Developing readiness for change through digital leadership to accelerate digital transformation MSMEs seaweed

Andreas Wijaya, Tannia, Nicholas, Felix Michael Giawa

Universtias Bunda Mulia, Jakarta, Indonesia

Received: July 9, 2024; Revised: August 20, 2024;
Accepted: October 4, 2024; Published: March 21, 2025

Abstract

The seaweed bussiness in Indonesia has significant potential to strengthen the national economy. However, in the development of its business, downstream processing has rarely transformed digitally, despite the increasing advancement of digital platforms. Human resource factors hinder this transformation, such as digital skills and literacy, which make people reluctant to change. Therefore, this study amins to accelerate digital transformation based on theory of Planned Organizational Change Models in developing change readiness behavior. The research method uses a quantitative approach by distributing questionnaires with a Likert scale of 1-5. The sample in this study consists of workers in the marine industry from small and medium-sized enterprises, totaling 182 people in South Sulawesi, using purposive sampling techniques. The criteria for selecting the sample are units with employees who have been working for at least three years, ensuring they understand the workflow and have a perception of digital transformation. The collected data is processed using SmartPLS. The results of this study show that there is an influence of digital leadership on readiness to change, as well as readiness to change on commitment and behavior supporting change. Therefore, readiness to change is crucial in supporting the success of the transformation.

Keywords: *digital leadership, readiness for change, commitment to change, supportive behavior, digital ecosystem.*

Introduction

The transformation of MSMEs (Micro, Small, and Medium Enterprises) towards digitalization has experienced a significant increase post the Covid-19 pandemic. According to Ministry of Cooperatives and SMEs of the Republic of Indonesia, the number of MSMEs moving towards digitalization was around 9 million in 2019 and tripled by approximately 27 million MSMEs joining the digital ecosystem (Suhayati, 2023). In additoon, MSME digitalization in Indonesia still has the potential for 43 million MSMEs that have not yet registered, which means, there are 68% MSMEs still not registered the digital space to develop their businesses. In another view, data from (BPS, 2023) shows the sectors in agriculture, forestry, and fisheries, contributing only 2.98% and the ratio to income data value merely 0.48. This indicates that the lower the cost-to-income ratio of a business, the more profitable the business.

These findings suggest that this sector can achieve nearly double the profit compared to the costs incurred. Interestingly, Indonesia still has 12 million hectares of potential seaweed land spread across various regions, with only 0.8% utilized. It makes Indonesia a potential "champion" for seaweed commodities. The largest potential for seaweed development is located in South Sulawesi with a production of 1.63 million tons of seaweed (Azkiy, 2023). On the report of (IMD, 2023), An important consideration is that, despite the availability of numerous digital platforms, the level of digital literacy in Indonesia remains low. the digital platforms useful for maintenance, management, and distribution are increasingly developing, such as TSIN (Tropical Seaweed Innovation Network), Jaring Laut, and Agree Fishery, which

DOI: https://doi.org/10.24123/mabis.v24i1.829
Corresponding author: Andreas Wijaya, Andreaswijaya15@gmail.com

can be utilized as digital ecosystems. Similar findings from the Ministry of Cooperatives and SMEs, also show almost 70.2% of MSMEs had obstacles to transform through the use of digital technology (Suhayati, 2023).

The limitations in digital skills and literacy present significant constraints for adapting and transforming into a digital ecosystem. Numerous studies have been conducted to identify the factors contributing to successful digital transformation (Kemenkopukm, 2023).For instance, research from Niu et al. (2022) found that the transformation towards digitalization has not yielded maximum results because the actors only think about media (technology) and pay less attention to the readiness of human resources, resulting in suboptimal transformation outcomes. For example, Niu et al. (2022) discovered that the shift towards digitalization has not been fully successful because of lack of digital skill to for change Numerous organizations encounter failure in their digital transformation efforts because they initiate technological changes without establishing a comprehensive plan. Additionally, a significant number of employees struggle to adapt to these changes, resulting in decreased organizational commitment due to challenges in adjusting to technological advancements.On the other hand, the implementation process is one of the keys to transformation success (Georgalis et al., 2015). Research by AlNuaimi et al. (2022) emphasizes the crucial role of leadership in recognizing the importance of employees for the successful implementation of transformation processes.

Therefore, employee perceptions are vital in responding to these changes. As of 2024, 43 million, or 68%, of the total MSMEs in Indonesia have yet to undergo digital transformation. Specifically, in the seaweed sector, which is part of the agriculture, forestry, and fisheries category, digital transformation has contributed only 2.98%, highlighting the substantial potential for future growth in the digital economy.

However, the primary obstacle in the failure to achieve digital transformation is not merely technological advancement but the lack of preparedness among human resources, which is a critical pillar in the digital transformation process. This study addresses the issue using a quantitative approach, involving the collection of both secondary and primary data.

Firstly, the secondary data is utilized to construct the research review, employing the Vos Viewer tool presented at Figure 1 to examine the progression of studies on the digital ecosystem. Data is sourced from Google Scholar and CrossRef using the keyword "digital ecosystem." The results highlight several key terms associated with research on the digital ecosystem, such as change readiness, which has been explored since 2018. Notably, the topic of digital leadership began appearing in 2022. Furthermore, prior studies have examined leadership variables; however, no research has yet addressed the application of digital leadership in the transformation of MSMEs.

Secondly, primary data will be collected using a questionnaire designed with a Likert scale to answer attribute questions in explaining the variables. Therefore, this study aims to enchancing support change behavior and elucidate several research problem: (1) How do employees perceive the changes resulting from digital transformation? (2) Can digital leadership roles develop behavior that supports change? (3) Does readiness to change influence the commitment to change? (4) Does the commitment to change affect behavior that supports change?

Literature Review

The grand theory in this study uses the Planned Organizational Change Models theory by Lewin (2015), which includes three stages: unfreeze, change, and refreeze. Over time, several

experts have criticized these stages for being overly simplistic in addressing dynamic changes. Consequently, Rosenbaum et al. (2018) have added action research and group dynamics to these stages. Furthermore, Bakari et al., (2017) integrated the three-stage model of Planned Organizational Change theory with the Theory of Reasoned Action by (Fishbein & Ajzen, 1975). In their research process, Bakari et al., (2017) indicated that leadership is crucial to support change. Thus, this study will use digital leadership as a bridge between technological advancements and human resource skills, building a new model from the previous research model by Bakari et al., (2017).

Improving employee capabilities is crucial to gaining support for the change process within an organization. There are three dimensions in measuring behavior that support change Bouckenooghe et al. (2015), Herscovitch and Meyer (2002), which include: (1) Resistance, which is behavior that opposes and will be measured using three statement indicators, (2) Cooperation, which is behavior that involves supporting colleagues to implement change, and (3) Championing, which is behavior that involves putting in extra effort to ensure the achievement of change and even communicating positive aspects to coworkers or external parties, and this dimension will be measured using three indicators Leaders are responsible for the success and failure of planned change initiatives. The role of leaders is to prepare employees for change by acting as a bridge between business strategy and employee readiness (Antonopoulou et al., 2020; Salter et al., 2014; Wijaya et al., 2023). Therefore, digital leadership is needed to support the change. The indicators of digital leadership are taken from Erhan et al. (2022) it consists of three dimensions: information, communication, and orientation, each containing three question indicators.

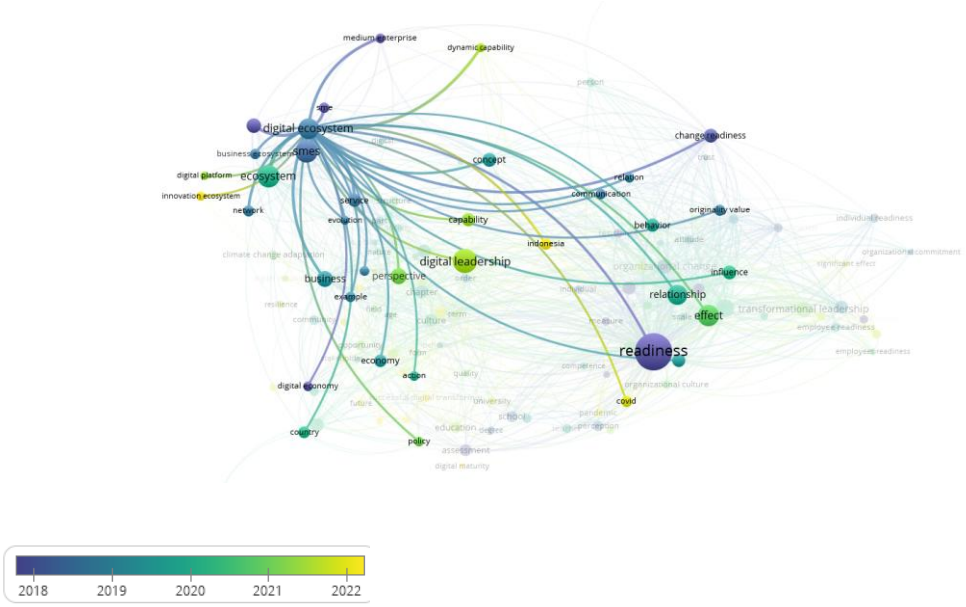

Figure 1. Overlay Visualization

Organizational change can only be effective and successful if employees' established behaviors are altered to change (Holt et al., 2007). One of the most relevant and comprehensive constructs is readiness for change, developed by (Bakari et al., 2017). Readiness to change is a continuum of someone accepting and adopting a change plan Holt et al. (2007), and conversely, if they are not ready, what occurs is a rejection of change (Kirrane et al., 2017). The measurement of readiness to change is taken from Holt et al. (2007), which explains that readiness to change consists of four indicators and question items, it consist of change

appropriateness, change efficacy, management support, and personal valence.

The role of leaders in this context is directly related to their team members. Thus, the way leaders coordinate with their teams will generate perceptions of readiness for change (Kirrane et al., 2017; Shin et al., 2023). They found that managerial leadership competence is crucial role to implementing the planned organizational change.

H1: There is an influence of digital leadership on readiness for change.

Before this commitment to change is established, readiness to change is necessary to thaw the previous ways, so with better-perceived readiness stages, it will proceed toward a commitment to change. Another important construct identified in the review is the commitment to change Bouckenooghe et al. (2015), which can result in either supportive or opposing behaviors toward the change. Research by Christian et al. (2023) and Hetkamp et al. (2015) identified a significant positive impact of readiness on affective commitment to change, a finding further developed by Bakari et al. (2017), which found that readiness to change influences commitment to change.

H2: There is an influence of readiness to change on commitment.

H3: There is an influence of readiness to change on supportive behavior towards change.

Commitment can be seen as key to moving towards stability in the change model. Therefore, the constructs to measure commitment to change are defined by Bouckenooghe et al. (2015) and Herscovitch et al. (2002), who divide it into three dimensions: (1) Affective commitment to change**:** commitment based on belief in and benefits gained from the change, (2) Normative commitment to change**:** Commitment arising from rules and duties, and (3) Continuous commitment to change**:** commitment stemming from fear of loss if the change fails. Each dimension consists of three statement indicators, containing of affective commitment, normative commitment, and continuous commitment to measure commitment to change.

Previous research on commitment to change behavior has been conducted by (Bakari et al., 2017 & Bouckenooghe et al., 2015). Their findings indicate that commitment to change influences supportive behavior towards change. In further research, Bakari et al. (2017) found that only affective commitment can influence supportive behavior towards change of compliance, cooperation, and support.

H4: There is an influence of affective commitment on supportive behavior towards change.

H5: There is a mediating effect of commitment between readiness to change and support.

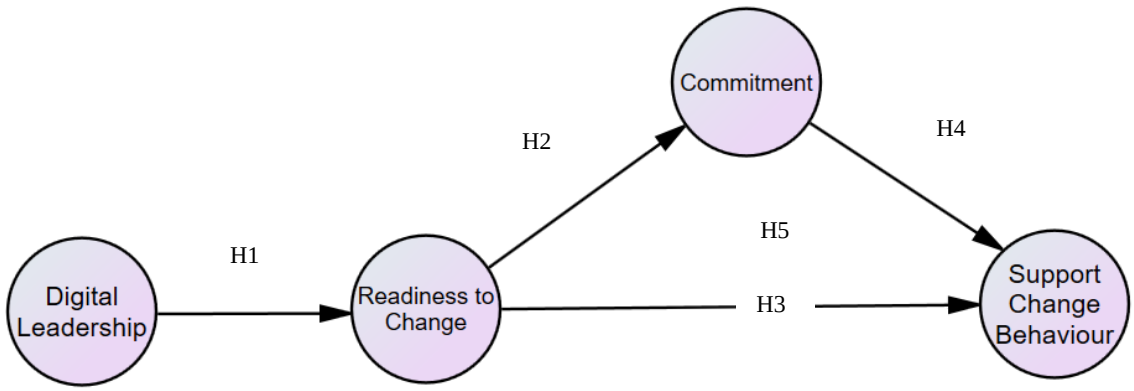

Figure 2. Research Framework

Methods

The research method employs a quantitative approach with the a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The population consists of workers in the seaweed industry, specifically from small and medium-sized enterprises (SMEs), totaling 182 individuals. A purposive sampling technique is employed, selecting units in South Sulawesi where employees have worked for a minimum of three years, ensuring they are well-acquainted with job processes and have informed perceptions of digital transformation.

Result and Discussions

The description of gender and level of education respondents in this study will be presented in this section. An overview of the frequency of respondents based on the respondent's gender is presented in Table 1.

Table 1. Survey of Gender Respondents

No	Gender	Amount	Percentage
1	Men	114	63%
2	Woman	68	37%
Total		182	100%

Based on research data obtained from 182 respondents regarding gender, it can be concluded that the majority of respondents are men with 63%,while women accounted 37%. An overview of the number of respondents based on the respondent's education level is presented in Table 2 below:

Table 2. Survey of Level Education Respondent

No	Level of Education	Amount	Percentage
1	Senior High School	145	80%
2	Bachelor Degree	34	18%
3	Master Degree	3	2%
Total		182	100%

Based on Table 3, it can be concluded that the majority of respondents have an undergraduate educational background with 80% high school education, followed by undergraduate education at 18%, and the rest was postgraduate education at only 2%. Data analysis in this study used SMART PLS to answer the hypothesis that has been previously formulated.

Table 3. Convergent Validity Test

	Cronbach's alpha	Composite reliability (rho_a)	Average variance extracted (AVE)
Commitment	0,814	0,802	0,711
Digital Leadership	0,725	0,713	0,698
Readiness for change	0,774	0,728	0,710
Support Change Behaviour	0,759	0,734	0,743

There are two sections that will be analyzed, it comprise the inner model and the outer model presented at figure 3. Firstly, In the outer model test will evaluate validity testing and reliability testing. The validity test comprises both convergent validity and discriminant

validity.

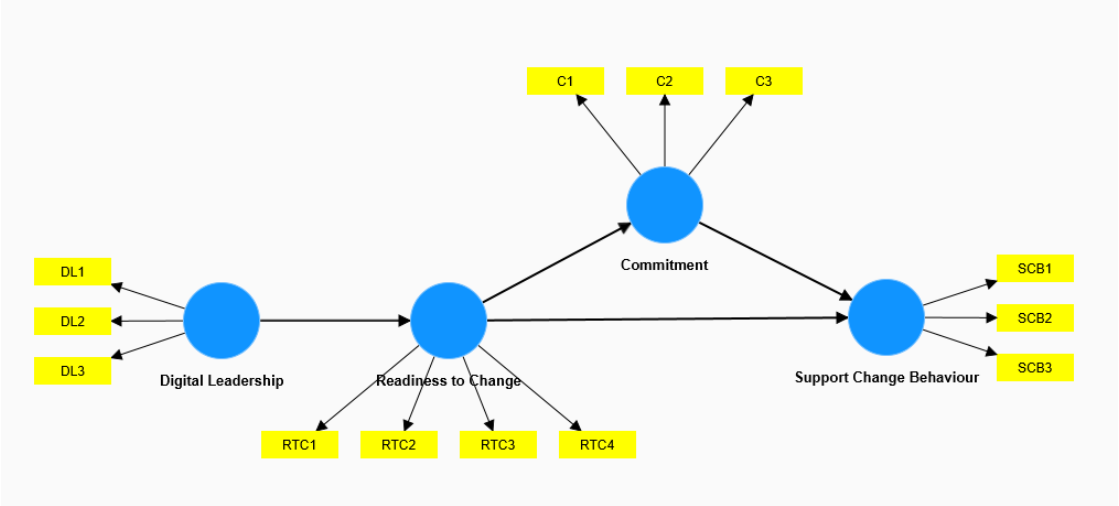

Figure 3. SmartPLSTest

Based on the convergent validity test carried out in Table 3 shows that the AVE above 0.5 meets the valid requirements (Wijaya, 2019).

Table 4. Discriminant Validity Test

	Commitment	Digital Leadership	Readiness for change	Support Change Behaviour
Commitment	0,751			
Digital Leadership	0,621	0,673		
Readiness for change	0,525	0,643	0.724	
Support Change Behaviour	0,664	0,741	0,755	0,755

Furthermore, it can be concluded that it has met the validity requirements (Wijaya, 2019). The second section in the outer model evaluates the reliability test. The data from Table 5, shows that each variable has exceeded the reliability requirements, which are above 0.6 (Wijaya, 2019).

Table 5. Reliability Test

	Cronbach's alpha	CR (rho_a)	AVE
Commitment	0,814	0,802	0,711
Digital Leadership	0,725	0,713	0,698
Readiness for change	0,774	0,728	0,710
Support Change Behaviour	0,759	0,734	0,743

Based on the results of the R square test, it can be concluded that commitment can be explained by 52.3% and readiness to change in this research can be explained by 62.4%, and Change Support Behavior can be explained by 76.3%.

Table 6. Significance Test

	T statistics (|O/STDEV|)	P values
Digital Leadership -> Readiness for change	2,734	0,020
Readiness for change -> Commitment	3,487	0,000
Readiness for change -> Support Change Behaviour	3,887	0,000

Commitment -> Support Change Behaviour	2,471	0,010

Looking for the results of the significance test, it can be seen that all hypothesis tests below 0.05 which is significant, (Wijaya, 2019). The path coefficient between Digital Leadership and Readiness for Change has a t-statistic of 2.734 and a p-value of 0.020. This demonstrates a statistically significant relationship at the 5% significance level. Digital leadership plays a vital role in improving employees' readiness for change. Effective digital leaders tend to inspire confidence and influence employees to adopt new technologies. This finding is consistent with previous research Kirrane et al. (2017) indicating that leadership is a crucial factor in successful organizational change.

The analysis between readiness for change and commitment has a significant relationship, it shows a t-statistic of 3.487 and a p-value of 0.000. Employees who are prepared for change tend to demonstrate a higher level of commitment to the organization. This implies that when employees feel ready and supported to manage changes, their loyalty and dedication to the company increase. This finding highlights the importance of creating a supportive environment where employees feel to handling changes and strengthening their commitment. The path coefficient between readiness for change and support change behavior has a t-statistic of 3.887 and a p-value of 0.000, indicating a significant relationship. This finding suggests that employees who feel ready for change are more likely to engage in behaviors that support the change process. These behaviors may encompass the adoption of new technologies, the modification of work processes, and the encouragement of peers to follow suit. This underscores the essential role of readiness in promoting proactive and supportive actions during organizational change.

The result between Readiness for Change and Support Change Behaviour indicates a significant relationship. it shows a t-statistic value 3.887 and a p-value of 0.000,. This finding suggests that employees who feel ready for change are more likely to engage in behaviors that support the change process. These actions may involve embracing new technologies, altering work processes, and motivating colleagues to do likewise. This underscores the pivotal role of readiness in enabling proactive and supportive behaviors throughout organizational change.

Table 7. Mediation Test

	T statistics (|O/STDEV|)	P values
Readiness for change -> Commitment-> Support Change Behaviour	2,781	0,001

The indirect path from Readiness for Change to Support Change Behaviour through Commitment shows a t-statistic of 2.781 and a p-value of 0.001. This indicates that the mediation effect is statistically significant at the 1% significance level. This result implies that the influence of readiness for change on supportive change behaviors is partially mediated by the level of commitment among employees. In essence, when employees are prepared for change, they are more likely to cultivate a stronger commitment to the organization, which consequently results in an increase in supportive change behaviors.

Discussion

The result of digital leadership on readiness to change has a significant value, these findings had similar with research from Rozak et al. (2021) and Ruel et al. (2021) emphasize the importance of leadership in fostering a willingness to change. The second hypothesis also

explains that readiness to change has an influence on commitment,aligning with the research of Al-Tahitah et al. (2020) and Yulianingsih et al. (2020) concluded that readiness to change affects commitment. Additionally, the third hypothesis demonstrates that readiness to change impacts behaviors supporting change, similar with the findings of Al-Hussami et al. (2018) explains that readiness to change encourages supportive behavior for every employee. Finally, the fourth hypothesis shows a significant influence of commitment on behaviors supporting change, with a p-value of less than 0.05. This outcome aligns with the research of Jun et al. (2023) and Oduor et al. (2021) which also found a connection between commitment and supportive change behaviors.

The mediating role of commitment is pivotal in this context. It implies that being prepared for change is still insufficient to guarantee that employees will engage in supportive change behaviors. Instead, readiness must be converted into a heightened sense of commitment to the organization. Once employees feel committed, they are more likely to take actions that support the change process.Based on the table above, it can be concluded that commitment can mediate the influence of readiness to change on behavior supporting change because it has a significance of <0.05, therefore this result indicates that commitment is crucial in supporting change behaviors. Furthermore, research by Jun et al. (2023) and Oduor et al. (2021) also demonstrate that commitment is a key indicator of resilience and adaptability to change. This finding underscores the importance of fostering a sense of commitment among employees. Organizations should focus not only on preparing their workforce for change but also on developing strategies to enhance their commitment.

Conclusion

The Seaweed business in the MSMEs sector has great potential but also faces various challenges such as competition, and the need for new technologies. Therefore, change is crucial for MSME players in this sector. The research concludes that digital leadership enables leaders to understand and effectively apply digital technology. Technology-savvy leaders can drive organizational innovation, respond more swiftly to market changes, and promote the development of new competencies and skills among employees. Leaders who support technology training and development help employees feel better prepared to handle change. Change for readiness refers to the psychological and behavioral conditions that indicate an individual's or organization's willingness and ability to accept, adopt, and implement change. This includes a positive attitude toward change, an understanding of the necessity for change, and the possession of skills and resources required for its implementation. The research further demonstrates that when individuals feel ready for change, they tend to have greater confidence in the organization's ability to manage change. This increases trust in leadership and fosters organizational commitment. Additionally, readiness for change helps mitigate the uncertainty and fear often associated with change.As a result, when MSMEs feel better prepared, they tend to be more committed to the change process and organizational goals.

Several things that need to be added, such as digital literacy, digital skill, and global competition, can help seaweed MSMEs understand the importance of change and the use of new technology. Seaweed cultivation and processing can increase productivity and product quality. Readiness to adopt this technology is the key to competing in the global market so several things need to be improved as practical implications for the digital ecosystem, including (1) digital leadership training through providing training and development for leaders to improve their abilities in using digital technology. (2) application of technology by adopting relevant technology and ensuring that the entire organization is involved in the use

of the technology. (3) encouraging innovation: creating an organizational culture that supports innovation and openness to change. (4) measure and evaluate, namely regularly measuring readiness to change and evaluating the impact of digital leadership on that readiness. (5) creating a supportive environment such as building an organizational culture that supports innovation and change. This study had limitations and need to be investigated in the future. Firstly, the sample that was taken only gathered from South Sulawesi, then it can be +to expand the existing sample for the future, Secondly, this study conducted in one sector only, for the future is expected to expand to other sectors. Lastly, The results of this study require further study in further research, for example using multilevel research to reveal the commitment variable because each sample can have a different sense of commitment depending on the group.

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