

DAFTAR PUSTAKA

- A.white margaret, B. D. G. (2011). *The Management of Technology and Innovation A strategic Approach. South-Western Cengage Learning*. USA: Cengage Learning. <https://doi.org/10.1007/s13398-014-0173-7.2>
- Abbas, N., & Nawaz, A. (2019). What followers are saying about transformational leaders fostering employee innovation via organisational learning , knowledge sharing and social media use in public organisations? *Government Information Quarterly*, (July), 101391. <https://doi.org/10.1016/j.giq.2019.07.003>
- Afnan, E., Silvianita, A., Telekomunikasi, J., Terusan, N., Batu, B., & Barat, J. (2018). The effect of knowledge management process on employee performance. (study on divion big data PT Telkom Indonesia). *E-Proceeding of Management*, 5(3), 3888–3894.
- Aisling curtis. (2018). Digital culture: Your competitive advantage. *Microsoft*, 15.
- Alsina, P. (2010). From the digitization of culture to digital culture A scientific e-journal published by the Arts and Humanities Department The Humanities in the Digital Era, 12(12). Retrieved from <http://digithum.uoc.edu>
- Anastasios D, D. and prodromos chatzoglou. (2018). Factors affecting employee performance: an empirical approach. *International Journal of Productivity and Performance Management*. <https://doi.org/10.1108/IJPPM-01-2018-0012>
- Andersen, J. (2017). Genre, organized knowledge, and communicative action in digital culture. *The Organization of Knowledge*, 12, 1–16. <https://doi.org/10.1108/s2055-537720170000011007>
- Antonacopoulou, E. P., Moldjord, C., Steiro, T. J., & Stokkeland, C. (2019). The New Learning Organisation: PART II - Lessons from the Royal Norwegian Air Force Academy. *The Learning Organization*. <https://doi.org/10.1108/TLO-10-2018-0160>
- Arif Kamar Bafadal. (2012). Interpretasi Hubungan Nilai Loading Faktor Model Pengukuran dan Nilai Rata-rata. Retrieved from <https://arifkamarbafadal.wordpress.com/2012/05/26/interpretasi-hubungan-nilai-loading-faktor-model-pengukuran-dan-nilai-rata-rata/>
- Audenaert, M., Decramer, A., George, B., & Verschuere, B. (2016). When employee performance management affects individual innovation in public organizations. *Audenaert et Al IJHRM Special Issue Public Sector*, (October).
- Azar, G., & Ciabuschi, F. (2017). Organizational innovation, technological innovation, and export performance: The effects of innovation radicalness and extensiveness. *International Business Review*, 26(2), 324–336. <https://doi.org/10.1016/j.ibusrev.2016.09.002>

- Azizah, A., & Gustomo, A. (2015). The Influence of Employee Engagement to Employee Performance. *Business and Management*, 4(7), 817–829.
- Balan, A. C., & Cavendish, K. (2017). Leadership in the Digital and Social Era. *Lund University*, (April), 55.
- Barba Aragón, D. (2014). Training and performance: The mediating role of organizational learning. *BRQ Business Research Quarterly*, 17(3), 161–173. <https://doi.org/10.1016/j.cede.2013.05.003>
- Bowen, T., & Pennaforte, A. (2017). The impact of digital communication technologies & new remote-working cultures on the socialization and workreadiness of individuals in wil programs. *International Perspectives on Education and Society*. <https://doi.org/10.1108/S1479-367920170000032006>
- Bratianu, C. (2018). Organizational learning and the learning organization in health care. *Hospital Materiel Management Quarterly*, 21(3), 1–3. <https://doi.org/10.4018/978-1-4666-8318-1.ch012>
- Buffard, P. (2014). The CIGREF digital culture reference framework An evaluation tool to optimize. In *Cigref network for large companies* (p. 7). Paris: Sensing.
- Capgemini. (2017). *The Digital Culture Challenge* □: *Closing the employee-leadership gap*.
- carlos magro, J. salvatella. (2014). *Digital culture and transforming organisations* 8. Roca salvatella.
- Carvalho, de J., & Chima, O. F. (2014). Applications of Structural Equation Modeling in Social Sciences Research. *American International Journal of Contemporary Research*, Vol. 4(1), 6–11.
- Case, A., Dar, B., & Admasu, Z. (2021). The Impact of COVID-19 Shocks on Firms ' Performance and Innovation Activities □; 11(2), 57–63. <https://doi.org/10.5923/j.economics.20211102.02>
- Chen, C. L., Lin, Y. C., Chen, W. H., & Heng, X. S. (2018). Determinants of cluster leadership and identification on cluster innovation model. *Leadership and Organization Development Journal*, 39(4), 538–553. <https://doi.org/10.1108/LODJ-10-2017-0305>
- Chen, Y., Zhong, Y., Yu, S., Xiao, Y., & Chen, S. (2022). Exploring Bidirectional Performance of Hotel Attributes through Online Reviews Based on Sentiment Analysis and Kano-IPA Model. *Applied Sciences*, 12(2), 692. <https://doi.org/10.3390/app12020692>
- Cheng Soon, C., & Salamzadeh, Y. (2013). the Impact of Digital Leadership Competencies on Virtual Team Effectiveness in Mnc Companies in Penang,

- Malaysia. *Journal of Entrepreneurship, Business and Economics*, 8(2), 219–253. Retrieved from www.scientificia.com
- Clark, M. M. (2017). *Handbook for a measuring employee performance. United states office of personnel management* (Vol.).
- Colquitt, A. J., Lepine, A. J., & Jefferies, W. M. (2015). *Organizational Behavior: Improving Performance and Commitment in the Workplace* (Fourth Ed.). America: McGraw-Hill.
- Çömlek, O., Kitapçı, H., Çelik, V., & Özşahin, M. (2012). The effects of organizational learning capacity on firm innovative performance. *Procedia - Social and Behavioral Sciences*, 41, 367–374. <https://doi.org/10.1016/j.sbspro.2012.04.043>
- Commerce-Singapore, C. (2021). Digital Leadership Readiness. *Center for Creative Leadership*, 5–8. Retrieved from <https://www.strategy-business.com/article/10541?gko=8738d>
- Cortellazzo, L. (2019). The role of leadership in a digitalized world, *IO*(August), 1–21. <https://doi.org/10.3389/fpsyg.2019.01938>
- Cousins, B. (2018). Design thinking organizational learning in vuca environments, *17*(2), 1–18.
- De Waal, B., Van Outvorst, F., & Ravesteyn, P. (2016). Digital Leadership: The Objective - Subjective Dichotomy of Technology Revisited. *ECMLG 2016 - Proceedings of the 12th European Conference on Management*, (November), 52–61.
- Durou, E., Abou Jaoude, J., & Khalife, R. (2016). The changing role of people management in the digital age. *Deloitte & Touche (M.E.)*, 1–7. <https://doi.org/10.1021/bk-2018-1274.ch008>
- Eric, S. (2014). *Digital leadership*. (Yong Zhao, Ed.). California: A joint publication.
- Fagerberg, J. (2010). The role of innovation in development. *Innovation, Economic Development and Policy: Selected Essays*, 1(October), 1–29. <https://doi.org/10.5202/rei.v1i2.2>
- Faisal Hqque. (2015). 5 Habits Of Truly Disruptive Leaders Disruption and leadership might seem opposing forces. Here's how the best leaders reconcile the two.
- Farooqui, M. S., & Nagendra, A. (2014). The Impact of Person Organization Fit on Job Satisfaction and Performance of the Employees. *Procedia Economics and Finance*, 11(14), 122–129. [https://doi.org/10.1016/S2212-5671\(14\)00182-8](https://doi.org/10.1016/S2212-5671(14)00182-8)
- Fatima, T., Majeed, M., & Saeed, I. (2017). Does Participative Leadership Promote Innovative Work Behavior: The Moderated Mediation Model. *Business &*

Economic Review, 9(4), 141–158. <https://doi.org/10.22547/ber/9.4.7>

- Fatimah, S. (2022). Teknologi AR dan Metaverse Telkom Diminati untuk Pengembangan Produk dan Buku Digital Artikel ini telah tayang di TribunJabar.id dengan judul Teknologi AR dan Metaverse Telkom Diminati untuk Pengembangan Produk dan Buku Digital, <https://jabar.tribunnews.c>. Retrieved from <https://jabar.tribunnews.com/2022/06/10/teknologi-ar-dan-metaverse-telkom-diminati-untuk-pengembangan-produk-dan-buku-digital>
- Freitas, R. de C., Freitas, M. do C. D., Gomes de Menezes, G., & Odorczyk, R. S. (2018). Lean Office contributions for organizational learning. *Journal of Organizational Change Management*, 31(5), 1027–1039. <https://doi.org/10.1108/JOCM-06-2017-0221>
- Garcia-Morales, V. J., Martín-Rojas, R., & Lardón-López, M. E. (2018). Influence of social media technologies on organizational performance through knowledge and innovation. *Baltic Journal of Management*, 13(3), 345–367. <https://doi.org/10.1108/BJM-04-2017-0123>
- Gary N. Mclean. (2009). *Organization Development*. Berrett-Koehler Publisher, Inc. (Vol. 1). California.
- Gimenez Sanchez, J. (2015). Impact of innovation on the performance of construction companies: an empirical study in Spain. *Faedpyme International Review-Fir*, 4(6), 58–69. <https://doi.org/10.15558/fir.v4i6.99>
- Gio, P. U. (2017). SEM dalam LISREL (Interpretasi Output LISREL).
- Gruman, J. A., & Saks, A. M. (2011). Performance management and employee engagement. *Human Resource Management Review*, 21(2), 123–136. <https://doi.org/10.1016/j.hrmr.2010.09.004>
- Grundke, R., Jamet, S., Kalamova, M., & Squicciarini, M. (2017). Having the right mix: The role of skill bundles for comparative advantage and industry performance in GVCs. *OECD Science, Technology and Industry Working Papers*, (May), 1–40. <https://doi.org/10.1787/892a4787-en>
- Gustafsson, R. (2018). Strategic leading of digital transformation in large established companies – a multiple case-study. Retrieved from https://aaltodoc.aalto.fi/bitstream/handle/123456789/30110/master_Hyvonen_Janne_2018.pdf?sequence=1&isAllowed=y
- Hair. (2014). *Multivariate Data Analysis* (Seventh). United states of America: Pearson new international edition.
- Hair, J. F., Ringle, C. M., & Sarstedt, M. (2011). PLS-SEM: Indeed a silver bullet. *Journal of Marketing Theory and Practice*, 19(2), 139–152. <https://doi.org/10.2753/MTP1069-6679190202>

- Hao, Q., Kasper, H., & Muehlbacher, J. (2012). How does organizational structure influence performance through learning and innovation in Austria and China. *Chinese Management Studies*, 6(1), 36–52. <https://doi.org/10.1108/17506141211213717>
- Hao, Z., & Yunlong, D. (2014). Research on the relationship of institutional innovation, organizational learning and synergistic effect: An empirical study spof Chinese universityin-offs. *Journal of Industrial Engineering and Management*, 7(3), 645–659. <https://doi.org/10.3926/jiem.950>
- Hartl, E., & Hess, T. (2017). The role of cultural values for digital transformation: Insights from a delphi study. *AMCIS 2017 - America's Conference on Information Systems: A Tradition of Innovation, 2017-Augus(August)*.
- Haryono. (2017). *Metode sem untuk penelitian manajemen amos lisrel pls. Luxima* (Vol. 1). <https://doi.org/10.1017/CBO9781107415324.004>
- Haydn, S. (2018). Creating digital transformation□: strategies and steps. *Starategy & Leadership*, 46(2), 19–25. <https://doi.org/10.1108/SL-12-2017-0126>
- Hayes, A. F. (2018). Introduction to Mediation, Moderation, and Conditional Process Analysis. *The Guilford Press*. Retrieved from https://books.google.com.sv/books?hl=en&lr=&id=8ZM6DwAAQBAJ&oi=fnd&pg=PP1&dq=process+spss+hayes&ots=21CcoOWe_F&sig=aulnHTjtRm84O18Yt-KjJuAW7g0&redir_esc=y#v=onepage&q=process spss hayes&f=false
- Hemerling, J., Kilmann, J., Danoesastro, M., Stutts, L., & Ahern, C. (2018). It's Not a Digital Transformation Without a Digital Culture. Retrieved from <https://www.bcg.com/publications/2018/not-digital-transformation-without-digital-culture.aspx>
- Ho, L. A. (2011). Meditation, learning, organizational innovation and performance. *Industrial Management and Data Systems*, 111(1), 113–131. <https://doi.org/10.1108/02635571111099758>
- HR Technology. (2020). CODEX Powered by Telkom Indonesia. Retrieved from <https://cf12.compfest.id/job-fair/codex>
- Hussain, R. (2015). The Emerging Digital Culture of Bangladesh□: Problems and Prospects. *ResearchGate*, 6(January), 18–25.
- Ilyas Waqas, Aftab Farooqi Yasir, & Muhammad Ahmad Farooqi. (2016). Effect of Human Resource Management Practices on Employee Performance: A Study of Telecom Sector. *Journal of Resources Development and Management* , 20(January 2016), 61–71.
- Islami, X. (2018). Using Management by Objectives as a performance appraisal tool for employee satisfaction. *Future Business Journal*, 4(1), 94–108.

<https://doi.org/10.1016/j.fbj.2018.01.001>

- Ivancevich, J. M., Matteson, M. T., & Konopaske, R. (2013). *Organizational Organizational Behavior and Management Tenth Edition*. Retrieved from www.mhhe.com
- Jafari, M. (2017). Corporate foresight and its effect on innovation, strategic decision making and organizational performance (case study: Iranian banking industry). *Foresight*, 19(6), 559–576. <https://doi.org/10.1108/FS-07-2017-0035>
- Jakubik, M., & Berazhny, I. (2017). Rethinking Leadership and Its Practices in the Digital Era. *Management International Conference*, (2015), 471–483.
- Jennifer Buchanan, D. (2016). How digital technologies are changing the workforce and how enterprises can adapt and evolve. *Digital Workplace and Culture*, 7.
- Jesse, N. (2018). Organizational Evolution - How Digital Disruption Enforces Organizational Agility. *IFAC-PapersOnLine*, 51(30), 486–491. <https://doi.org/10.1016/j.ifacol.2018.11.310>
- Jiménez-Jiménez, D., & Sanz-Valle, R. (2011). Innovation, organizational learning, and performance. *Journal of Business Research*, 64(4), 408–417. <https://doi.org/10.1016/j.jbusres.2010.09.010>
- Jogulu, U. (2011). Leadership that promotes organizational learning: Both sides of the coin. *Development and Learning in Organisations*, 25(4), 11–14. <https://doi.org/10.1108/14777281111147044>
- José, M., & Rocha, Á. (2017). Skills for disruptive digital business. *Journal of Business Research*, (December 2017), 1–7. <https://doi.org/10.1016/j.jbusres.2017.12.051>
- Joshi, A. (2015). Likert Scale: Explored and Explained. *British Journal of Applied Science & Technology*, 7(4), 396–403. <https://doi.org/10.9734/bjast/2015/14975>
- Joy, M. (2017). Why Disruptive Leadership Works. *Pallikkutam*, (June), 58–60. Retrieved from https://www.researchgate.net/publication/318419290_Why_Disruptive_Leadership_Works
- Ju, B., Lee, Y., Park, S., & Yoon, S. W. (2021). A Meta-Analytic Review of the Relationship Between Learning Organization and Organizational Performance and Employee Attitudes: Using the Dimensions of Learning Organization Questionnaire. *Human Resource Development Review*, 20(2), 207–251. <https://doi.org/10.1177/1534484320987363>
- Junita, I. (2019). Transformational Leadership in Digital Era: Analysis of Nadiem Makarim (Founder of GO-JEK Indonesia) Leadership Figure. *Munich Personal RePEc Archive*, (91575).

- Jyothibabu, C., Pradhan, B. B., & Farooq, A. (2011). Organisational learning and performance – an empirical study. *International Journal of Learning and Change*, 5(1), 68. <https://doi.org/10.1504/ijlc.2011.041872>
- Jyoti, J., & Rani, A. (2017). High performance work system and organisational performance: role of knowledge management. *Personnel Review*, 46(8), 1770–1795. <https://doi.org/10.1108/PR-10-2015-0262>
- Kale, A. (2017). Chapter 7 Descriptive Analysis. *Shodhganga*, 193–231. <https://doi.org/10.1016/B978-1-4377-0651-2.10007-4>
- Kalyan, D. N. B., & Pedirappagari, V. R. (2019). Employee Performance Appraisal in Telecom Industry, India. *SSRN Electronic Journal*, (June 2020). <https://doi.org/10.2139/ssrn.3471721>
- Kanapathipillai, K., & Azam, S. M. F. (2020). the Impact of Employee Training Programs on Job Performance and Job Satisfaction in the Telecommunication Companies in Malaysia. *European Journal of Human Resource Management Studies*, 4(3), 1–17. <https://doi.org/10.46827/ejhrms.v4i3.857>
- Karakaş, A., Öz, Y., & Yıldız, R. (2017). The Effect of Innovation Activities on Organizational Performance: A Research on Hotel Businesses. *Journal of Recreation and Tourism Research*, 4(1), 48–59.
- Kasmir. (2018). *MANajemen Sumber Daya Manusia (teori dan praktek)*. (P. 2018 Rajawali, Ed.).
- Kaul, A. (2019). Culture vs strategy: which to precede, which to align? *Journal of Strategy and Management*, 12(1), 116–136. <https://doi.org/10.1108/JSMA-04-2018-0036>
- Khan, S. (2016). Leadership in the digital age – A study on the effects of digitalisation on top management leadership. *Stockholm University*, 54. https://doi.org/10.1007/978-3-319-01056-4_7
- Kim, T., & Chang, J. (2018). Organizational culture and performance: a macro-level longitudinal study. *Leadership & Organization Development Journal*, 40(1), 65–84. <https://doi.org/10.1108/LODJ-08-2018-0291>
- Kinicki, F. (2016). *Organizational Behavior A practical,problem-solving approach*. America: Mcgrawhill.
- Korte, W. B. (2016). Digital and Leadership Skills for the Transformation of European Economies. *Empirica Schriftenreihe*, 3/2016(3), 36. Retrieved from https://www.empirica.com/fileadmin/publikationenseries/documents/Schriftenreihe_2016_Nr_03_Digital_Leadership_Skills_for_the_Transf.pdf
- Kremer, H., Villamor, I., & Aguinis, H. (2019). Innovation leadership: Best-practice

- recommendations for promoting employee creativity, voice, and knowledge sharing. *Business Horizons*, 62(1), 65–74. <https://doi.org/10.1016/j.bushor.2018.08.010>
- Kuntjojo. (2009). *Metodologi Penelitian. Metodologi Penelitian*. Kediri. Retrieved from <https://ebekunt.files.wordpress.com/2009/04/metodologi-penelitian.pdf>
- L.David, R. (2016). *The digital transformation playbook rethink your business for the digital age*. New York: Columbia business school.
- La hatani, Muh.Hikmal, D. (2018). Work environment and organizational learning towards employee performance the mediating role of organizational commitment.
- Lei, H., Phouvong, S., & Le, P. B. (2018). How to foster innovative culture and capable champions for Chinese firms: An empirical research. *Chinese Management Studies*, 13(1), 51–69. <https://doi.org/10.1108/CMS-05-2018-0502>
- Li, W., Bhutto, T. A., Nasiri, A. R., Shaikh, H. A., & Samo, F. A. (2017). Organizational innovation: the role of leadership and organizational culture. *International Journal of Public Leadership*, 14(1), 33–47. <https://doi.org/10.1108/ijpl-06-2017-0026>
- Lin, H. C., & Lee, Y. D. (2017). A study of the influence of organizational learning on employees' innovative behavior and work engagement by a cross-level examination. *Eurasia Journal of Mathematics, Science and Technology Education*, 13(7), 3463–3478. <https://doi.org/10.12973/eurasia.2017.00738a>
- Liu, C., Ready, D., Roman, A., Van Wart, M., Wang, X. H., McCarthy, A., & Kim, S. (2018). E-leadership: an empirical study of organizational leaders' virtual communication adoption. *Leadership and Organization Development Journal*, 39(7), 826–843. <https://doi.org/10.1108/LODJ-10-2017-0297>
- Luthans, F. (2011). *Organizational Behavior An evidence - Based Approach* (12th Editi). America: Mcgrawhill. Retrieved from www.mhhe.com
- Maher, L., & NHS Institute for Innovation and Improvement (Great Britain). (2010). *Creating the culture for innovation: a practical guide for leaders*.
- Maktabi, S. H., & Khazaei, A. (2014). The Impact of Organizational Learning on Organizational Performance and Organizational Innovation: Evidence from Bank Industry of Iran. *International Journal of Economy, Management and Social Sciences*, 3(10), 569–573.
- Marinda, V. S. (2018). Pengaruh Kepemimpinan Terhadap Employee Engagement Serta Dampaknya Terhadap Kinerja Karyawan Di Era Digital (Studi kasus pada salah satu BUMN di bidang telekomunikasi). *Festival Riset Ilmiah Manajemen & Akuntansi*, 911–920.

- Marjorie A. Lyles, P. . (2013). Overview on the Importance of Organizational Learning and Learning Organization. *Journal of Research and Development*, 2013(2), 44–49.
- Maroofi, F., & Kahrarian, F. (2015). *Organizational learning and Innovation: Organizational learning. Handbook of Research on Entrepreneurship in the Contemporary Knowledge-Based Global Economy*. <https://doi.org/10.4018/978-1-4666-8798-1.ch007>
- Martin valero antonio, R. guinot jacob. (2016). Organizational leraning and performance a theoretical review. *Defree in Business Administration*, AE1049(June 2015).
- Masana Sembiring. (2012). *Budaya dan Kinerja Organisasi*.
- Masram, M. (2017). *Manajemen sumber daya manusia profesional*.
- Mazzaoui, M. F. (2012). *Technological innovation. The Italian Cotton Industry in the Later Middle Ages 1100–1600*. <https://doi.org/10.1017/cbo9780511897009.007>
- McAdam, R., Reid, R., & Shevlin, M. (2014). Determinants for innovation implementation at SME and inter SME levels within peripheral regions. *International Journal of Entrepreneurial Behaviour and Research*, 20(1), 66–90. <https://doi.org/10.1108/IJEBR-02-2012-0025>
- Michael, G. (2018). Why People Matter Far More Than Digital Technology Or Capital. *Strategic HR Review*, 17(1), 29–32. <https://doi.org/10.1108/SHR-03-2013-0016>
- Mitra madancian, NorashikinHussein, FauziahNoordin, and H. T. (2016). Effects of Leadership on Organizational Performance. *Economics and Education*, III(1), 115–119.
- Mohd Zawawi, N. F., Abd Wahab, S., Al-Mamun, A., Sofian Yaacob, A., Kumar AL Samy, N., & Ali Fazal, S. (2016). Defining the Concept of Innovation and Firm Innovativeness: A Critical Analysis from Resorce-Based View Perspective. *International Journal of Business and Management*, 11(6), 87. <https://doi.org/10.5539/ijbm.v11n6p87>
- Muda, I., Rafiki, A., & Harahap, M. R. (2014). Factors Influencing Employees ' Performance□: A Study on the Islamic Banks in Islamic Science University of Malaysia University of North Sumatera. *International Journal of Business and Social Science*, 5(2), 73–81.
- Mumtaz, S., & Parahoo, S. K. (2019). Promoting employee innovation performance: Examining the role of self-efficacy and growth need strength. *International Journal of Productivity and Performance Management*, 69(4), 704–722. <https://doi.org/10.1108/IJPPM-12-2017-0330>

- Nancy Krieger. (2012). Who and What Is a “Population”? Historical Debates, Current Controversies, and Implications for Understanding “Population Health” and Rectifying Health Inequities. *The Milbank Quarterly*, 90(4), 634–681. <https://doi.org/10.1111/j.1468-0009.2008.00538.x>
- Naranjo-Valencia, J. C., Jiménez-Jiménez, D., & Sanz-Valle, R. (2016). Studying the links between organizational culture, innovation, and performance in Spanish companies. *Revista Latinoamericana de Psicología*, 48(1), 30–41. <https://doi.org/10.1016/j.rlp.2015.09.009>
- Nassazi, A. (2013). EFFECTS OF TRAINING ON EMPLOYEE PERFORMANCE . Evidence from Uganda. *Business Economics and Tourism*, 57. Retrieved from <http://theseus32-kk.lib.helsinki.fi/bitstream/handle/10024/67401/THESIS.pdf?sequence=1>
- Naushenanh, K. cassim. (2018). Managing the transition to a digital culture the experience of financial service firms. *Gordon Institute of Business Science*, (September), 160–164.
- Nödl, B. (2017). The influence of leadership behavior on innovative work behavior: The case of a pharmaceutical company in Germany. *University of Twenty*, 1–63.
- Nold, H. A. (2012). Linking knowledge processes with firm performance: Organizational culture. *Journal of Intellectual Capital*, 13(1), 16–38. <https://doi.org/10.1108/14691931211196196>
- Noonan, M., Richter, G., Durham, L., & Pierce, E. (2017). Learning and the digital workplace: What? So what? Now what? *Strategic HR Review*, 16(6), 267–273. <https://doi.org/10.1108/shr-09-2017-0061>
- Nunzio Casalino¹, Marisa Ciarlo², at all. (2017). An Innovative Managerial Model for the Digital Culture. *International Journal of Engineering Pedagogy (IJEP)*, 3(S4), 31. <https://doi.org/10.3991/ijep.v3is4.3450>
- Organizations, W. employee performance management affects individual innovation in public. (2017). Learning & Development in Times of Digital Transformation□: Facilitating a Culture of Change and Innovation Digital Transformation□: Pressure to Change and its Challenge for Organizations. *International Journal of Advanced*, (Vc), 22–33.
- Ormanovic, S., & Ciric, A. (2017). Importance-Performance Analysis: Different Approaches. *ResearchGate*, 11(December), 2:58-66.
- oseph F. Hair, Ringle, & Sarstedt. (2013). Partial Least Squares Structural Equation Modeling: Rigorous Applications, Better Results and Higher Acceptance. *Long Range Planning*, 46(1–2), 1–12. <https://doi.org/10.1016/j.lrp.2013.01.001>
- Osman, S., Shariff, S. H., & Lajin, M. N. A. (2016). Does Innovation Contribute to

- Employee Performance? *Procedia - Social and Behavioral Sciences*, 219, 571–579. <https://doi.org/10.1016/j.sbspro.2016.05.036>
- Palmer, K. & D. (2018). Coming of Age Digitally. *Mit Sloan Management Review*, (59480).
- Patky, J. (2020). The influence of organizational learning on performance and innovation: a literature review. *Journal of Workplace Learning*, 32(3), 229–242. <https://doi.org/10.1108/JWL-04-2019-0054>
- Pot, F. (2011). Workplace innovation for better jobs and performance. *International Journal of Productivity and Performance Management*, 60(4), 404–415. <https://doi.org/10.1108/17410401111123562>
- Pradhan, R. K., & Jena, L. K. (2017). Employee Performance at Workplace: Conceptual Model and Empirical Validation. *Business Perspectives and Research*, 5(1), 69–85. <https://doi.org/10.1177/2278533716671630>
- Pratama, M. A. N., & Kurniady, D. A. (2021). Influence of Digital Leadership Models on the Performance of Educators and Educational Personnel in the COVID-19 Pandemic in the First Middle School. *Proceedings of the 4th International Conference on Research of Educational Administration and Management (ICREAM 2020)*, 526(Icream 2020), 278–280. <https://doi.org/10.2991/assehr.k.210212.061>
- Rafiki, A., Hidayat, S. E., & Al Abdul Razzaq, D. (2019). CRM and organizational performance: A survey on telecommunication companies in Kuwait. *International Journal of Organizational Analysis*, 27(1), 187–205. <https://doi.org/10.1108/IJOA-11-2017-1276>
- Rahadi, & Rianto. (2010). *Manajemen Kinerja Sumber Daya Manusia*. Tunggal Mandiri Publishing. Indonesia: Tunggal mandiri. <https://doi.org/10.1007/s11120-006-9087-3>
- Rahmawati, A. (2020). Pengaruh Budaya Digital Terhadap Kinerja Karyawan Di Yayasan Pendidikan Telkom (Studi Kasus Kantor Badan Pelaksana Kegiatan Ypt). *Journal of Management and Business Review*, 16(2), 129–148. <https://doi.org/10.34149/jmbr.v16i2.153>
- Rani, G. (2017). The impact of organizational learning on work performance, (December).
- Rich Kao. (2018). *Disruptive Leadership* (Vol. 15).
- Roberts, D. (2018). Creating a culture of digital innovation. *BABSON COLLEGE Where Entrepreneurs Learn to Lead*, 1–24.
- Rodriguez, A., & Rodriguez, Y. (2015). Metaphors for today's leadership: VUCA

- world, millennial and “Cloud Leaders.” *Journal of Management Development*, 34(7), 854–866. <https://doi.org/10.1108/JMD-09-2013-0110>
- Rogers, D. (2016). *The digital transformation playbook rethink your business for the digital age*. New York: Columbia business school.
- Rogers, I., Digital, C., & The, L. (2017). The Digital Culture Challenge□: Closing the Employee-Leadership Gap Culture — a roadblock or a catalyst for digital transformation. In B. the D. T. Institute (Ed.) (p. 3). The Digital Transformation Institute.
- Ross gagno, Kimberly kurata, S. C. (2017). The high-performance digital culture:Empowerment,trust,and the new equilibrium between the employee and IT. *In Association Withe vm Ware*, 1–8.
- Rt Hon. Matt Hancock. (2018). Culture is Digital. In *Department for Digital culture media & sport* (pp. 1–64).
- Rudito Priyantono, P. . (2017). Leveraging Global Talent (Digital Mastery). *International Journal of E-Collaboration*. <https://doi.org/10.4018/jec.2012070104>
- Russell, Z. A., Steffensen, D. S., Ellen, B. P., Zhang, L., Bishoff, J. D., & Ferris, G. R. (2018). High performance work practice implementation and employee impressions of line manager leadership. *Human Resource Management Review*, 28(3), 258–270. <https://doi.org/10.1016/j.hrmr.2018.02.003>
- Sanz-Valle, R., Naranjo-Valencia, J. C., Jiménez-Jiménez, D., & Perez-Caballero, L. (2011). Linking organizational learning with technical innovation and organizational culture. *Journal of Knowledge Management*, 15(6), 997–1015. <https://doi.org/10.1108/13673271111179334>
- Sawy, O. A. El, & California, S. (2016). How LEGO Built the Foundations and Enterprise Capabilities for Digital Leadership. *Mis Quarterly Executive*, 2016(June), 1–2.
- Senge, P. (2012). Systems thinking and learning organizations. *Strategic Leadership and Decision Making*, 3. Retrieved from <http://www.au.af.mil/au/awc/awcgate/ndu/strat-ldr-dm/pt1ch4.html>
- Shahzad, F. (2014). Impact of organizational culture on employees’ job performance: An empirical study of software houses in Pakistan. *International Journal of Commerce and Management*, 24(3), 219–227. <https://doi.org/10.1108/IJCoMA-07-2012-0046>
- Shaughnessy, H. (2018). Creating digital transformation: Strategies and steps. *Strategy and Leadership*, 46(2), 19–25. <https://doi.org/10.1108/SL-12-2017-0126>
- Singh, Y., & Atwal, H. (2019). Digital Culture –A Hurdle or A Catalyst in Employee

- Engagement. *International Journal of Management Studies*, VI(1(8)), 54. [https://doi.org/10.18843/ijms/v6i1\(8\)/08](https://doi.org/10.18843/ijms/v6i1(8)/08)
- Sisson, P., & Ryan, J. (2016). An integrated organizational learning models perspective: Eight ways to learn. *Proceedings of the European Conference on Knowledge Management, ECKM, 2016-Janua*(September), 1143–1148.
- Snowball, J., Tarentaal, D., & Sapsed, J. (2021). Innovation and diversity in the digital cultural and creative industries. *Journal of Cultural Economics*, 45(4), 705–733. <https://doi.org/10.1007/s10824-021-09420-9>
- Sobirin, A. (2014). Konsep Dasar Kinerja dan Manajemen Kinerja. *Manajemen Kinerja*, 10. <https://doi.org/10.1093/deafed/enj004>
- Soetrisno, A. P., & Gilang, A. (2018). Pengaruh kompetensi terhadap kinerja karyawan (Studi di PT. Telekomunikasi Indonesia Tbk Witel Bandung). *JURISMA □: Jurnal Riset Bisnis & Manajemen*, 8(1). <https://doi.org/10.34010/jurisma.v8i1.998>
- Sow, M. (2018). Impact of Leadership on Digital Transformation, 8(3), 139–148. <https://doi.org/10.5296/ber.v8i3.13368>
- Sowath rana alexander, ardichvili daiane polesello. (2016). Promoting self-directed learning in a learning organization: tools and practices. *European Journal of Training and Development*, 40(7), 470–489.
- Stephen, J. . T. R. . (2017). *Organizational behavior* (17th ed.). Italia: Parson Education Limited.
- Stone, S. M. (2019). *Digitally Deaf Why Organizations Struggle with Digital Transformation*. Springer nature switzerland AG 2019. <https://doi.org/10.1007/978-3-030-01833-7>
- Struggles, H. &. (2013). Building a Digital Culture. *Hendric Consulting*. Retrieved from <http://www.strategyand.pwc.com/global/home/what-we-think/reports-white-papers/article-display/building-a-digital-culture>
- Sultana, A. (2013). Impact of Training on Employee Performance in the Context of Telecommunication Sector of D. G. Khan, (Pakistan). *International Letters of Social and Humanistic Sciences*, 17, 60–73. <https://doi.org/10.18052/www.scipress.com/ilshs.17.60>
- Suwarto, F. (2015). Pengaruh Budaya Organisasi Dan Pengembangan. *Jurnal Manajemen*, XIX(02), 170–189.
- Taherdoost, H. (2018). Validity and Reliability of the Research Instrument; How to Test the Validation of a Questionnaire/Survey in a Research. *SSRN Electronic Journal*, (September). <https://doi.org/10.2139/ssrn.3205040>

- Telkom. (2018). Laporan tahunan 2018 Telkom Indonesia, Stronger for your digital experince (p. 17).
- Temelkova, M. (2018). Skills for Digital Leadership – Prerequisite for Developing High-Tech Economy. *International Journal "Information Theories and Applications"*, 25(4), 50–74.
- Thomas, D.-A. (2017). Moderation-mediation effect of market demand and organization culture on innovation and performance relationship. *Marketing Intelligence & Planning*, 35(2).
- Tian, M., Deng, P., Zhang, Y., & Salmador, M. P. (2018). How does culture influence innovation? A systematic literature review. *Management Decision*, 56(5), 1088–1107. <https://doi.org/10.1108/MD-05-2017-0462>
- Timothy, A. (2016). *Organizational behaviour*. pearson. https://doi.org/10.1007/978-1-349-16909-2_19
- Tortorella, G. L., Cawley Vergara, A. Mac, Garza-Reyes, J. A., & Sawhney, R. (2019). Organizational learning paths based upon Industry 4.0 adoption: an empirical study with Brazilian manufacturers. *International Journal of Production Economics*, (June 2019), 284–294. <https://doi.org/10.1016/j.ijpe.2019.06.023>
- Uzelac, A., & Relations, I. (2015). Digital culture the changing dynamics. *Digital Culture the Changing Dynamics*, 12(January 2008), 213.
- Van der Bel, M. (2018). Digital culture □: Your competitive advantage. *Microsoft*, 15.
- Varadarajan, R. (2018). Innovation, Innovation Strategy, and Strategic Innovation. *Innovation and Strategi*, 15, 143–166. <https://doi.org/10.1108/s1548-643520180000015007>
- vijanjande santos leticia maria, sachez lapez angel jose. (2010). The effects of organizational leraning on innovation and performance in kibs, an empirical examination, 3(45), 831–833. Retrieved from <https://www.nber.org/papers/w15827.pdf>
- Villaluz, V. C., Hechanova, M. R. M., & Villaluz, V. C. (2018). Ownership and leadership in building an innovation culture. *Leadership & Organization Development Journal*, 40(2), 138–150. <https://doi.org/10.1108/LODJ-05-2018-0184>
- Wang, M. (2018). Effects of Organizational Learning Environment on Employees ' Motivation to Use Performance-Oriented e-Learning. *E-Leraning in the Workplace*, 161–180. <https://doi.org/10.1007/978-3-319-64532-2>
- Wartburg, V. (2012). Management of Innovation and Change in a large production company. *Business Environment Horizons*, (Desember 2012).

- Wasono, L. W., & Furinto, A. (2018). The effect of digital leadership and innovation management for incumbent telecommunication company in the digital disruptive era, 7, 125–130.
- Watson, O. (2017). The future of leadership: robots, remote working and real-time reactions. *Strategic HR Review*, 16(2), 89–90. <https://doi.org/10.1108/SHR-12-2016-0112>
- Westerman, G., Bonnet, D., & McAfee, A. (2014). *Le ding Digital*. Harvard business review press.
- Wibowo. (2014). *Manajemen kinerja* (4th ed.). Indonesia: PT.RajaGrafindo Persada Jakarta.
- Wilson, E. J., Goethals, G. R., Sorenson, G., & Burns, J. M. (2015). “LEADERSHIP IN THE DIGITAL AGE” Ernest J. Wilson III To Appear in. *The Encyclopedia of Leadership*, (May), 1–5. Retrieved from <https://www.researchgate.net/publication/237762629%0A%22LEADERSHIP>
- Wong, K. K. K.-K. (2013). Partial Least Squares Structural Equation Modeling (PLS-SEM) Techniques Using SmartPLS. *Marketing Bulletin*, 24(1), 1–32. Retrieved from [http://marketing-bulletin.massey.ac.nz/v24/mb_v24_t1_wong.pdf%5Cnhttp://www.researchgate.net/profile/Ken_Wong10/publication/268449353_Partial_Least_Squares_Structural_Equation_Modeling_\(PLS-SEM\)_Techniques_Using_SmartPLS/links/54773b1b0cf293e2da25e3f3.pdf](http://marketing-bulletin.massey.ac.nz/v24/mb_v24_t1_wong.pdf%5Cnhttp://www.researchgate.net/profile/Ken_Wong10/publication/268449353_Partial_Least_Squares_Structural_Equation_Modeling_(PLS-SEM)_Techniques_Using_SmartPLS/links/54773b1b0cf293e2da25e3f3.pdf)
- World Economic Forum. (2021). Digital Culture□: The Driving Force of Digital Transformation, (June). Retrieved from http://www3.weforum.org/docs/WEF_Digital_Culture_Guidebook_2021.pdf
- Yu-Lin Wang, A. D. E. (2011). Organizational learning Perception of external environment and innovation performance. *Internasional Journal of Manpower*, 32(5/6), 512–536. <https://doi.org/10.1016/B978-0-08-044894-7.00006-3>
- Zehir, C., & Wujiabudula, A. (2016). the Effects of Organizational Learning on Firm Performance Through Product Innovation. *Journal of Global Strategic Management*, 1(10), 79–79. <https://doi.org/10.20460/jgsm.20161022388>
- Zentner, A. (2014). Disruptive Innovation:A Catalyst for Change in Business and Market Modeling. *SSRN Electronic Journal*, (November). <https://doi.org/10.2139/ssrn.2522812>
- Zhong, L. (2017). Indicators of Digital Leadership in the Context of K-12 Education. *Journal of Educational Technology Development and Exchange (JETDE)*, 10(1),.