

The Role of Digital Leadership in Enhancing Organizational Resilience in the Digital Age

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ABSTRACT

In the digital era filled with challenges and disruption, organizational resilience is a crucial aspect to ensure continuity and growth. This study aims to explore the role of digital leadership in enhancing organizational resilience using a literature review approach. Digital leadership, which involves the use of digital technology in management and operational strategies, is considered capable of accelerating digital transformation and increasing organizational competitiveness. Through an in-depth literature review, this study identifies key factors contributing to organizational resilience, including a clear digital vision and strategy, digital skills development, innovation and agility, and effective collaboration and communication.

INTRODUCTION

Digital transformation has become an urgent need for many organizations around the world today (Tulungen et al., 2022). This transformation is not just about adopting new technologies, but also involves fundamental changes in how organizations work and relate to their environments. In this context, digital leadership plays a crucial role in guiding organizations through this digital transformation process. Digital leadership involves using digital technologies to make operations more efficient, encourage new ideas, and enhance an organization's competitiveness. Organizational resilience is becoming increasingly important in today's dynamic and uncertain business environment. Organizational resilience refers to an organization's ability to survive, adapt, and even thrive amidst challenges and disruptions (Bernadus & Prasetyaningtyas, 2024). In the digital era, organizational resilience depends not only on the ability to overcome crises, but also on the ability to be flexible and adapt to existing obstacles and market changes. Therefore, digital leaders who are able to integrate technology with the organization's management and operational strategies are crucial in ensuring organizational resilience (Syafi et al., 2023).

As reliance on digital technology increases, organizations face a variety of challenges that require adaptive and innovative leadership. These challenges include rapid technological change, increasing competition, and the need to continuously innovate to remain relevant in the marketplace. Successful leaders in the digital age need not only to understand technology but also to have a clear understanding of how it can be leveraged to achieve the organization's primary goals (Tulungen et al., 2022). Furthermore, they need to be able to provide encouragement and motivation to employees to adapt to change and develop the necessary digital skills. The use of digital technology in Indonesia has shown significant growth. According to information from the Indonesian Internet Service Providers Association (APJII), in 2022, the number of internet users in Indonesia reached 204.7 million, an increase of approximately 5.9 million compared to the previous year (ULFAH, 2024). This high internet penetration indicates that Indonesians are increasingly connected to digital technology, creating significant opportunities for organizations to adopt and leverage this technology in their operations. According to data from Hootsuite and We Are Social, as of January 2022, there were 191 million people in Indonesia actively using social media (Rahmawati et al., 2023). This shows a huge opportunity to interact digitally and utilize social media as a marketing tool (Rahmawati et al., 2023). In Indonesia, digital transformation is a key agenda for many organizations, both in the public and private sectors. The Indonesian government has implemented various programs to encourage the use of digital technology, such as the Making Indonesia 4.0 initiative, which aims to improve national industrial capabilities through digital transformation (Hanifa et al., 2023).

However, the adoption of digital technology still faces various challenges. Unequal technological infrastructure creates disparities in access to digital technology, leaving some regions and sectors lagging behind in technology adoption. This digital divide can hamper Indonesia's overall digital transformation efforts (Nobility, 2023). In addition, resistance to change among

employees is also a challenge in itself, because digital transformation often requires changes in the way people work and the skills they possess. (Hartati & Giovanni, 2022) Resistance to change can be caused by a variety of factors, including fear of job loss, lack of understanding of the benefits of new technology, and discomfort with rapid change. Therefore, organizational leaders need to develop effective communication strategies to overcome this resistance, as well as provide adequate training and support to help employees adapt to change.

Organizations also need to pay attention to cybersecurity aspects in the digital transformation process (Suryono, nd). Increasing reliance on digital technology, the risk of cyberattacks and data breaches also increases. Therefore, investing in cybersecurity is crucial to protecting an organization's data and information systems. Furthermore, it is crucial for organizations to build a culture of innovation that supports experimentation and continuous learning. Leaders should encourage employees to innovate and try new things, and create a work environment that supports collaboration and creativity (Hadi, 2023). This way, organizations can continuously adapt to technological changes and remain competitive in the market. Digital transformation also requires close collaboration between various departments and business units. Leaders must encourage cross-functional collaboration to ensure that new technologies are adopted and effectively integrated across organizational operations. This collaboration also enables the exchange of ideas and knowledge that can drive innovation and continuous improvement.

LITERATURE REVIEW

Rapid Digital Transformation

Rapid digital transformation requires leaders who can adapt and steer organizations effectively. Leaders in the digital age need to have a clear vision of how to leverage technology to achieve their organization's primary goals (Cahyarini, 2021). They need to understand the latest technology trends and their impact on industries and businesses. The ability to adapt quickly is crucial in anticipating change and identifying new opportunities. A leader must be able to clearly communicate their vision to all members of the organization, so that everyone understands and supports the shared goals (Adiawaty, 2020). They must also be able to manage change wisely, handling resistance to change with diplomacy and empathy. Furthermore, a leader must be able to build a solid and cohesive team, whose members possess diverse skills and knowledge. This way, the organization can move forward harmoniously and effectively in facing the challenges of digital transformation.

Implementation of New Technology

The implementation of new technologies, such as artificial intelligence (AI), requires leaders with strong digital skills to integrate them into business operations. Leaders must understand the potential and limitations of new technologies, as well as how they can be used to improve efficiency and productivity (Cahyarini, 2021). They need to develop strategies for adopting new technologies gradually, ensuring they integrate with existing systems without

disrupting business operations. Furthermore, leaders must be able to manage the cultural changes that often accompany the adoption of new technologies, ensuring that all members of the organization are comfortable with the change and understand its benefits (Triansyah et al., 2024). Leaders must also continue to learn and develop themselves, as well as stay up-to-date with the latest technological developments.

Sustainable Innovation

Continuous innovation is essential for maintaining competitive advantage. Leaders must be able to foster exploratory innovation, which involves developing new products, services, or processes that have never existed before (Hadi, 2023). In addition, they must encourage exploitative innovation, which involves improving and refining existing products, services, or processes. Leaders need to create a work environment that encourages experimentation and learning, where mistakes are seen as opportunities for learning and growth (Nugroho, 2024). They must also plan the resources to be used for research and development and encourage collaboration between various departments and teams. This way, the organization can continue to innovate and adapt to market and technological changes.

Uneven Distribution of Infrastructure

The uneven distribution of technological infrastructure is a significant challenge to digital leadership in the digital age. Slow or unstable internet access in various regions of Indonesia, particularly in rural and remote areas, is a major obstacle (Setiawan, 2021). Despite increasing internet penetration, many areas remain underserved, hampering access to the technology and information needed for business and education operations. Low infrastructure quality and capacity limit the ability to support intensive digital activities. The high cost of building and maintaining infrastructure, especially in remote areas, is also a significant barrier. Furthermore, inadequate policy and regulatory support hinders the equitable development of Information and Communication Technology (ICT) infrastructure (Lasaiba, 2023). The digital skills gap among populations exacerbates this problem, as regions with less infrastructure often lag behind in digital skills development. This lack of infrastructure creates a significant digital divide, hindering digital transformation efforts, and requiring digital leaders to find creative solutions and collaborate with various stakeholders to improve infrastructure access and quality across the region.

Risk Management

Better risk management is necessary to address the challenges of rapidly changing technologies and markets. Leaders must be able to identify the risks associated with digital transformation and develop strategies to manage them (Erwin et al., 2023). They need to create contingency plans to address unforeseen situations and ensure the organization has the ability to recover quickly from disruptions. Leaders must also involve all members of the organization in the risk management process, ensuring that everyone understands the risks involved

and how they can contribute to managing them. Furthermore, leaders must ensure that risk reporting mechanisms are functioning effectively, so that any issues can be identified and addressed quickly.

Organizational Culture Transformation

Transforming organizational culture is crucial to ensure that all members of the organization can adapt to digital change. Leaders must create a culture that supports innovation, collaboration, and continuous learning. They need to encourage openness to change and remove barriers that hinder adaptation to new technologies. Furthermore, leaders must ensure that all members of the organization feel valued and motivated to contribute to the success of the digital transformation (Ramadani et al., 2024). They must also provide the necessary training and development to help organizational members acquire the new skills needed in the digital age. Leaders also need to lead by example by modeling adaptation and innovation, demonstrating their commitment to positive change.

To address these challenges, digital leaders need to develop a comprehensive and well-planned strategy. This strategy includes steps to raise employee awareness and understanding of the importance of digital transformation, provide the necessary resources to support the implementation of digital technologies, and manage the risks associated with market uncertainty. Furthermore, it is crucial for digital leaders to continuously learn and adapt to technological developments and market trends, and involve employees in the decision-making process to increase their engagement and commitment.

METHODOLOGY

This study employs a qualitative research approach using a systematic literature review method to examine the role of digital leadership in enhancing organizational resilience in the digital era. The literature review approach was chosen because it allows for a comprehensive synthesis of existing theories, empirical findings, and conceptual frameworks related to digital leadership, digital transformation, and organizational resilience. Data were collected from various credible secondary sources, including international and national scientific journals, books, policy reports, and conference proceedings published within the last ten years to ensure relevance to current digital transformation trends.

The literature selection process was conducted through several stages, starting with keyword identification such as *digital leadership*, *organizational resilience*, *digital transformation*, and *technology-driven leadership*. Relevant articles were identified through academic databases and publisher platforms. Selected literature was then screened based on relevance, credibility, and contribution to the research objectives. Data analysis was carried out using a thematic analysis technique, in which key concepts, patterns, and relationships among variables were identified, categorized, and interpreted. This approach enables a structured understanding of how digital leadership dimensions—such as digital vision, innovation capability, digital competence, and risk management—contribute to strengthening organizational resilience. The findings are presented descriptively

and analytically to provide conceptual insights and practical implications for organizations facing digital disruption.

RESEARCH RESULTS AND DISCUSSION

Digital Competence and Literacy Development

Leaders must continuously improve their digital competencies through ongoing education and training. They need to understand the latest technology trends such as artificial intelligence (AI), the internet of things (IoT), big data, and blockchain technology, and how they can be applied to business (Rahmasari, 2023). This education can be through courses, seminars, webinars, or collaborations with universities and research institutions. This way, they can effectively integrate new technologies into business strategies and ensure the organization remains at the forefront of technological innovation. Furthermore, leaders need to raise awareness of the importance of digital literacy across all levels of the organization. Strong digital literacy will enable employees to understand and utilize technology more effectively, thereby increasing productivity and efficiency.

Additionally, leaders need to build awareness of the importance of digital literacy across all levels of the organization. Strong digital literacy among employees will enable them to understand and utilize technology more effectively, thereby increasing productivity and efficiency (Aksenta et al., 2023). Leaders must implement digital skills training and development programs for all team members, ensuring they have the knowledge and skills necessary to work with new technologies. These training programs should be tailored to the specific needs of the organization and individuals and can include technical training, project management, and analytical and problem-solving skills.

Clear Vision and Strategy

Leaders need to have a clear vision of how technology will be used to achieve the organization's primary goals. Leaders need to develop a long-term plan that encompasses the adoption of new technologies and how they will support growth and innovation (Hidayat et al., 2024). Communicating this vision to all members of the organization is crucial to gaining full support and participation. Leaders must be able to articulate the benefits of digital transformation and how it will bring positive change to the organization. This vision must be translated into a clear operational strategy with measurable short- and long-term goals. Furthermore, leaders need to develop a digital transformation roadmap that can guide the organization's steps toward successful technology implementation. This roadmap should include implementation stages, resource allocation, and clear indicators of success.

Team Building and Innovation Culture

Building a strong, cohesive team with diverse skills and knowledge is key. Leaders must create a work environment that supports innovation, where employees feel safe to share ideas and experiment (Jannah et al., 2024). Organizational culture should encourage continuous learning, creativity, and

cross-functional collaboration. Leaders need to implement practices such as brainstorming sessions, hackathons, and innovation incubator programs to encourage creative thinking (Restuputri et al., 2024). Furthermore, it's important for leaders to reward innovation and the courage to try new things, even if they don't always succeed. Leaders should also actively encourage collaboration across departments and business units to ensure innovative ideas can develop and be effectively implemented. In creating a culture of innovation, leaders must promote the values of openness, diversity, and inclusivity.

Gradual Implementation of Technology

To avoid disruption to business operations, leaders must adopt new technologies gradually. Leaders need to test the technology on a small scale before implementing it widely (Hidayat et al., 2024). This process involves conducting trials in specific departments or pilot projects to assess the technology's impact and effectiveness. Additionally, leaders must manage the cultural change that often accompanies the adoption of new technology, ensuring that all members of the organization understand its benefits and are comfortable with the change. Continuous communication and adequate training are crucial during this transition phase. Leaders should establish feedback mechanisms that allow employees to provide input and voice their concerns throughout the implementation process. By taking a phased approach, organizations can reduce the risk of disruption and ensure the successful adoption of new technology.

Risk Management and Resilience

Leaders must identify and manage the risks associated with digital transformation. They need to create contingency plans to address unforeseen situations and ensure the organization has the ability to recover quickly from disruptions (Erman & Winario, 2024). Effective risk management involves all members of the organization, ensuring that everyone understands the risks involved and how they can contribute to managing them. Leaders must develop a proactive risk monitoring system, enabling them to detect potential issues before they become crises. Furthermore, it is crucial to have a robust cybersecurity policy in place to protect sensitive data and information from digital threats. Leaders must ensure that the organization has a comprehensive and sustainable risk mitigation strategy in place to address a wide range of potential threats.

Effective Communication

Open and transparent communication is key to gaining support from all members of the organization. Leaders must regularly communicate progress and challenges faced in the digital transformation process. They also need to listen to employee feedback and take their concerns seriously. This two-way communication helps build trust and ensures that all members of the organization feel involved and valued (Sundari et al., 2024). In addition, leaders must utilize multiple communication channels, including face-to-face meetings, email, the company intranet, and internal social media, to ensure their messages

reach all employees. Leaders also need to ensure that effective communication occurs not only at the managerial level but also across all levels of the organization. Open communication fosters greater transparency and accountability.

Employee Competency Development

Leaders must provide the necessary training and development to help organizational members acquire the new skills needed in the digital age (Tamsah & Nurung, 2022). Training programs should be tailored to individual and organizational needs and cover a wide range of technology and business aspects. This could include technical training in the use of new software, data analytics skills, and project management and leadership skills. Continuous training ensures that employees are always ready to face new challenges and can contribute optimally to the organization's innovation and growth (Abidin, 2024). Leaders also need to identify and develop internal talent with the potential to become future leaders in the digital age. Investing in employee skills development will result in a more competent and adaptable workforce.

Collaboration and Partnership

Leaders must encourage cross-departmental collaboration and work closely with external partners, including startups, research institutions, and technology companies (Deni, 2023). These partnerships can help organizations access resources and knowledge they don't have internally, and accelerate the innovation process. Collaborating with external parties also allows organizations to stay abreast of the latest industry trends and developments. Leaders should actively seek out strategic partnership opportunities and build strong networks with various stakeholders. Partnerships with external parties can also open up opportunities to develop innovative and highly competitive new products or services. By leveraging a broader innovation ecosystem, organizations can increase their innovation capacity and respond more quickly to market changes.

Use of Data for Decision Making

Leaders must integrate data analytics into business strategies and use data insights to make better, faster decisions. By leveraging analytics and big data technologies, leaders can identify new trends, patterns, and opportunities that can help the organization achieve its goals (Sulistyawati, 2024). Data should be the foundation for all business decisions, from product development to marketing strategy and operational management. Leaders must also ensure that the entire team understands the importance of data and is able to utilize available analytical tools. Effective use of data enables organizations to optimize business processes, improve operational efficiency, and identify previously unseen growth opportunities. Leaders need to foster a data-driven culture where all decisions are driven by in-depth, evidence-based analytics.

Forward-Looking Leadership

Leaders must remain vigilant about technological developments and market trends that could impact the organization. Leaders must have the ability to think ahead and anticipate change, as well as the flexibility to adapt business strategies to changing conditions (Junita & Agility, 2021). Forward-thinking leaders will always look for new ways to increase efficiency and innovation, and prepare for future challenges. They must create a dynamic and adaptive organizational culture, where change is seen as an opportunity, not a threat. Forward-thinking leaders also need to encourage a proactive approach in identifying and exploring new technologies that can provide a competitive advantage for the organization. They must motivate their teams to continually seek innovation and improvement, and support initiatives aimed at increasing the organization's value in the eyes of stakeholders.

CONCLUSION AND RECOMMENDATIONS

Digital leadership is crucial for enhancing organizational resilience in the digital era. Digital leaders must be able to integrate technology with business strategy to improve operational efficiency, drive innovation, and enhance organizational competitiveness. To address challenges such as uneven technological infrastructure, resistance to change, and the need for continuous innovation, digital leaders need a clear vision, effective communication skills, and change management skills. In Indonesia, despite barriers such as unequal internet access and the digital divide, the growing use of digital technology offers significant opportunities for transformation. Government support through initiatives such as Making Indonesia 4.0, along with collaboration with various stakeholders, can help address these challenges. With visionary and adaptive leaders, organizations can develop strong resilience to survive, adapt, and thrive amidst the dynamics and uncertainty of today's business environment.

ADVANCED RESEARCH

Advanced research is recommended to empirically examine the relationship between digital leadership and organizational resilience by incorporating quantitative or mixed-method approaches across diverse organizational contexts. Future studies may explore the mediating and moderating roles of organizational culture, digital maturity, and employee adaptability in strengthening resilience outcomes. Additionally, comparative studies between public and private sector organizations, as well as cross-regional analyses in developing countries such as Indonesia, would provide deeper insights into contextual differences in digital leadership effectiveness. Longitudinal research designs are also suggested to capture the dynamic impact of digital leadership on organizational resilience over time, particularly in response to technological disruption and crisis situations.

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