonal relationships of people performing agile tasks, future studies of (Appelbaum et al., 2017b) research results Increased organizational flexibility increases the ability to react to unpredictable environmental changes. Commitment to continuous change and agile strategy means change at all levels of an organization, from its structure, to the dynamics of management and decision-making, to the skills and interpersonal relationships of people who can perform agile tasks.

The next study from (Oliva et al., 2019) with the results of the proposed model research proved to be able to describe the working methods of start-up companies and enable them to develop widely stimulated cycles of testing, measurement and knowledge acquisition and the process of creating new companies in a dynamic and uncertain context, further studies from (Jesse, 2018) research results Many companies are experimenting with start-up culture, corporate responsibility, and more flexible team models, but an integrated approach from leaders is lacking. In this preliminary discussion, we look at three dimensions to increase business agility in the era of digital Darwinism: Structural flexibility, three dimensions that increase corporate agility in the digital age, subsequent studies from (Brosseau et al., 2019) research results transforming organizations into agile methods is not easy, the elements of agile transformation described in this article provide guidance, subsequent studies from (de Freitas & Costa, 2017) research results of several organizations; However, it can also be observed that the method gradually directs its efforts to other aspects of sustainable development, especially the search for better relationships with employees and customers.

Subsequent studies of (Lukoschek et al., 2018) research results underscore the importance of developing ownership structures of researchers and practitioners insights into how leadership can drive organizational outcomes alongside subsequent studies of (Arora et al., 2020) research results Small supply base positively moderates the relationship between CNS and environmental cooperation, thus achieving OSP. Conversely, with a large

supplier base, strategic sourcing is positively related to environmental cooperation, while environmental sourcing is negatively related to environmental cooperation. The broad supply base has a positive relationship with environmental cooperation and financial sustainability, whereas the relationship between environmental cooperation and environmental and social performance is not significant, subsequent studies from (Frostenson et al., 2022) with research results This article complements the current literature by taking a constructivist approach and identifying the fundamental beliefs that guide the formation of sustainable organizational identities, subsequent studies from (Shin et al., 2023) with the results of the proposed model research should be able to demonstrate the working methods of start-up companies and enable the development of comprehensively stimulated cycles of testing, measurement and data collection and the process of forming new companies in a fundamentally dynamic and uncertain context.

The results of the description above are related to the variables in this research or scientific article, it is illustrated that there are several research results that are the same, proven, and strong results from existing research results, so this scientific article is in accordance with the expectations of researchers with this scientific article.

DISCUSSION

From the results of this study, the qualitative variables in this study describe the findings in this scientific article related to digital leadership, agile organization and sustainability variables are proven, and strongly used, so that the researcher provides a perspective that in the scope of human resource management there are many variables from this scientific article, related to other variables that can be used in future research.

CONCLUSIONS AND RECOMMENDATIONS

Digital leadership variables, agile organization variables and sustainability organizations have scientific articles and are scientifically strong, and these scientific articles justify and contribute to science and the field of human resource management.

Recommendations from this scientific article with the existence of other variables in scientific articles found by researchers related to this variable, for future research for other researchers, researchers can use this variable.

FURTHER STUDY

This scientific article is far from perfect and is only a development of existing research results, so it can still be developed and refuted.

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