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Influence Leadership, Technology and Digital Transformation towards Implementation Strategy Culture Organization

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Abstract: The Effect of Leadership, Technology and Digital Transformation on the Implementation of Organizational Culture Strategy is a scientific article of literature study within the scope of the field of science. The purpose of this article is to build a hypothesis of influence between variables that will be used in further research. The object of research on online libraries, Google Scholar, Mendeley and other academic online media. Research methods with library research sourced from e-books and open access e-journals. Qualitative descriptive analysis. The results of this article: 1) Leadership affects the Implementation of Organizational Culture Strategy; 2) Technology influences the Implementation of Organizational Culture Strategy; and 3) Digital Transformation affects the Implementation of Organizational Culture Strategy.

Keywords: Strategy Implementation Organizational Culture, Leadership, Technology, Digital Transformation

INTRODUCTION

Background Behind Problem

In an era of increasing competition strict this , organization must own various different strategies For guard stability development quality business , one of the how to stay stable is with increase quality Work employee or individual . In environment growing business develop this , every company needed The influence of leaders who can adapt style leader in an increasingly technological era develop rapidly so that implementation in organization Keep going develop in accordance with his time .

Leadership is very powerful important where behind from power various organization For create guaranteed organization so needed room scope Work about what do you want achieved , then arrange organization so that it changes toward the latest vision . Siagian (2002) argues that leadership is ability somebody in influence his subordinates with such that in such a way that his subordinates interested For do the desired will the leader the although in a way personal will the Possible No he likes it .

transformation (TD) has be one of trend main in a more modern business world , which can allow organization For renew method they in use digital technology. Along with

implementation digital technology , organizations in Indonesia are experiencing change culture enough work significant . With existence this digital transformation can push organization For strengthen collaboration and openness that ultimately capable provide a more innovative process effective .

Culture organization is a characteristic trait that is believed to be can give mark main for member organization that has same goal For create condition more work good for the creation supportive atmosphere business in achievement the expected goal . (Mangundjaya et al., 2023). Every organization confirmed try For make climate and culture positive organization in order to be able to produce optimal performance and can give comfort for his subordinates from his subordinates .

Culture organizations also have an influence positive to performance of the members . Based on draft theoretical , leader own not quite enough very good answer big in reach desired goal organization that is run , because leadership is the core of management where is the mover for function management and tools others . Quality leadership very influential in move appropriate organization with strategy culture organization . Role leadership Can seen from his role as determinant direction , set plan , to be interpreter talk , and train his subordinates with style adaptive leadership with development technology at the moment This .

METHOD

Method writing Literature Review articles are with method Literature review (library research) and Systematic Literature Review (SLR), analyzed in a way qualitative , sourced from Google Scholar online applications , Mendeley and applications other online academics Systematic Literature Review (SLR) is defined as a process of identifying , assessing and interpreting all proof available research with objective For provide answer For question study in a way specific (Kitchenham et al., 2009), In analysis qualitative , study library must used in a way consistent with assumptions methodological . One of the reason For do analysis qualitative that is study the nature explorative , (Ali, H., & Limakrisna , 2013).

RESULTS AND DISCUSSION

Results

Based on background background , objectives and methods , then results article This is as following :

Implementation Strategy Culture Organization

Implementation Strategy Culture Organization formed with objective For support achievement vision and mission , as well as objective organizations that have agreed . The process of formation strategy culture organization This started from stage the formation of ideas and followed by the presence values and culture organization .(Mangundjaya et al., 2023)

Implementation Strategy Culture Organization is source power that is not very tangible important because of culture organization This very related close with creation performance organization . The creation of culture organization This started from customs , traditions and ways general in carry out a the work that people do inside a organizations that want to endeavored For maintained and developed in quite a long time with through teaching and management .(Rahmawati et al., 2019)

Implementation strategy culture organization is a process that involves implementation and integration culture in all over aspect organization For reach objective strategic . Some dimensions , indicators , synthesis , and influencing factors implementation strategy culture organization among others:

1. Dimensions Culture Organization

A number of dimensions culture organization that can influence implementation strategy among others:

- Values and Beliefs : Values that are believed in and accepted by all member organization . Values This become base for every decision strategic .
- Norms and Ethics : Norms and ethics followed by individuals in organization very influence method they behave and work in support strategy organization .
- Leadership Style : Supportive leadership or create culture certain will very influence implementation strategy . Open , communicative and supportive leadership style change tend more succeed in operate strategy .
- Communication and Transparency : Clear and open communication about vision , mission and goals organization will simplify the implementation process culture.

2. Indicator Implementation Strategy Culture Organization

Indicator is size or the parameters used For evaluate how far is the implementation strategy culture organization walk with good . Some relevant indicators among others:

- Achievement Objective Organization : Evaluation how far is the goal organization achieved along with strengthening culture organization .
- Involvement Employees : Level of participation and engagement employee in related activities with culture organizations , such as training culture or internalization program mark .
- Change Behavior Employee : Is it? employee show change appropriate behavior with values culture desired organization .
- Satisfaction and Performance Employees : Satisfaction level work and improvement performance that reflects success implementation strategy culture .
- Culture Innovation and Collaboration : To what extent is the culture innovation and collaboration growing in organization.

3. Synthesis or Connection between Strategy and Culture

Synthesis here refers to the way in which strategy and culture each other support and strengthen . Some points to note be noticed in synthesis This is :

- Harmony Strategy and Culture : Existing culture must support implementation strategy . If culture organization No in line with the strategy you want implemented , implementation will face constraint.
- Integration Culture in Business Process : Existing business processes , such as recruitment , training and evaluation performance , must pay attention and integrate mark culture organization.
- Flexibility and Adaptability Culture : Culture organization must flexible For adapt with change possible strategies happens . If culture too stiff , can inhibiting the adaptation process to strategy new.

4. Factors that Influence Implementation Strategy Culture

A number of factor external and internal can influence implementation strategy culture organization :

- Leadership and Management : Visionary leadership and ability managerial in manage change culture will very influence on success implementation .
- Structure Organization : Clear and supportive structure , and existence mechanisms that facilitate change culture can speed up implementation strategy .

- Source Power People : Quality , competence , and motivation employee very influence how far culture organization can accepted and implemented in implementation strategy.
- Environment External : Changes in environment external factors , such as markets, technology , and regulation , can influence culture organization and strategies implemented.
- Technology and Infrastructure : Use technology that supports the implementation process culture , such as internal communication platforms or system management performance , also plays a role important.

Implementation Strategy Culture Organization This Already much studied by researchers previously among them is (Mangundjaya et al., 2023), (Rahmawati et al., 2019), And(Lase et al., 2025)

Leadership

Leadership is ability somebody in influence a organization in order to achieve the goals that have been achieved planned .(Guterres et al., 2014) Leadership Leadership own very influential big to implementation strategy culture organization . As the mover main in organization , leader hold role in forming , directing , and maintaining supportive culture and also even hinder the strategy you want achieved .(Dasmawati, 2012)

Leadership own Dimensions , indicators , synthesis or factors that influence leadership, including:

1. Dimensions Leadership

Dimensions leadership referring to aspects or focus main from behavior a leaders . Some dimensions general leadership identified includes :

- Orientation Task : Leader focus on setting purpose , organization work , and ensure task completed in a way efficient .
- Orientation Relationship : Leader focus on building connection Good with member team , support , motivate , and care welfare they .
- Leadership Transformational : Leaders who provide motivation follower through a system of rewards and punishments , as well focus on maintenance expected stability and performance .
- Leadership Adaptive : A capable leader adapt style his leadership with various complex situations and challenges , as well as push learning and change in organization.

2. Indicator Leadership

Indicator leadership is behavior that can observed and used in evaluate effectiveness a leaders . Some indicator effective leadership including :

- Ability Analytical : Capable analyze situation in a way careful and take the right decision .
- Skills Communicate : Able inspire and motivate member team For reach objective
- Integrity : Act honest , ethical and consistent with values organization .
- Empathy : Able understand and respond feeling as well as need its members .
- Responsibilities : Willing responsible answer on action and performance team.

3. Synthesis Leadership

Synthesis in context leadership can interpreted as merger various elements , theories , or approach leadership For create style effective leadership in situation

certain. Synthesis can also be refers to the ability a leader For integrate various perspective , needs member team , and demands organization in taking decisions and actions . Effective leader capable take the best from various style leadership and adapt it with existing context .

Leadership This Already much studied by researchers previously among them is (Dasmawati, 2012), (Guterres et al., 2014), And (Sofiyanto et al., 2024).

Technology

Technology is facilities and infrastructure (*hardware/software*) that help process , analyze , store , organize and utilize data with good and useful way . Role from A system that uses technology that is used online and real time based which can report A results with a piece of data that is brought closer so that can reflect a new and shaped condition operational a business or activity . (Andita & Yusuf, 2021).

Technology make mediation like interaction process between humans and their uses in reach something from Far the more developing . One of the development technology that is often found is the internet. The internet isn't it only can become key For know How culture organization in place certain , but become device in culture That Alone (Setiawan, 2018).

Technology This Already much studied by researchers previously among them is (Setiawan, 2018)And (Andita & Yusuf, 2021).

Digital Transformation

Digital Transformation is a process of integration digital technology to in all over aspect operational , culture and strategy a organization For increase efficiency , innovation , experience customers , as well as Power compete in the digital era. Transformation This No only related with use technology , but also concerns change pattern mindset , structure organization , work processes , and business models . (Riduan & Firdaus Riza, 2024).

Digital Transformation is process of change comprehensive in method A organization work , interact , and provide value — with utilise digital technology . Purpose main from digital transformation is increase efficiency , speed , innovation and experience customers , so that the organization Can still relevant and competitive in the digital era.

This Digital Transformation Already much studied by researchers previously among them is (Riduan & Firdaus Riza, 2024), (Tulungen et al., 2022), And (Fahmi, 2024).

Article Review Relevant

Reviewing relevant articles as base in set hypothesis study with explain results study previously , explained similarities and differences with plan his research , from study relevant previous like table 1 below This .

Table 1: Research Results Relevant

No	Author (Year)	Research Results Previous	Equality With Article This	Difference With Article This	H
1	(Guterres et al., 2014)	Leadership and culture organization influential positive and significant to Implementation Strategy Culture Organization	Leadership influential to Implementation Strategy Culture Organization	Article This focus to influence leadership , technology , and digital transformation towards Implementation Strategy Culture Organization	H1
2	(Mangundj	Leadership influential positive and significant to	Leadership influential to Implementation	Article This focus to influence leadership , technology , and digital	H1

	aya et al., 2023)	Implementation Strategy Culture Organization	Strategy Organization	Culture	transformation towards Implementation Strategy Culture Organization	
3	(Rahmawati et al., 2019)	Technology and culture organization influential positive and significant to Implementation Strategy Culture Organization	Technology influential to Implementation Strategy Organization	Culture	Article This focus to influence leadership , technology , and digital transformation towards Implementation Strategy Culture Organization	H2
4	(Setiawan , 2018)	Technology and culture organization influential positive and significant to Implementation Strategy Culture Organization	Technology influential to Implementation Strategy Organization	Culture	Article This focus to influence leadership , technology , and digital transformation towards Implementation Strategy Culture Organization	H2
5	(Andita & Yusuf, 2021)	Digital Transformation and Culture organization influential positive and significant to Implementation Strategy Culture Organization	Digital Transformation is influential to Implementation Strategy Organization	Culture	Article This focus to influence leadership , technology , and digital transformation towards Implementation Strategy Culture Organization	H3
6	(Lase et al., 2025)	Digital Transformation and Culture organization influential positive and significant to Implementation Strategy Culture Organization	Digital Transformation is influential to Implementation Strategy Organization	Culture	Article This focus to influence leadership , technology , and digital transformation towards Implementation Strategy Culture Organization	H3

Discussion

Influence Leadership to Implementation Strategy Culture Organization .

Leadership is factor crucial in implementation strategy culture organization . Without support and involvement active leader , culture organization difficult changed or maintained . A visionary , communicative , and capable leader become role model will more succeed in align strategy culture with behavior organization daily .

Principles or draft Leadership to implementation strategy culture organization among them is :

1. Visionary Leadership: Leader must own a clear and inspiring vision about the future organizations , including direction culture that wants built . Vision This become guide in align strategy and action all over member organization .
2. Value-Based Leadership (Leadership Value Based): Leader must instill and uphold tall core values of the organization , as well as ensure that every strategy and policy in harmony with mark said . This create integrity and consistency culture .
3. Communication and Alignment (Komunikas dan Penyelaran): Strategy culture must communicated in a way open , continuous , and consistent . Leader need align between strategy , structure organization , and culture so as not to There is the contradiction that makes implementation fail .
4. Role Modeling (Becoming Role Model): Leader must become reflection from culture that wants built . Behavior daily leader will become reference and motivation for member organization .

5. Empowerment and Participation : Strategy culture will more succeed If member organization feel own role and driven For participate . Leader need create supportive environment involvement employee .
6. Change Leadership (Leadership) in Changes): Change or implement culture need ability leader in manage resistance , creating urgency , and facilitate the transition process in a way positive and sustainable .
7. Reinforcement and Sustainability : Leaders must strengthen culture through system ongoing rewards , training and evaluation . Culture No something that is formed once , but Keep going maintained.

Leadership influential to Implementation Strategy Culture Organization , if Leadership perceived with Good so Implementation Strategy Culture Organization will perceived good and vice versa . That implementation strategy culture the organization will also perceived in a way positive , and vice versa . That perception to quality leadership become key main in to form beliefs and attitudes employee to strategy implemented culture . Capable leader show integrity , consistency and commitment to values organization will create trust , which is ultimately strengthen acceptance and involvement all over member organization in implementation strategy culture . Factors that influence to Leadership shared become a number of groups , including :

1. Characteristics Leader (Traits and Personality)
2. Characteristics Followers (Team Members)
3. Situation and Condition
4. Culture

For increase Implementation Strategy Culture Organization with notice Leadership , then what must be done by management is m ensure leaders in all levels organization understand , internalize , exemplify , and active promote desired values and behaviors in strategy culture organization , where the leaders This become agent change agents which are consistent act as role models and integrating principles culture in every aspect leadership they , start from taking decisions , communication , to development team , where role active and exemplary from leaders in all levels organization is key main For success implementation strategy culture . Management need invest in develop ability harmonious leadership with desired culture and create mechanism For ensure accountability of leaders in promote culture said . Leadership influential to Implementation Strategy Culture Organization , things This in line with research conducted by : (Tulungen et al., 2022), (Sofiyanto et al., 2024), and (Dasmawati, 2012).

Influence Technology to Implementation Strategy Culture Organization .

Technology is implementation knowledge scientific For objective practical in life human This covers various type tools , machines , systems , and processes that are designed and used For solve problem , improve efficiency , and make it easier life .

Principles or draft Technology among others are :

1. Functionality : Technology designed For serve objective or function certain . Its success measured based on his ability For do desired task in a way effective and efficient .
2. Efficiency : Technology often aiming For increase efficiency in use source power (time , energy , material, cost). This means do more Lots with source more power A little .
3. Reliability : Good technology must can reliable and working in a way consistent in accordance with the specifications in expected conditions .

4. Usability : Technology must easy used and understood by its users . Design user interface and experience user (user experience) becomes very important.
5. Scalability : *Many* technologies designed to be able to improved or expanded For handle improvement need or volume.
6. Innovation : Technology Keep going develop through discovery and development of new ideas that result in more products , services , or processes Good .
7. Adaptability : Successful technology often capable adapt with change environment , needs user , or progress technology other .
8. Interoperability : Ability various systems and devices technology For Work same and exchange information in a way effective .
9. Security : Protection to unauthorized access legal , data leaks , and potential threat other become principle important in development technology .
10. Sustainability : The more importance consider impact environmental and social from development and use technology , including use source power in charge answer and subtraction waste.

Technology influential to Implementation Strategy Culture Organization , if Technology perceived with Good so Implementation Strategy Culture Organization will perceived good too, and vice versa . This is can explained that perception positive to technology in organization create supportive and facilitating environment implementation strategy culture organization . On the contrary , perception negative to technology can become obstacles and cause resistance to change culture . Therefore that , management need notice How technology introduced , communicated its benefits , and ensure experience positive user For maximize impact positive technology to implementation strategy culture organization.

Influential factors to Technology is :

1. Factors : Originating from in organization or individuals , including human resources (knowledge , skills , motivation) , finance (availability of investment funds) , culture organization (support innovation) , and internal capabilities (R&D, technical) .
2. Factor External : Originated from outside organization or individual , including economic (market conditions , competition) , social culture (style life , value society) , policy government (support , regulation) , infrastructure technology (availability , quality) , and progress knowledge knowledge .

Technology influential to Implementation Strategy Culture Organization , this in line with research conducted by : (Yanto Rukmana, 2023), (Setiawan, 2018), and (Innayah et al., 2024).

Influence Digital Transformation towards Implementation Strategy Culture Organization .

Digital Transformation is Digital Transformation is a fundamental process in change How A organization business , government , or entity other operate and provide mark to stakeholders its importance with utilise digital technology in comprehensive and strategic . This No only just adopt technology new , but involving thinking basic rework about business processes , culture organization , experience customers , and business models in a way overall . The goal is For become more agile, innovative , efficient and responsive to market changes and needs customers in the digital age.

Principles or draft Digital Transformation is :

1. Customer - Centricity : Placing needs and experiences customer as the core of every initiative digital transformation . The goal is For understand customer more good , give more personal values , and build more relationship strong through technology .
2. Thinking Business Process Re - engineering : Fundamentally evaluating and designing rework existing business processes with utilise digital technology for reach efficiency , speed and better experience okay . This often involving automation , integration system , and deletion inefficiency .
3. Data Utilization (*Data-Driven Decision Making*) : Collecting , analyzing , and using data strategic For get more insight good , make more decisions precise , personalize experience , and identify opportunity new .
4. Agility and Flexibility : Building ability organization For respond market changes , needs customers , and progress technology with fast and effective . This often involving Agile methodology and approach iterative .
5. Collaboration and Ecosystem : Building partnership strategic with party external , utilizing digital platforms and ecosystems , and push internal collaboration between department For create more value big .
6. Innovation Continuous Innovation : Encouraging culture experiment , learning sustainable , and adoption technology new in a way proactive For create innovative products , services and business models .

Digital Transformation is influential to Implementation Strategy Culture Organization , if Digital Transformation is perceived with Good so Implementation Strategy Culture Organization will perceived good too, and vice versa . This is can explained that perception positive to digital transformation shows that employee feel change adopted technology in harmony with values and goals organization . When digital transformation supported with effective communication , adequate training , and inclusive leadership , then culture organization will develop to adaptive , collaborative , and innovative direction . On the other hand , if digital transformation is perceived as threat , too fast , or No relevant with need employees , then will appear resistance that results in weakening culture organization . Therefore that , perception to digital transformation plays role important in determine success strategy culture , because technology No only tools , but also formers pattern thoughts , habits , and interactions in organization.

Influential factors to Digital Transformation is :

1. Technology
2. Source Power Man
3. Digital Leadership
4. Culture Organization
5. Digital Strategy and Vision
6. Readiness Organization Budget and Investment
7. Need Customers and Markets

Digital Transformation is influential to Implementation Strategy Culture Organization , this in line with research conducted by : (Riduan & Firdaus Riza, 2024), (Tulungen et al., 2022), and (Sofiyanto et al., 2024).

Framework conceptual Study

Based on formulation problems , discussions and research relevant , then obtained framework conceptual article This like image 1 below This

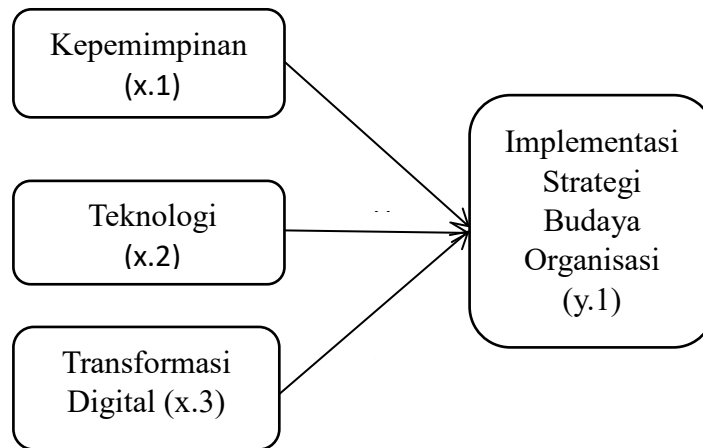


Figure 1: Framework Conceptual

Based on picture framework conceptually above , then : Leadership , Technology , and Digital Transformation is influential to Implementation Strategy Culture Organization . Besides from three exogenous variables that influence Implementation Strategy Culture Organization , still Lots variable others , including is :

- 1) x4:(Ali et al., 2022) , (Novansa & Ali, 1926), And (Ali et al., 2016),
- 2) x5: (Ali, Evi, et al., 2018), (Sitio & Ali, 2019), and (Ali et al., 2022),
- 3) x6: (M & Ali, 2017), (Ali & Mappesona, 2016), and(Ali, Narulita, et al., 2018)

CONCLUSION

Based on objectives , results and discussion so conclusion article This is For formulate hypothesis For research next , namely:

- 1) Leadership influential to Implementation Strategy Culture Organization ;
- 2) Technology influential to Implementation Strategy Culture Organization . and
- 2) Digital Transformation has an impact to Implementation Strategy Culture Organization.

Article This conclude that leadership , technology , and digital transformation are three factor main mutual related and influential significant to implementation strategy culture organization . Effective leadership play a role as director and mover main in to form as well as to plant values culture organization . Perceived leaders positive will increase trust and commitment employee in operate strategy culture . While that , technology be an enabler that enables cultural processes walk more efficient and transparent . The use of the right technology support collaboration , communication , and empowerment values culture in system digital work .

More far , digital transformation brings change comprehensive which is not only covers technology , but also the way thinking , structure organization , and patterns interaction between individuals . If digital transformation is perceived in a way positive by all member organization , then strategy culture can implemented with more fast , adaptive and sustainable . With Thus , success implementation strategy culture organization very influenced by synergy between visionary leadership , utilization the right technology , and inclusive and targeted digital transformation .

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