

**THE IMPACT OF DIGITAL LEADERSHIP ON FAMILY BUSINESS
PERFORMANCE: THE ROLE OF DYNAMIC CAPABILITY AND
ORGANIZATION FLEXIBILITY**

THESIS



By:

Nur Annisa Marthaher

2320522049

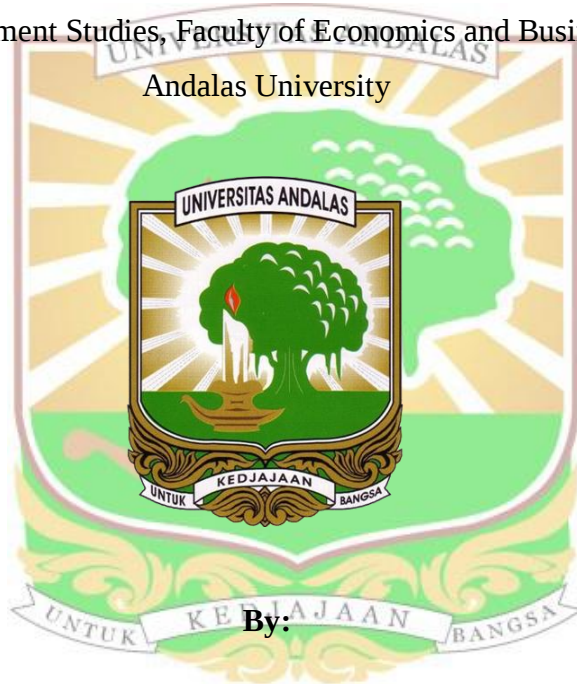
**MASTER OF MANAGEMENT
FACULTY OF ECONOMICS AND BUSINESS
UNIVERSITAS ANDALAS**

2026

**THE IMPACT OF DIGITAL LEADERSHIP ON FAMILY BUSINESS
PERFORMANCE: THE ROLE OF DYNAMIC CAPABILITY AND
ORGANIZATION FLEXIBILITY**

THESIS

Submitted as One of the Requirements to Achieve a master's degree in
management Studies, Faculty of Economics and Business,
Andalas University



By:

Nur Annisa Marthaher

2320522049

Supervisor I: Prof. Dr. Harif Amali Rivai, S.E., M.Si.

Supervisor II: Hafiz Rahman, S.E., MSBS., Ph.D.

**MASTER OF MANAGEMENT
FACULTY OF ECONOMICS AND BUSINESS
UNIVERSITAS ANDALAS**

2026

THE IMPACT OF DIGITAL LEADERSHIP ON FAMILY BUSINESS PERFROMANCE: THE ROLE OF DYNAMIC CAPABILITY AND ORGANIZATION FLEXIBILITY

Thesis by Nur Annisa Marthaher

Supervisor:

Prof. Dr. Harif Amali Rivai, S.E., M.Si. and Hafiz Rahman, S.E., MSBS., Ph.D.

ABSTRACT

This study examines the effect of Digital Leadership on Family Business Performance through the mediating roles of Dynamic Capability and Organizational Flexibility among family businesses in Padang City. This study was conducted in response to the increasing importance of digital transformation and the need for family businesses to develop organizational capabilities that enable them to adapt to technological and environmental changes. A quantitative research approach with a cross-sectional design was employed. Data were collected from 97 owners, managers, and owner-managers of family businesses in Padang City using a purposive sampling technique. The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings indicate that Digital Leadership has a negative but statistically insignificant direct effect on Family Business Performance. In contrast, Dynamic Capability and Organizational Flexibility have positive and significant effects on Family Business Performance. Digital Leadership also has positive and significant effects on Dynamic Capability and Organizational Flexibility. Furthermore, Dynamic Capability and Organizational Flexibility significantly mediate the relationship between Digital Leadership and Family Business Performance through positive indirect effects. These findings indicate that Digital Leadership does not directly contribute to Family Business Performance but may contribute indirectly by strengthening Dynamic Capability and Organizational Flexibility. Therefore, family business owners and managers should focus not only on digital leadership practices but also on developing organizational capabilities and flexibility to support adaptation and improve long-term business performance.

Keywords: Digital Leadership, Dynamic Capability, Organization Flexibility, Family Business Performance, Family Business.

THE IMPACT OF DIGITAL LEADERSHIP ON FAMILY BUSINESS PERFROMANCE: THE ROLE OF DYNAMIC CAPABILITY AND ORGANIZATION FLEXIBILITY

Tesis oleh Nur Annisa Marthaher

Pembimbing:

Prof. Dr. Harif Amali Rivai, S.E., M.Si. dan Hafiz Rahman, S.E., MSBS., Ph.D.

ABSTRAK

Penelitian ini mengkaji pengaruh Kepemimpinan Digital terhadap Kinerja Bisnis Keluarga melalui peran mediasi Kapabilitas Dinamis dan Fleksibilitas Organisasi pada bisnis keluarga di Kota Padang. Penelitian ini dilakukan sebagai respons terhadap semakin pentingnya transformasi digital serta kebutuhan bisnis keluarga untuk mengembangkan kapabilitas organisasi yang memungkinkan mereka beradaptasi terhadap perubahan teknologi dan lingkungan. Penelitian ini menggunakan pendekatan kuantitatif dengan desain penelitian potong lintang (cross-sectional). Data dikumpulkan dari 97 pemilik, manajer, dan pemilik sekaligus manajer bisnis keluarga di Kota Padang dengan menggunakan teknik purposive sampling. Data dianalisis menggunakan Partial Least Squares Structural Equation Modeling (PLS-SEM). Hasil penelitian menunjukkan bahwa Kepemimpinan Digital memiliki pengaruh langsung yang negatif tetapi tidak signifikan secara statistik terhadap Kinerja Bisnis Keluarga. Sebaliknya, Kapabilitas Dinamis dan Fleksibilitas Organisasi memiliki pengaruh positif dan signifikan terhadap Kinerja Bisnis Keluarga. Kepemimpinan Digital juga memiliki pengaruh positif dan signifikan terhadap Kapabilitas Dinamis dan Fleksibilitas Organisasi. Selain itu, Kapabilitas Dinamis dan Fleksibilitas Organisasi secara signifikan memediasi hubungan antara Kepemimpinan Digital dan Kinerja Bisnis Keluarga melalui pengaruh tidak langsung yang positif. Temuan ini menunjukkan bahwa Kepemimpinan Digital tidak berkontribusi secara langsung terhadap Kinerja Bisnis Keluarga, tetapi dapat memberikan kontribusi secara tidak langsung melalui penguatan Kapabilitas Dinamis dan Fleksibilitas Organisasi. Oleh karena itu, pemilik dan manajer bisnis keluarga perlu berfokus tidak hanya pada praktik Kepemimpinan Digital, tetapi juga pada pengembangan kapabilitas dan fleksibilitas organisasi untuk mendukung adaptasi serta meningkatkan kinerja bisnis jangka panjang.

Kata kunci: Digital Leadership, Dynamic Capability, Organization Flexibility, Family Business Performance, Family Business.