

REFERENCES

- Alrub, Y. A., & Sánchez-Cañizares, S. M. (2025). Dynamic Capabilities and Digital Transformation: Toward Strategic Planning in the Digital Age—Evidence from Palestine. *Administrative Sciences*, 15(1). <https://doi.org/10.3390/admsci15010021>
- Antczak, B. O. (2024). The influence of digital marketing and social media marketing on consumer buying behavior. *Journal of Modern Science*, 56(2), 310–335. <https://doi.org/10.13166/jms/189429>
- Appleton, S., Mismetti, M., Matt, D., & De Massis, A. (2025). Unpacking willingness in family firms facing the digital transformation. *Small Business Economics*. <https://doi.org/10.1007/s11187-025-01057-8>
- Arsawan, I. W. E., Hariyanti, N. K. D., Atmaja, I. M. A. D. S., Suhartanto, D., & Koval, V. (2022). Developing Organizational Agility in SMEs: An Investigation of Innovation's Roles and Strategic Flexibility. *Journal of Open Innovation: Technology, Market, and Complexity*, 8(3). <https://doi.org/10.3390/joitmc8030149>
- Awais, M., Ali, A., Khattak, M. S., Arfeen, M. I., Chaudhary, M. A. I., & Syed, A. (2023). Strategic Flexibility and Organizational Performance: Mediating Role of Innovation. *SAGE Open*, 13(2). <https://doi.org/10.1177/21582440231181432>
- Azzam, I. A., Alserhan, A. F., Mohammad, Y. T., Shamaileh, N. A., & Al-Hawary, S. I. S. (2023). Impact of dynamic capabilities on competitive

performance: A moderated-mediation model of entrepreneurship orientation and digital leadership. *International Journal of Data and Network Science*, 7(4), 1949–1962. <https://doi.org/10.5267/j.ijdns.2023.6.017>

Badan Pusat Statistik. (2020). *KLASIFIKASI BAKU LAPANGAN USAHA INDONESIA*. Badan Pusat Statistik.

Badan Pusat Statistik Kota Padang. (2025). *Kota Padang Dalam Angka 2025*.

Barney, J. (1991). Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17, 99–120. <https://doi.org/https://doi.org/10.1177%2F014920639101700108>

Benitez, J., Arenas, A., Castillo, A., & Esteves, J. (2022). Impact of digital leadership capability on innovation performance: The role of platform digitization capability. *Information and Management*, 59(2). <https://doi.org/10.1016/j.im.2022.103590>

Berrone, P., Cruz, C., & Gomez-Mejia, L. R. (2012). Socioemotional Wealth in Family Firms: Theoretical Dimensions, Assessment Approaches, and Agenda for Future Research. In *Family Business Review* (Vol. 25, Number 3, pp. 258–279). <https://doi.org/10.1177/0894486511435355>

Biswakarma, G., & Bohora, B. (2025). Dynamic capabilities and organizational performance: the mediating role of organizational resilience in IT sector. *Future Business Journal*, 11(1). <https://doi.org/10.1186/s43093-025-00592->

w

Bornhausen, A. M., & Wulf, T. (2024). Digital innovation in family firms: The roles of non-family managers and transgenerational control intentions. *Small Business Economics*, 62(4), 1429–1448. <https://doi.org/10.1007/s11187-023-00823-w>

Bougie, R., & Sekaran, U. (2020). *Research Methods for Business Eighth Edition* (8th ed.). John Wiley & Sons.

Bouncken, R. B., Covin, J. G., & Schmitt, F. (2026). Family firms' digital transformation: pathways and tensions. *Small Business Economics*, 66(3), 1353–1369. <https://doi.org/10.1007/s11187-025-01146-8>

Bouncken, R., & Schmitt, F. (2022). SME Family Firms and Strategic Digital Transformation: Inverting Dualisms Related to Overconfidence and Centralization. *Journal of Small Business Strategy*, 32(3), 1–17. <https://doi.org/10.53703/001c.35278>

Briano-Turrent, G. D. C., & Poletti-Hughes, J. (2017). Corporate governance compliance of family and non-family listed firms in emerging markets: Evidence from Latin America. *Journal of Family Business Strategy*, 8(4), 237–247. <https://doi.org/10.1016/j.jfbs.2017.10.001>

Budianto, S., Salim, U., Moko, W., & Khusniyah Indrawati, N. (2023). Digital Leadership Mediated by Dynamic Capabilities Influences Organizational Performance. *Tec Empresarial*, 18, 1186–1195.

Calabrò, A., Frank, H., Minichilli, A., & Suess-Reyes, J. (2021a). Business families in times of crises: The backbone of family firm resilience and

continuity. *Journal of Family Business Strategy*, 12(2).
<https://doi.org/10.1016/j.jfbs.2021.100442>

Calabrò, A., Frank, H., Minichilli, A., & Sues-Reyes, J. (2021b). Business families in times of crises: The backbone of family firm resilience and continuity. *Journal of Family Business Strategy*, 12(2).
<https://doi.org/10.1016/j.jfbs.2021.100442>

Cambridge Family Enterprise Press. (2018). *How Three Circles Changed the Way We Understand Family Business*. <https://johndavis.com/how-three-circles-changed-the-way-we-understand-family-business/>

Cheng, Z., Jin, X., & Kwak, W. J. (2025). Using the new positive aspect of digital leadership to improve organizational sustainability: Testing moderated mediation model. *Acta Psychologica*, 255.
<https://doi.org/10.1016/j.actpsy.2025.104963>

Chirapanda, S. (2020). Identification of success factors for sustainability in family businesses: Case study method and exploratory research in Japan. *Journal of Family Business Management*, 10(1), 58–75. <https://doi.org/10.1108/JFBM-05-2019-0030>

Chua, J. H., Chrisman, J. J., Wang, H., & Wu, S. (2025). Misconceptions About the Theoretical Support for Family Firm Long-Term Orientation. In *Entrepreneurship Theory and Practice* (Vol. 49, Number 2, pp. 359–374). SAGE Publications Ltd. <https://doi.org/10.1177/10422587241300432>

Ciampi, F., Faraoni, M., Ballerini, J., & Meli, F. (2022). The co-evolutionary relationship between digitalization and organizational agility: Ongoing debates, theoretical developments and future research perspectives. *Technological Forecasting and Social Change*.

Coad, A. (2018). Firm age: a survey. *Journal of Evolutionary Economics*, 28(1), 13–43. <https://doi.org/10.1007/s00191-016-0486-0>

Cooper, D. R., & Schindler, P. S. (2011). *Business Research Methods* (11th ed.). McGraw Hill.

Cosa, M., & Torelli, R. (2024). Digital Transformation and Flexible Performance Management: A Systematic Literature Review of the Evolution of Performance Measurement Systems. In *Global Journal of Flexible Systems Management* (Vol. 25, Number 3, pp. 445–466). Springer. <https://doi.org/10.1007/s40171-024-00409-9>

De la Gala-Velasquez, B. R. D., Hurtado-Palomino, A., & Chavez Zirena, E. M. (2023). Organizational flexibility and pioneering behavior: the indirect effect of market dynamism in tourism firms. *International Journal of Tourism Cities*, 9(1), 35–50. <https://doi.org/10.1108/IJTC-01-2022-0003>

de Paula Pereira, G., de Medeiros, J. F., Kolling, C., Ribeiro, J. L. D., Morea, D., & Iazzolino, G. (2024). Using dynamic capabilities to cope with digital transformation and boost innovation in traditional banks. *Business Horizons*, 67(4), 317–330. <https://doi.org/10.1016/j.bushor.2024.03.006>

Dejardin, M., Raposo, M. L., Ferreira, J. J., Fernandes, C. I., Veiga, P. M., & Farinha, L. (2023). The impact of dynamic capabilities on SME performance during COVID-19. *Review of Managerial Science*, 17(5), 1703–1729. <https://doi.org/10.1007/s11846-022-00569-x>

Dessler, G. (2013). *Human Resource Management* (13th ed.). Pearson.

Fang, H. “Chevy,” Singh, K., Kim, T., Marler, L., & Chrisman, J. J. (2022). Family business research in Asia: review and future directions. *Asia Pacific Journal of Management*, 39(4), 1215–1256. <https://doi.org/10.1007/s10490-021-09760-2>

Filser, M., De Massis, A., Gast, J., Kraus, S., & Niemand, T. (2018). Tracing the Roots of Innovativeness in Family SMEs: The Effect of Family Functionality and Socioemotional Wealth. *Journal of Product Innovation Management*, 35(4), 609–628. <https://doi.org/10.1111/jpim.12433>

Frank, H., Kessler, A., & Fink, M. (2010). Entrepreneurial Orientation and Business Performance-A Replication STUDY **. In *BIDDING STRATEGIES ENTREPRENEURIAL ORIENTATION SBR* (Vol. 62).

Gómez-Mejía, L. R., Haynes, K. T., Núñez-Nickel, M., Jacobson, K. J. L., & Moyano-Fuentes, J. (2007). Socioemotional wealth and business risks in family-controlled firms: Evidence from Spanish olive oil mills. *Administrative Science Quarterly*, 52(1), 106–137. <https://doi.org/10.2189/asqu.52.1.106>

Gottschalk, S., & Müller, B. (2022). A second chance for failed entrepreneurs: a good idea? *Small Business Economics*, 59(2), 745–767. <https://doi.org/10.1007/s11187-021-00584-4>

Hair, J. F. , J., Hult, G. T. M., Ringle, C. M., & Sarstedt, Marko. (2022). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM) Third Edition*. SAGE Publications, Inc.

Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). *Multivariate Data Analysis Eighth Edition (8th ed.)*. Cengage Learning EMEA. www.cengage.com/highered

Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. In *European Business Review* (Vol. 31, Number 1, pp. 2–24). Emerald Group Publishing Ltd. <https://doi.org/10.1108/EBR-11-2018-0203>

Hambrick, D. C., & Mason, P. A. (1984). Upper Echelons: The Organization as a Reflection of Its Top Managers[^]. In *Management Review* (Vol. 9, Number 2).

Held, P., Heubeck, T., & Meckl, R. (2025). Boosting SMEs’ digital transformation: the role of dynamic capabilities in cultivating digital leadership and digital culture. *Review of Managerial Science*. <https://doi.org/10.1007/s11846-025-00919-5>

Hensellek, S. (2022). Digital Leadership. *Journal of Media Management and Entrepreneurship*, 2(1), 1–15. <https://doi.org/10.4018/JMME.2020010104>

Hernández-Perlines, F., Millán-Atenciano, M. A., & Ribeiro-Navarrete, S. (2026). Family business performance: the role of dynamic capabilities, entrepreneurial orientation, and socioemotional wealth. Review of Managerial Science. <https://doi.org/10.1007/s11846-026-00992-4>

Hoang, T. T., Huang, Y. F., & Do, M. H. (2025). An Investigation into the Critical Factors' Impact on Digital Technology Transformation in Taiwanese Family Enterprises. *Journal of Theoretical and Applied Electronic Commerce Research*, 20(2). <https://doi.org/10.3390/jtaer20020078>

Husban, D. A. O., Almarshad, M. N. D. A., & Altahrawi, M. A. (2021). Digital Leadership and Organisation's Performance: The Mediating Role Of Innovation Capability. *International Journal of Entrepreneurship*, 25(5). <https://www.researchgate.net/publication/359774002>

Issah, W. B., & Calabro, A. (2024). The Impact of Digitalization on Family Firms' Performance: The Moderating Role of Family Goals. *IEEE Transactions on Engineering Management*, 71, 3727–3740. <https://doi.org/10.1109/TEM.2024.3354804>

Jie, H., Gooi, L. M., & Lou, Y. (2025). Digital maturity, dynamic capabilities and innovation performance in high-tech SMEs. *International Review of Economics and Finance*, 99. <https://doi.org/10.1016/j.iref.2025.103971>

Kementerian Koordinator Bidang Perekonomian Republik Indonesia. (n.d.).
Pemerintah Dorong UMKM Naik Kelas, Tingkatkan Kontribusi terhadap
Ekspor Indonesia. Retrieved www.ekon.go.id

Kraus, S., Durst, S., Ferreira, J. J., Veiga, P., Kailer, N., & Weinmann, A. (2022).
Digital transformation in business and management research: An overview
of the current status quo. *International Journal of Information Management*,
63. <https://doi.org/10.1016/j.ijinfomgt.2021.102466>

Le Breton-Miller, I., & Miller, D. (2018). Beyond the firm: Business families as
entrepreneurs. *Entrepreneurship Theory and Practice*, 42(4), 527–536.
<https://doi.org/10.1177/1042258717739004>

Leke, A., Korkmaz, B., & Fresko, A. (2025, October 2). The holistic impact of
family organizations. 1–11. [https://www.mckinsey.com/industries/private-
capital/our-insights/the-holistic-impact-of-family-organizations#/](https://www.mckinsey.com/industries/private-capital/our-insights/the-holistic-impact-of-family-organizations#/)

Lin, H., Qu, T., Li, L., & Tian, Y. (2020). The paradox of stability and change: a
case study. *Chinese Management Studies*, 25(3), 185–213.
<https://doi.org/10.1108/CMS-10-2018-0725>

López-Figueroa, J. C., Ochoa-Jiménez, S., Palafox-Soto, M. O., & Sujey
Hernandez Munoz, D. (2025). Digital Leadership: A Systematic Literature
Review. In *Administrative Sciences* (Vol. 15, Number 4). Multidisciplinary
Digital Publishing Institute (MDPI).
<https://doi.org/10.3390/admsci15040129>

López-Nicolás, C., Meroño-Cerdán, Á. L., Heikkilä, M., & Bouwman, H. (2024). Untangling business model innovation in family firms: Socioemotional wealth and corporate social responsibility perspectives. *Scandinavian Journal of Management*, 40(4). <https://doi.org/10.1016/j.scaman.2024.101369>

Lwanga, S. K., & Lemeshow, S. (1991). Sample size determination in health studies : a practical manual. World Health Organisation.

Ly, R., & Ly, B. (2024). Digital payment systems in an emerging economy. *Computers in Human Behavior Reports*, 16. <https://doi.org/10.1016/j.chbr.2024.100517>

Makó, C., Csizmadia, P., & Heidrich, B. (2018). Heart and Soul: Transferring ‘Socio-emotional Wealth’ (SEW) in Family Business Succession. *Journal of Entrepreneurship and Innovation in Emerging Economies*, 4(1), 53–67. <https://doi.org/10.1177/2393957517749708>

Marbun, I., Sari, L., Septiano, R., & Tinggi Ilmu Ekonomi KBP, S. (2025). Financial Literacy and Financial Attitude Towards Financial Management Behavior Of UMKM in Packaging Culinary Sector in Padang Barat District. 5(1). <https://doi.org/10.53067/ije3.v5i1>

Matarazzo, M., Penco, L., Profumo, G., & Quaglia, R. (2021). Digital transformation and customer value creation in Made in Italy SMEs: A dynamic capabilities perspective. *Journal of Business Research*, 123, 642–656. <https://doi.org/10.1016/j.jbusres.2020.10.033>

Mayasari, H., Rivani, A., & Ramadhania. (2024). The Influence Of Market Orientation, Creativity, and Product Innovation on The Competitive Advantage Of Culinary MSMEs in Padang City. *COSTING: Journal of Economic, Business and Accounting*, 7.

Mikušová, M., & Stanovská, K. (2025). Family businesses in digital economy: findings from the Czech Republic. *Journal of Family Business Management*. <https://doi.org/10.1108/JFBM-10-2024-0246>

Miller, D., & Le Breton-Miller, I. (2020). Family Firms: A Breed of Extremes? *Entrepreneurship Theory and Practice*, 45(4), 663–681. <https://doi.org/10.1177/1042258720964186>

Miroshnychenko, I., De Massis, A., Miller, D., & Barontini, R. (2021). Family Business Growth Around the World. *Entrepreneurship: Theory and Practice*, 45(4), 682–708. <https://doi.org/10.1177/1042258720913028>

Miroshnychenko, I., Torres de Oliveira, R., De Massis, A., & Überbacher, R. (2024). Family Involvement and Firm Performance: A Worldwide Study Unveiling Key Mechanisms. *Family Business Review*, 37(4), 449–475. <https://doi.org/10.1177/08944865241290856>

Mollah, M. A., Ibrahim, Masud, A. Al, & Chowdhury, M. S. (2024). How does digital leadership boost competitive performance? The role of digital culture, affective commitment, and strategic agility. *Heliyon*, 10(23). <https://doi.org/10.1016/j.heliyon.2024.e40839>

- Nguyen, L. H., Kanbach, D. K., & Kraus, S. (2025). Facilitating corporate sustainability integration: innovation in family firms. *Journal of Family Business Management*, 15(1), 122–139. <https://doi.org/10.1108/JFBM-01-2024-0022>
- Ni, G., Xu, H., Cui, Q., Qiao, Y., Zhang, Z., Li, H., & Hickey, P. J. (2021). Influence mechanism of organizational flexibility on enterprise competitiveness: The mediating role of organizational innovation. *Sustainability* (Switzerland), 13(1), 1–23. <https://doi.org/10.3390/su13010176>
- Nugroho, B. P., & Putri, S. R. (2025). The Influence of Digital Leadership and Organizational Agility on Firm Performance: Evidence from Indonesian Mid-Sized Companies. *Journal of Economics and Management*, 3(3), 114–122. <https://doi.org/10.70716/ecom.v3i3.329>
- Park, H. Y., Misra, K., Reddy, S., & Jaber, K. (2019). Family firms' innovation drivers and performance: a dynamic capabilities approach. *Journal of Family Business Management*, 9(1), 4–23. <https://doi.org/10.1108/JFBM-11-2017-0039>
- Philip, J., Gilli, K., & Knappstein, M. (2023). Identifying key leadership competencies for digital transformation: evidence from a cross-sectoral Delphi study of global managers. *Leadership and Organization Development Journal*, 44(3), 392–406. <https://doi.org/10.1108/LODJ-02-2022-0063>

- Porfirio, J. A. F., Santos, P., & Rodrigues, R. M. (2024). Digital Transformation in Family Businesses: An Analysis of Drivers with fsQCA. *Sustainability* (Switzerland), 16(23). <https://doi.org/10.3390/su162310326>
- Prentice, C., Wong, I. K. A., & Lin, Z. (CJ). (2023). Artificial intelligence as a boundary-crossing object for employee engagement and performance. *Journal of Retailing and Consumer Services*, 73. <https://doi.org/10.1016/j.jretconser.2023.103376>
- Putra, F., & Falikhatun, F. (2024). Penerapan Kearifan Lokal Minangkabau Dalam Mewujudkan Tata Kelola Usaha Yang Baik. *Jurnal Akuntansi Dan Ekonomika*, 14(1), 12–22. <https://doi.org/10.37859/jae.v14i1.6321>
- Quientania, F. R., Games, D., & Rahman, H. (2025). Orientasi Kewirausahaan, Kinerja Inovasi, dan Transformasi Digital: Peran Kapabilitas Dinamis. *PARADOKS Jurnal Ilmu Ekonomi*, 8(4).
- Rahman, H., Oktavia, S., & Besra, E. (2019). Psycho-Cultural Perspective on the Formation of Entrepreneurial Culture of Minangkabau Tribe in West Sumatra Indonesia. *Udayana Journal of Law and Culture*, 3(1), 53. <https://doi.org/10.24843/ujlc.2019.v03.i01.p03>
- Rashid, S., & Ratten, V. (2020). A dynamic capabilities approach for the survival of Pakistani family-owned business in the digital world. *Journal of Family Business Management*, 10(4), 373–387. <https://doi.org/10.1108/JFBM-12-2019-0082>

Ratten, V. (2023). Editorial: A new definition of family business. *Journal of Family Business Management*, 13(3), 545. <https://doi.org/10.1108/JFBM-09-2023-160>

Razzak, M. R., & Jassem, S. (2019). Socioemotional wealth and performance in private family firms: The mediation effect of family commitment. *Journal of Family Business Management*, 9(4), 468–496. <https://doi.org/10.1108/JFBM-05-2019-0035>

Reina-Gutiérrez, W., & Pla-Barber, J. (2026). Enhancing performance in family businesses through socio-emotional wealth: The role of resilience. *International Entrepreneurship and Management Journal*, 22(1). <https://doi.org/10.1007/s11365-025-01148-8>

Rialti, R., & Filieri, R. (2024). Leaders, let's get agile! Observing agile leadership in successful digital transformation projects. *Business Horizons*, 67(4), 439–452. <https://doi.org/10.1016/j.bushor.2024.04.003>

Richard, P. J., Devinney, T. M., Yip, G. S., & Johnson, G. (2009). Measuring organizational performance: Towards methodological best practice. *Journal of Management*, 35(3), 718–804. <https://doi.org/10.1177/0149206308330560>

Rondi, E., De Massis, A., & Kotlar, J. (2019). Unlocking innovation potential: A typology of family business innovation postures and the critical role of the family system. *Journal of Family Business Strategy*, 10(4). <https://doi.org/10.1016/j.jfbs.2017.12.001>

- Samara, G. (2021). Family businesses in the Arab Middle East: What do we know and where should we go? *Journal of Family Business Strategy*, 12(3). <https://doi.org/10.1016/j.jfbs.2020.100359>
- Saputra, M. H., Utomo, M. N., Ariansyah, K., Wismayanti, Y. F., Ansyah, R. H. A., Koeswinarno, & Suradi. (2024). Small and medium-sized enterprises dynamic capabilities and competitive advantage: The mediating effect of digitalization. *Entrepreneurial Business and Economics Review*, 12(3), 41–67. <https://doi.org/10.15678/EBER.2024.120303>
- Saunders, M. N. K., Lewis, P., & Thornhill, A. (2023). *Research Methods for Business Students Ninth Edition*. (9th ed.). Pearson.
- Sekaran, U., & Bougie, R. (2016). *Research methods for business : a skill-building approach* (7th ed.). John Wiley & Sons. www.wileypluslearningspace.com
- Senadjki, A., Au Yong, H. N., Ganapathy, T., & Ogbeibu, S. (2024). Unlocking the potential: the impact of digital leadership on firms' performance through digital transformation. *Journal of Business and Socio-Economic Development*, 4(2), 161–177. <https://doi.org/10.1108/JBSED-06-2023-0050>
- Shin, J., Mollah, M. A., & Choi, J. (2023). Sustainability and Organizational Performance in South Korea: The Effect of Digital Leadership on Digital Culture and Employees' Digital Capabilities. *Sustainability (Switzerland)*, 15(3). <https://doi.org/10.3390/su15032027>

Silva, A. A., & Ferreira, F. C. M. (2017). Uncertainty, flexibility and operational performance of companies: Modelling from the perspective of managers. *Revista de Administracao Mackenzie*, 18(4), 11–38. <https://doi.org/10.1590/1678-69712017/administracao.v18n4p11-38>

Škare, M., & Soriano, D. R. (2021). A dynamic panel study on digitalization and firm's agility: What drives agility in advanced economies 2009–2018. *Technological Forecasting and Social Change*, 163. <https://doi.org/10.1016/j.techfore.2020.120418>

Smith, R. A. (2024). Governments Must Encourage Family Enterprise Growth. *Entrepreneur and Innovation Exchange*. <https://doi.org/10.32617/1118-66e97546871de>

Soluk, J., Miroshnychenko, I., Kammerlander, N., & De Massis, A. (2021). Family Influence and Digital Business Model Innovation: The Enabling Role of Dynamic Capabilities. In *Entrepreneurship Theory and Practice* (Vol. 45, Number 4).

Steinerowska-Streb, I., Glod, G., & Steiner, A. (2022). What do we know about small and medium enterprises' survival in a post-global economic crisis context? *Local Economy*, 37(4), 259–278. <https://doi.org/10.1177/02690942221112042>

Su, S., Costanzo, L. A., Lange, K., Ghobadian, A., Hitt, M. A., & Ireland, R. D. (2023). How Does Guanxi Shape Entrepreneurial Behaviour? The Case of

Family Businesses in China. *British Journal of Management*, 34(4), 1895–1919. <https://doi.org/10.1111/1467-8551.12684>

Subramaniam, S. A. P., Salamzadeh, Y., & Mujtaba, B. G. (2023). The Mediating Role of Dynamic Capability on the Relationship between E-Leadership Qualities and Innovation Management: Insights from Malaysia's Medical Ice Industry. *Sustainability* (Switzerland), 15(24). <https://doi.org/10.3390/su152416778>

Sugiyono. (2013). *Metode Penelitian Kuantitatif, Kualitatif dan R & D*. Penerbit Alfabeta.

Tambunan, T. (2019). Recent evidence of the development of micro, small and medium enterprises in Indonesia. *Journal of Global Entrepreneurship Research*, 9(1). <https://doi.org/10.1186/s40497-018-0140-4>

Tàpies, J. (n.d.). 30 years of answered questions FAMILY-OWNED BUSINESS. In IESE Business School (Vol. 1).

Teece, D. J. (2018). Business models and dynamic capabilities. *Long Range Planning*, 51(1), 40–49. <https://doi.org/10.1016/j.lrp.2017.06.007>

Teece, D. J., Pisano, G., & Shuen, A. (1997). Dynamic capabilities and strategic management. *Strategic Management Journal*, 18(7), 509–533. [https://doi.org/10.1002/\(SICI\)1097-0266\(199708\)18:7<509::AID-SMJ882>3.0.CO;2-Z](https://doi.org/10.1002/(SICI)1097-0266(199708)18:7<509::AID-SMJ882>3.0.CO;2-Z)

- Teece, D., & Pisano, G. (1994). The Dynamic Capabilities of Firms: an Introduction. <http://icc.oxfordjournals.org/>
- Tigre, F. B., Henriques, P. L., & Curado, C. (2025). The digital leadership emerging construct: a multi-method approach. *Management Review Quarterly*, 75(1), 789–836. <https://doi.org/10.1007/s11301-023-00395-9>
- Tiwasing, P., Kim, Y. R., & Sawang, S. (2023). The interplay between digital social capital and family-owned SME performance: a study of social media business networks. *Journal of Family Business Management*, 13(4), 1026–1048. <https://doi.org/10.1108/JFBM-07-2022-0103>
- Ushaka Adie, B., Tate, M., & Valentine, E. (2024). Digital leadership in the public sector: a scoping review and outlook. *International Review of Public Administration*, 29(1), 42–58. <https://doi.org/10.1080/12294659.2024.2323847>
- Venkatraman, N., & Ramanujam, V. (1986). Measurement of Business Performance in Strategy Research: A Comparison of Approaches. *The Academy of Management Review*, 11(4), 801–814. <https://doi.org/10.2307/258398>
- Verhoef, P. C., Broekhuizen, T., Bart, Y., Bhattacharya, A., Qi Dong, J., Fabian, N., & Haenlein, M. (2021). Digital transformation: A multidisciplinary reflection and research agenda. *Journal of Business Research*, 122, 889–901. <https://doi.org/10.1016/j.jbusres.2019.09.022>

Wang, G., Mansor, Z. D., & Leong, Y. C. (2024). Linking digital leadership and employee digital performance in SMEs in China: The chain-mediating role of high-involvement human resource management practice and employee dynamic capability. *Heliyon*, 10(16). <https://doi.org/10.1016/j.heliyon.2024.e36026>

Wang, T., Lin, X., & Sheng, F. (2022a). Digital leadership and exploratory innovation: From the dual perspectives of strategic orientation and organizational culture. *Frontiers in Psychology*, 13. <https://doi.org/10.3389/fpsyg.2022.902693>

Wang, T., Lin, X., & Sheng, F. (2022b). Digital leadership and exploratory innovation: From the dual perspectives of strategic orientation and organizational culture. *Frontiers in Psychology*, 13. <https://doi.org/10.3389/fpsyg.2022.902693>

Warner, K. S. R., & Wäger, M. (2019). Building dynamic capabilities for digital transformation: An ongoing process of strategic renewal. *Long Range Planning*, 52(3), 326–349. <https://doi.org/10.1016/j.lrp.2018.12.001>

Woldehanna, T., Amha, W., & Yonis, M. B. (2018). Correlates of business survival: empirical evidence on youth-owned micro and small enterprises in Urban Ethiopia. *IZA Journal of Development and Migration*, 8(1). <https://doi.org/10.1186/s40176-018-0122-x>

Xia, Y., Liu, X., Wang, X., Deng, H., Han, C., Liu, Z., & Tsai, S. B. (2023). The power of role models in a team: The impact of lead entrepreneur's digital

leadership on digital entrepreneurial success. *Information Processing and Management*, 60(6). <https://doi.org/10.1016/j.ipm.2023.103498>

Yu, F., Jiang, D., Zhang, Y., & Du, H. (2023). Enterprise digitalisation and financial performance: the moderating role of dynamic capability. *Technology Analysis and Strategic Management*, 35(6), 704–720. <https://doi.org/10.1080/09537325.2021.1980211>

Zhang, Y., Swatdikun, T., Lakkanawanit, P., Huang, S. Z., & Chen, H. (2025). Digital Transformation Capability, Organizational Strategic Intuition, and Digital Leadership: Empirical Evidence from High-Tech Firms' Performance in the Yangtze River Delta. *Journal of Risk and Financial Management*, 18(7). <https://doi.org/10.3390/jrfm18070405>

Zhou, S. S., Zhou, A. J., Feng, J., & Jiang, S. (2019). Dynamic capabilities and organizational performance: The mediating role of innovation. *Journal of Management and Organization*, 25(5), 731–747. <https://doi.org/10.1017/jmo.2017.20>