

Digital Readiness, Digital Leadership, and Organizational Capabilities as Drivers of Organizational Performance: Evidence from the Broadcasting Industry

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ABSTRACT

PURPOSE - This study investigates how digital readiness, digital leadership, and organizational capability affect organizational performance at JTV East Java. As regional broadcasters confront rapid digital disruption, it is essential to understand how readiness, leadership, and internal capabilities together shape performance outcomes—an area that remains underexamined in the Indonesian broadcasting context.

METHODOLOGY - This study used a survey with a quantitative explanatory design to identify factors affecting organizational performance. A 24-item online questionnaire yielded 105 valid responses from 118 JTV East Java employees (an 89% response rate). Instrument validity and reliability were established using Pearson's r ($r = 0.190$) and a Cronbach's alpha above 0.60. Before performing multiple linear regression in SPSS version 27, standard assumption checks for normality, heteroscedasticity, and multicollinearity were performed to confirm the data were suitable for analysis.

FINDING - All three variables partially influence Organizational Performance positively and significantly: Digital Readiness ($t = 4.378$; $p < 0.001$; $\beta = 0.393$) is the most dominant predictor, followed by Organizational Capability ($t = 3.348$; $p = 0.001$) and Digital Leadership ($t = 2.911$; $p = 0.004$). Simultaneously, the three variables explain 82.3% of the variance in Organizational Performance ($F = 156.715$; $p < 0.001$; $R^2 = 0.823$). These findings imply that JTV East Java should prioritize investments in digital infrastructure, cultivate digital leadership, and strengthen organizational adaptive capabilities to sustain performance amid ongoing digital transformation in the broadcasting industry.

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INTRODUCTION

Indonesia's broadcasting sector is undergoing a major shift as it moves from analog to digital systems and sees rapid growth in internet-based media consumption (Sasmi, 2024). East Java has long been a cradle of local television in the country; Jawa Pos Televisi (JTV) is recognized as the province's first local station and a model for others (Dinas Komunikasi dan Informatika Provinsi Jawa Timur, 2019). In response to the digital transition, JTV has taken concrete steps to stay relevant, launching JTV Digital Rek and JTVHub. These initiatives show JTV's ongoing efforts to adapt to the digital era, especially as internet penetration in East Java now surpasses the national average (Dinas Komunikasi dan Informatika Provinsi Jawa Timur, 2024).

Despite these digital initiatives, local broadcasting institutions such as JTV continue to face structural challenges in their digital transformation journey. While audiences generally appreciate the improved visual and audio quality of digital broadcasts, infrastructure constraints and limited government support remain persistent obstacles for local television stations during the transition period, even as adaptive strategies have helped local media like JTV survive (Sasmi, 2024). This evidence indicates that technological readiness alone is insufficient; organizations also require capable leadership and adequate internal capabilities to translate digital adoption into improved organizational performance, a pattern consistent with recent narrative reviews that link leadership style to organizational readiness for digital transformation (Siswadhi et al., 2025). Local government leaders have explicitly urged broadcasting institutions to continually adapt to rapidly evolving broadcasting technology by innovating in information delivery to remain competitive amid the disruption of digitalization (Dinas Komunikasi dan Informatika Provinsi Jawa Timur, 2025), signaling that the problem of digital adaptation in regional broadcasting is not merely technical but also organizational and leadership-driven.

The problem is further compounded by the absence of a comprehensive theoretical model explaining how digital readiness, digital leadership, and organizational capability jointly affect performance outcomes within the specific context of regional broadcasting in Indonesia, where most existing studies remain descriptive and qualitative in nature, focusing on media convergence strategies rather than empirically testing the underlying organizational and leadership factors that drive performance (Sasmi, 2024).

Recent worldwide research establishes a theoretical foundation for the simultaneous examination of these issues. Rather than functioning as separate forces, these studies point to a common thread: digital leadership tends to serve as the bridge connecting organizational competencies to strategic objectives, with tangible effects on financial performance, resilience, and innovation whenever organizations navigate technological change (Sacavém et al., 2025). Complementing this view, research on leadership styles—transformational, agile, and servant among them—suggests that how leaders motivate, adapt, and support their staff plays a decisive role in shaping an organization's readiness to embrace digital technology (Siswadhi et al., 2025). Beyond readiness alone, digital leadership also appears closely tied to an organization's deeper capabilities: Zama et al. (2025) found that stronger digital leadership goes hand in hand with enhanced dynamic capabilities, implying that effective leadership does more than guide change—it actively builds organizational skill over time. This is echoed by Cyfert et al. (2025), who position organizational culture, digital leadership, and digital competencies as interdependent elements, none of which alone is sufficient to sustain a digital competitive advantage.

This study proposes an integrated model that evaluates how digital readiness (X1), digital leadership (X2), and organizational capability (X3) jointly affect organizational performance (Y) in the regional broadcasting sector, using JTV East Java as the case. Its contribution is the empirical testing of these three antecedents together—rather than separately—within the relatively understudied setting of a regional Indonesian television station navigating digital transformation. By doing so, the research seeks to advance theory on digital transformation in media and broadcasting and to provide practical guidance for JTV and comparable local broadcasters on strengthening digital adaptation strategies to maintain performance during digital disruption.

LITERATURE REVIEW

Digital Readiness

An organization's digital readiness is fundamentally not an isolated phenomenon; rather, it emerges from the simultaneous interaction of technological infrastructure, human resource competencies, and leadership support—a perspective corroborated by recent studies. Chen et al. (2024), for instance, demonstrate that these competencies do not arise spontaneously but are shaped by organizational culture, leadership perspectives on technology, the availability of hardware and software, and the clarity of the company's formulated strategy.

To understand the structure of digital readiness more systematically, various theoretical frameworks have been developed. One of the most widely used in digital adoption research is the Technology-Organization-Environment (TOE) framework, which categorizes digital readiness into three primary dimensions: technological, organizational, and environmental aspects. Building upon this framework, Michelotto and Joia (2024) developed the Organizational Digital Transformation Readiness (ODTR) model, which expands the scope of the TOE framework by incorporating elements such as business processes, managerial competencies, human resource skills, and organizational culture, thereby rendering it more comprehensive than conventional models.

The relevance of these factors extends beyond any single industry sector. In the manufacturing sector, Jewapatarakul and Ueasangkomsate (2024) found that organizational digital culture, organizational readiness, and knowledge acquisition capabilities complement one another in driving successful digital transformation. Similar findings have emerged from vastly different contexts; during the COVID-19 pandemic, Kruszynska-Fischbach et al. (2021) identified organizational e-readiness as a critical determinant enabling primary healthcare providers to sustain their digital transformation efforts. These examples—spanning sectors from manufacturing to healthcare—underscore that the principles of digital readiness apply across industries and are not confined to a single organizational context.

Digital Leadership

The concept of digital leadership was first introduced by Avolio et al. (2000, cited in Zama et al., 2025) as a leadership paradigm that leverages information technology to influence the attitudes, cognition, emotions, behaviors, and overall performance of both individuals and organizations. This idea has since evolved: Zama et al. (2025) view it as a fusion of traditional leadership goals with technology-oriented strategies, while Cyfert et al. (2025) define it more specifically as the capacity to direct an organization's digital strategy—harnessing digital assets and emerging technologies to respond to environmental change and convert opportunities into performance-enhancing innovations.

Empirical evidence from various contexts further reinforces this notion. At the corporate level, Senadjki et al. (2024) found that digital leadership positively affects corporate performance, with digital transformation acting as a mediator in this relationship. A similar pattern emerges among local financial institutions in Bali, where Wardhani et al. (2025) found that digital leadership enhances organizational performance through digital organizational culture as the connecting mechanism. Meanwhile, Al-Husban et al. (2021) highlight a different pathway: innovation capability as the mediator linking digital leadership to organizational performance.

These three distinct mediating pathways – digital transformation, digital organizational culture, and innovation capability – ultimately converge on the same conclusion: digital leadership consistently contributes to improved organizational performance, both theoretically and practically, thereby reinforcing the foundation for H2 in this study.

Organizational Capability

Drawing on Barney (1991) RBV framework, JTV East Java competitive advantage can be understood as a function of how difficult it is for other competitors in the local broadcasting industry to replicate its organizational resources—such as digital staff competencies or technology adaptation processes. According to this perspective, a company's competitive advantage fundamentally depends on the extent to which its resources are difficult to imitate: these resources must be valuable, scarce among competitors, hard to replicate, and irreplaceable by other alternatives.

However, this resource-based approach is considered to lack flexibility when faced with rapidly changing situations. Addressing this limitation, Teece, Pisano, and Shuen (1997, cited in Kero & Bogale, 2023) proposed the "dynamic capabilities" framework as a refinement. Unlike the Resource-Based View (RBV), which emphasizes the possession of static resources, this framework highlights an organization's capacity to integrate, develop, and reconfigure skills and resources – both internal and external – to adapt quickly to environmental changes.

Organizational Performance

Organizational performance measures how well an organization meets its strategic goals, including productivity, service quality, operational efficiency, innovation, and responsiveness to stakeholders. A recurring theme across recent studies is the tight coupling between digital transformation and performance outcomes. Cyfert et al. (2025), for example, link successful digital transformation to greater innovativeness and value creation for the organization, while Chatterjee et al. (2023) trace this back to how effectively digital tools and practices are woven into daily operations—a process they argue depends heavily on strong digital leadership.

Two further studies help sharpen this picture from slightly different angles. Rather than treating digital transformation and leadership as separate forces, Senadjki et al. (2024) position digital leadership as the underlying condition that determines whether digital transformation actually translates into better firm performance. Konopik et al. (2022) take a narrower view, framing performance more directly as an outcome of the digital competencies an organization has managed to build. Taken together, these perspectives converge on a consistent message: performance in the digital era is rarely a matter of technology alone, but of how well leadership, transformation efforts, and organizational competencies reinforce one another.

The correlation among Digital Readiness, Digital Leadership, Organizational Capability, and Organizational Performance

Recent studies indicate that digital leadership does not operate in isolation; rather, it acts as a link aligning organizational competencies with the company's strategic direction. Sacavém et al. (2025), for instance, emphasize that this role becomes particularly evident during periods of technological transition, where strong digital leadership drives improvements in financial performance while simultaneously bolstering organizational resilience and creativity. A similar argument is advanced by Cyfert et al. (2025), who view the implementation of digital leadership as a catalyst for developing essential digital competencies within the organization – a process that, in turn, transforms the corporate culture to better prepare for the digital era.

The public sector offers a somewhat different picture, yet points toward the same underlying mechanism. Evidence from Zama et al. (2025) shows several organizational benefits tied to digital leadership – among them stronger organizational learning, more adaptive dynamic capabilities, and improved digital agility – yet employee performance itself was not meaningfully affected in a direct sense. Read together, this gap implies that the link between digital leadership and actual performance outcomes is unlikely to be a straight line; it more plausibly runs through organizational capabilities acting as the connecting mechanism. Adding further weight to this view, Chatterjee et al. (2023) show that digital leadership skills shape – rather than directly determine – how digital work practices translate into corporate success, functioning as a moderating factor in that relationship.

Conceptual Framework

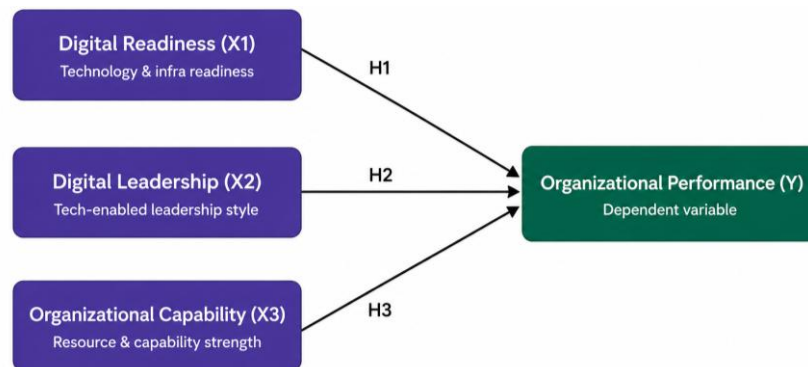


Figure 1. Conceptual Framework of the Research

Based on the theoretical review, this study proposes a conceptual framework where Digital Readiness (X1), Digital Leadership (X2), and Organizational Capability (X3) act as independent variables affecting Organizational Performance (Y). These influences are examined both individually and jointly, using JTV East Java as the unit of analysis.

Research Hypotheses

- H₁:** Digital readiness has a favorable and significant impact on organizational performance at JTV East Java.
- H₂:** Digital leadership exerts a good and considerable impact on organizational performance at JTV East Java.
- H₃:** Organizational capability positively and significantly influences organizational performance at JTV East Java.

H₄: Digital readiness, digital leadership, and organizational capability together have a positive and significant impact on organizational performance at JTV East Java.

METHODOLOGY

Research Methodology

To examine how digital preparedness, digital leadership, and organizational competence jointly shape organizational performance at JTV East Java, this research adopts a quantitative approach grounded in explanatory (causal) design. Rather than merely describing patterns, this design was chosen specifically because it allows the study to test cause-and-effect relationships between the three independent variables and the dependent variable through statistical measurement. Data were gathered through an employee survey and evaluated using statistical techniques to evaluate the previous hypotheses. This methodology aligns effectively with the research objectives, as it provides objective metrics regarding the magnitude and orientation of correlations among variables, rather than solely presenting descriptive overviews.

Participant

The study population included all 118 employees of JTV East Java from the following divisions: production, creative/design, technical/IT, programming, news, marketing, and administration/HR. A total sampling (census) approach was used, so the questionnaire was distributed to everyone rather than a subset. Of the 118 employees targeted, 105 respondents completed the questionnaire in full and were used as the final research sample, representing a response rate of approximately 89%. Respondents had varied characteristics in terms of gender, age, length of service, and educational background, with the majority having worked at JTV for more than three years and holding a bachelor's degree (S1).

Data Collection

Data were gathered through a standardized online questionnaire disseminated to employees across all divisions of JTV East Java. The questionnaire began with screening questions to confirm that respondents were active employees who use digital technology or systems in their daily work (e.g., editing systems, broadcasting systems, content management systems, or digital administrative systems), followed by demographic questions (name, gender, age, educational background, division, and length of service), and concluded with the main research items measuring the four variables under study. Responses were recorded with timestamps, and data collection took place over two weeks.

Instrument

A structured survey questionnaire served as the primary instrument for data collection. The questionnaire comprised closed-ended questions evaluated on a five-point Likert scale, ranging from strongly disagree (1) to strongly agree (5). The instrument consisted of 24 indicators, with six items assigned to each construct: Digital Readiness (X1.1-X1.6), Digital Leadership (X2.1-X2.6), Organizational Capability (X3.1-X3.6), and Organizational Performance (Y1.1-Y1.6).

Validity and Reliability Test

Prior to the primary study, the instrument's validity and reliability were assessed. The validity was assessed using the Pearson product-moment correlation as per Ghazali (2018): each item's *r*-value (*r*-count) was compared to the crucial *r*-table value (*r*-table = 0.190 for *n* = 105, α = 0.05). Items having an *r*-count exceeding the *r*-table were categorized as legitimate. All 24 items from the four variables met this requirement and were therefore considered valid.

Reliability was assessed via Cronbach's alpha according to Jogiyanto (2018). The

instrument was considered reliable if Cronbach's alpha surpassed 0.60. All four variables exceeded this criterion, with Cronbach's alpha values ranging from 0.841 to 0.867, confirming the instrument's internal consistency and suitability for the study.

Data Analysis

Data were analyzed using multiple linear regression in SPSS. The normal assumptions of regression were validated before doing hypothesis testing. According to Ghazali (2018), normality was assessed to confirm that the distribution of each variable approached normality; this study utilized the One-Sample Kolmogorov-Smirnov test with Monte Carlo significance adjustment. Heteroscedasticity, concerning unequal residual variances in the model, was evaluated using the Glejser method (Ghozali, 2018). The evaluation of multicollinearity among the independent variables was performed using tolerance and Variance Inflation Factor (VIF) values (Ghozali, 2018).

After satisfying the prerequisites, multiple linear regression was utilized to evaluate the effects of Digital Readiness (X1), Digital Leadership (X2), and Organizational Capability (X3) on Organizational Performance (Y), as per Ghazali (2018). The coefficient of determination (R^2) was examined to evaluate the degree to which the independent variables explain the variation in the dependent variable: R^2 values approaching 0 imply a negligible combined effect and an insufficient model, while values nearing 1 signify a significant combined effect and a strong model fit (Ghozali, 2018).

Hypotheses were assessed using an F-test to analyze the collective influence of the three predictors and t-tests to ascertain the individual effect of each predictor, with α established at 0.05. The F-test decision criteria were as follows: (a) if significance is less than 0.05 or F-count exceeds F-table, the independent variables collectively have a significant influence on the dependent variable; (b) if significance is greater than 0.05 or F-count is less than F-table, they do not. Ghazali (2018) states that for the t-test: (a) if the t-count surpasses the t-table at a significance level of ≤ 0.05 , H_0 is rejected and H_a is accepted, indicating a substantial partial effect; (b) if the t-count is below the t-table at a significance level of ≥ 0.05 , H_0 is accepted and H_a is rejected, demonstrating no significant partial impact.

RESULTS AND DISCUSSION

The study encompasses descriptive statistics of the participants, validity and reliability assessments of the instruments, verification of classical assumptions, multiple linear regression analysis, and hypothesis testing.

Respondent Profile

The study surveyed 105 staff members from JTV East Java across seven divisions. By gender, most respondents were male (79; 75.2%), while females numbered 26 (24.8%). Age-wise, the largest group was 35 years and over (59; 56.2%), followed by 31–35 (26; 24.8%), 25–30 (18; 17.1%), and under 25 (2; 1.9%). In terms of education, most held a bachelor's degree (S1) (73; 69.5%), with master's degree (S2) holders at 20 (19.0%) and diploma (D3) holders at 12 (11.4%). Regarding tenure, 93 employees (88.6%) had more than three years at JTV, while 12 (11.4%) had between one and three years. Respondents worked in production, creative/design, technical & IT, programming, news, marketing, and administration & HR.

Validity and Reliability Test Results

Validity was assessed with the Pearson product-moment correlation by comparing each item's calculated r-value to the critical r-value of 0.190 ($n = 105$, $\alpha = 0.05$). All 24 items across the four variables were found to be valid, since every item's r-value exceeded the tabled threshold.

The summary of these results appears in Table 1 below.

Table 1. Validity Test Results

Variable	Item	r-count	t-table	Result
Digital Readiness (X_1)	X1.1	0.707	0.190	Valid
	X1.2	0.756	0.190	Valid
	X1.3	0.767	0.190	Valid
	X1.4	0.722	0.190	Valid
	X1.5	0.775	0.190	Valid
	X1.6	0.754	0.190	Valid
Digital Leadership (X_2)	X2.1	0.823	0.190	Valid
	X2.2	0.781	0.190	Valid
	X2.3	0.758	0.190	Valid
	X2.4	0.773	0.190	Valid
	X2.5	0.758	0.190	Valid
	X2.6	0.756	0.190	Valid
Organizational Capability (X_3)	X3.1	0.753	0.190	Valid
	X3.2	0.801	0.190	Valid
	X3.3	0.801	0.190	Valid
	X3.4	0.776	0.190	Valid
	X3.5	0.756	0.190	Valid
	X3.6	0.751	0.190	Valid
Organizational Performance (Y)	Y1.1	0.725	0.190	Valid
	Y1.2	0.781	0.190	Valid
	Y1.3	0.809	0.190	Valid
	Y1.4	0.807	0.190	Valid
	Y1.5	0.765	0.190	Valid
	Y1.6	0.757	0.190	Valid

Reliability was assessed with Cronbach's alpha, using 0.60 as the minimum acceptable value. All four variables exceeded this threshold, showing good internal consistency and supporting the instrument's reliability for this study (see Table 2).

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Result
Digital Readiness (X1)	0.841	Reliable
Digital Leadership (X2)	0.867	Reliable
Organizational Capability (X3)	0.865	Reliable
Organizational Performance (Y)	0.866	Reliable

Classical Assumption Tests

Normality Test

The one-sample Kolmogorov-Smirnov test was employed to assess the normality of the unstandardized residuals, with a Monte Carlo adjustment for significance. The preliminary findings (Method 1) indicated p-values under 0.05 for all factors. Upon implementing the Monte Carlo correction (Method 2), the asymptotic significance (2-tailed) increased to 0.984, significantly exceeding the 0.05 criterion. Consequently, the residuals may be regarded as normally distributed, fulfilling the normality requirement.

Heteroscedasticity Test

Heteroscedasticity was assessed utilizing two methodologies. A visual examination of the scatterplot depicting normalized residuals against expected values indicated an absence of regular patterns; the dots were randomly distributed above and below zero, aligning with the principle of homoscedasticity. The Glejser test corroborated this observation, yielding p-values of 0.790 for Digital Readiness (X1), 0.463 for Digital Leadership (X2), and 0.090 for Organizational Capability (X3). Given that all p-values exceed 0.05, we infer that the regression model lacks evidence of heteroscedasticity.

Multicollinearity Test

Multicollinearity was evaluated using tolerance and the variance inflation factor (VIF). The tolerance values for Digital Readiness (X1), Digital Leadership (X2), and Organizational Capability (X3) were 0.217, 0.217, and 0.218, respectively, all beyond the 0.100 threshold. Their VIFs were 4.607, 4.611, and 4.595, all below the 10.00 criterion. Therefore, these independent variables demonstrate no evidence of multicollinearity.

Multiple Linear Regression Analysis

A multiple linear regression examined the effects of Digital Readiness (X1), Digital Leadership (X2), and Organizational Capability (X3) on Organizational Performance (Y). The proposed model is $Y = 0.612 + 0.420X_1 + 0.254X_2 + 0.297X_3$.

The intercept (0.612) signifies the expected organizational performance of the model when all predictors are equal to zero. After adjusting for other variables, a one-unit enhancement in digital readiness is associated with a 0.420-unit increase in organizational performance. A one-unit increase in digital leadership produces a 0.254-unit enhancement, whereas a one-unit rise in organizational capability leads in a 0.297-unit improvement. All three predictors exhibit positive correlations with organizational performance, indicating that enhanced digital preparedness, robust digital leadership, and increased organizational competence are associated with superior performance at JTV East Java.

Coefficient of Determination (R^2)

The Model Summary reveals an R-squared value of 0.823, indicating that Digital Readiness (X_1), Digital Leadership (X_2), and Organizational Capability (X_3) collectively account for 82.3% of the variance in Organizational Performance (Y) at JTV East Java. The remaining 17.7% of variation is due to factors not examined in this study. An corrected R-squared of 0.818 confirms the model's robustness, indicating its significant explanatory power.

Simultaneous Hypothesis Testing (F-Test)

An ANOVA F-test evaluated the combined effect of Digital Readiness (X_1), Digital Leadership (X_2), and Organizational Capability (X_3) on Organizational Performance (Y). The test yielded a F statistic of 156.715, above the requisite F value of 2.69 ($df_1 = 3$; $df_2 = 101$; $\alpha = 0.05$). The p-value was below 0.001, significantly lower than the 0.05 threshold. Thus, we reject H_0 and support H_4 : Digital Readiness, Digital Leadership, and Organizational Capability collectively have a significant, positive impact on organizational performance at JTV East Java.

Partial Hypothesis Testing (t-Test)

Table 3 below shows the partial t-test results. The critical t-value used is 1.983 ($df = 101$; $\alpha = 0.05$, two-tailed).

Table 3. Partial Hypothesis Testing (t-Test) Results

Variable	B	Beta (β)	t-count	Sig.
(Constant)	0.612	-	0.556	0.580
Digital Readiness (X_1)	0.420	0.393	4.378	<0.001
Digital Leadership (X_2)	0.254	0.262	2.911	0.004
Organizational Capability (X_3)	0.297	0.300	3.348	0.001

Note: Dependent Variable: Organizational Performance (Y); t-table = 1.983 ($\alpha = 0.05$, $df = 101$).

Discussion

The Effect of Digital Readiness on Organizational Performance (H_1)

The partial t-test reveals that Digital Readiness (X_1) produced a t-statistic of 4.378, exceeding the critical value of 1.983 ($p < 0.001$). Thus, H_1 is confirmed: Digital Readiness positively and significantly impacts Organizational Performance at JTV East Java. Digital Readiness, exhibiting a regression coefficient of 0.420 and the highest scaled Beta of 0.393 among the three factors, is the most substantial predictor of organizational performance. This indicates that employees consider organizational readiness—encompassing digital infrastructure, technological support, and strategic preparedness—as crucial for improving job efficiency and achieving company goals. JTV East Java, in the process of converting to digital broadcasting and augmenting online media, need adequate digital readiness to facilitate staff efficiency and responsiveness to technology innovations. These findings correspond with Chen et al. (2024), who asserted that digital readiness promotes the successful integration of digital technology and improves organizational results. Therefore, investing in digital infrastructure, developing personnel's digital competencies, and guaranteeing strategic preparedness are vital methods to enhance performance in the broadcasting sector.

The Effect of Digital Leadership on Organizational Performance (H2)

Digital Leadership (X2) has a positive, statistically significant effect on Organizational Performance. The t-statistic of 2.911 surpasses the crucial value of 1.983 at the 0.004 significance level (< 0.05), hence H2 is accepted. The regression coefficient of 0.254 signifies that enhancements in digital leadership correlate with increased organizational performance.

For JTV East Java, this means leaders are pivotal in driving digital transformation by setting clear strategic direction, encouraging innovation, and supporting employees in using digital tools day-to-day. Effective digital leadership not only guides change but also creates a workplace where staff feel more confident adapting to new technologies. This finding aligns with Cyfert et al. (2025), who assert that digital leadership facilitates the strategic utilization of digital resources and agile adaptation to evolving business environments, and with Sacavém et al. (2025), who link digital leadership to enhanced resilience and innovation amid digital transformation. Improving managers' digital leadership competencies is anticipated to enhance organizational performance at JTV East Java.

The Effect of Organizational Capability on Organizational Performance (H3)

The partial t-test demonstrates that Organizational Capability (X3) has a positive and significant impact on Organizational Performance. The t-value (3.348) surpasses the crucial threshold (1.983), and the p-value is 0.001 (< 0.05), hence H3 is accepted. The regression coefficient (0.297) shows that greater organizational capability is associated with improved organizational performance. In JTV East Java, strengths in resource coordination, employee skill development, cross-department collaboration, and adaptation to technological change appear to contribute meaningfully to better outcomes. As the broadcasting sector rapidly digitalizes, organizations with stronger adaptive capabilities are likelier to maintain operational effectiveness and competitive advantage. These findings are consistent with Teece et al.'s Dynamic Capabilities Theory (1997, cited in Kero & Bogale, 2023), which holds that the ability to adapt and reconfigure resources supports superior performance. Therefore, strengthening organizational capability should remain a strategic priority for JTV East Java as it confronts future digital challenges.

The Simultaneous Effect of Digital Readiness, Digital Leadership, and Organizational Capability on Organizational Performance (H4)

The F-test indicates that Digital Readiness (X1), Digital Leadership (X2), and Organizational Capability (X3) jointly have a positive and significant impact on Organizational Performance (Y) at JTV East Java, with $F = 156.715$ ($p < 0.001$). An R^2 of 0.823 signifies that these three variables account for 82.3% of the variance in organizational performance, leaving 17.7% due to external factors not analyzed in this study. This suggests that performance is determined by the interaction of preparation, adept digital leadership, and organizational competencies, rather than by any isolated factor. For JTV East Java, effective digital transformation requires not just enough technological readiness but also leaders proficient in driving change and organizational capabilities that enable continuous adaptation to new technologies. The results correspond with Chatterjee et al. (2023) and Zama et al. (2025), emphasizing the synergistic roles of digital preparedness, digital leadership, and organizational competency in improving performance. Consequently, JTV East Java must simultaneously improve all three areas to maintain competitive effectiveness in the digital broadcasting sector.

CONCLUSION

This study examined the impact of Digital Readiness (X1), Digital Leadership (X2), and Organizational Capability (X3) on Organizational Performance (Y) at JTV East Java, both independently and collectively. All three variables showed positive, significant impacts on Organizational Performance. Digital Readiness emerged as the most significant predictor ($\beta = 0.393$), succeeded by Organizational Capability ($\beta = 0.300$) and Digital Leadership ($\beta = 0.262$). Together, these factors accounted for 82.3% of the variance in Organizational Performance, indicating that performance in the broadcasting firm is highly influenced by digital preparedness, leadership effectiveness, and the organization's adaptive capabilities. Theoretically, this research contributes to digital transformation literature by combining Digital Readiness, Digital Leadership, and Organizational Capability within a single empirical model for a regional broadcasting organization in Indonesia. This integrated approach builds on prior work that typically treated these factors separately and offers empirical support for their complementary roles in improving organizational outcomes. Practically, the results imply that JTV East Java should continue investing in digital infrastructure and readiness, enhance managers' digital leadership skills, and develop organizational capabilities that support adaptability and sustained performance amid the industry's digital shift. This research is confined to a single regional broadcaster and three explanatory variables. Subsequent study ought to investigate alternative sectors and incorporate supplementary variables—such as organizational culture, employee digital proficiency, digital innovation, or organizational resilience—as mediators or moderators to attain a more comprehensive understanding of the determinants of Organizational Performance.

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