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The Impact of Digital Transformational Leadership on Job Performance and the Mediating Role of Organizational Ambidexterity

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Abstract

This research seeks to address this gap by examining the impact of digital transformational leadership on job performance. By exploring the mediating role of organizational ambidexterity, the study employs a quantitative method to examine the causal effect of digital transformational leadership variables, job performance, and organizational ambidexterity, and concentrated on small to medium enterprises (SMEs) operated in IT industry and located in Amman city. The findings posit significantly hypothesized paths of study framework which posit that digital transformational leadership exerts a significantly impacts job performance and organizational ambidexterity. Furthermore, the results claim that organizational ambidexterity had a significant mediating role. The findings provide actionable insights for organizations embarking on digitalization leadership styles to enhance performance results, spotlighting the significance of having ambidextrous businesses operations. The study suggests expanding beyond regional and sectorial limitations, upcoming studies could adopt cross-country and cross-sector analyses with a longitudinal approach to further topic understanding.

Keywords: Digital Leadership, Transformational Leadership, Job Performance, Organizational Ambidexterity, SMEs.

Introduction

In the modern time, the organizations have growing adopted various digital technologies to foster sustainable growth, improve performance, and sustain the competitiveness. Within this context, the issue of digital transformational leadership has emerged as a critical role in guiding and managing the recent organizations through the technological changes (Ahyat et al., 2022). However, in order to achieve a sustainable success, it is important to grasp the relationships between digital leadership, job performance, particularly examining the effect of organizational ambidexterity which indicates the ability of an organization to explore new opportunities while exploiting the organizational existing capabilities (Ardi et al., 2020). During the landscapes of the digital age, the organizations are facing growing pressures to adapt with the technological advancements, enhance productivity, and remain a constantly competitive in a in the changing environment (Chang, 2016). This confirms the leadership is a one of the key drivers of the organizational success in the business. Digital transformational leadership involves the traditional transformational leadership practices with a unique demand and chances that presented by the digital technologies (Cai et al., 2024). As it also emphasizes inspiring and motivating the human resources in terms of embracing innovation, improving performance, and

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contributing into the overall organizational progress, while also fostering a culture of adaptability as well as sustainable growth among the digital era. In addition, there is a census that the digital transformational leaders play a crucial role in take a hand of the organizations through the digital transformations through providing clear vision, encouraging a creative problems-solving, and promoting an adoption of the new technologies (James et al., 2023; Issaa, 2024; AlZakwani et al., 2025; Qahman et al., 2025). They also can empower their employees by supporting their development, increasing their engagement, and aligning their individuals' goals with the strategic organizational objectives. Through this debate, the digital transformational leadership has been realized to impact on a variety of organizational outcomes, specially the aspect of job performance. Job performance refers to the effectiveness with which the employees can fulfill their job responsibilities and duties, it is a fundamental factor in achieving the organizational development and success (Majumdarr et al., 2024). In the digital time, the employees are expected to both meet the traditional job requirements and navigate complex digital tools, systems, and workflows. Thus, the ability to perform rightly in a volatile business environment significantly depends on the style of leadership (Matsunaga, 2024). So that, the leaders who effectively embrace digital transformation can foster the employees' motivation, satisfaction, and creativity which significantly translates into a high level of the job performance.

The context of contemporary organizations indicates the plethora of demands of the digital transformation, hence the organizational ambidexterity has seen as a critical factor for development and success (Purba et al., 2023). The organizational ambidexterity is the organization's ability to significantly explore new opportunities through the factors of launching innovative new products, or services and exploit the existing different organizational capabilities such as efficiency, refinement of the current operations, and optimization the resources (Shao et al., 2019). This balance allows the organizations to have resilient and adaptable systems to encounter the changes while maintaining the efficient processes. In relation to the job performance, the organizational ambidexterity has an important role in shaping the way that the individuals and teams in an organization perform (Aftab et al., 2022). Organizational ambidexterity, firm performance, and sustainable development: Mediating role of entrepreneurial orientation in Pakistani SMEs. *Journal of Cleaner Production*, 367, 132956.). The association between organizational ambidexterity and job performance can be explored through some key mechanisms including creativity exploration that refers to the organization's efforts to search new opportunities, innovate, and experiment with the novel ideas, products, or services (Primahendra et al., 2024). This dynamic usually leads to establish a creativity culture and innovation among the employees. When the organizations prioritize exploration, the individuals are encouraged to take some risks, experiments, and contribute into some new innovative ideas.

Although the increasing body of literature on leadership styles and their impact on the organizational outcomes, still remain a need to conduct research with more in-depth exploration of specific effect of the digital transformational leadership on job performance. Furthermore, this research seeks to address this gap by examining the impact of digital transformational leadership on job performance. By exploring the role of leadership in driving employee performance in the context of digital transformation, and the mediating role of organizational ambidexterity in facilitating long successful related organizational outcomes among the digital age. In addition the study seeks to provide valuable insights into how the organizations can effectively leverage leadership to enhance performance. Through this, the research will contribute to the broader understanding of the ways in which leadership styles influence the

organizational outcomes, particularly within the environments that characterized by digital disruptions and technological changes.

Literature Review and Hypotheses Development

Digital Transformational Leadership

As an emerging concept, the digital transformational leadership refers to a modern leadership style which combines the principles of transformational leadership with a further focus on digital technologies as well the potential opportunities they can provide for the organization with innovation and changes (Juvika & Ardi, 2023). Moreover, the transformational leaders known as a source that can inspire and motivate the employees, fostering creativity, commitment, and high performance (Restuputri et al., 2023). The arguments in this context asserted that an increasing role of the technologies, the digital transformational leaders are not only visionary and supportive but also adept to leverage numerous digital tools in order to communicate, collaborate, and drive innovation among their organizations and teams (Ly, 2024). However, the literature provides the successful key attributes of digital transformational leadership that include visionary leadership since the digital transformational leader articulates compelling visions for the digital future and encourage their subordinates to embrace the technology-driven change (Putra & Syahrul, 2023). For inspirational motivation, the leaders engage with inspire the enthusiasm for digital initiatives by encouraging the innovation and risk-taking (Susilawati, 2021). On other hand, through the intellectual stimulation, the leaders foster a workplace where the employees are highly encouraged to think critically and enhance the status quo, by driving the digital transformation (Topcuoglu et al., 2023). Moreover, the leaders concern with pay attention to the individual needs of employees and provide further opportunities for a growth and development, particularly in the areas that are linked to the new technologies.

The Impact on Job Performance

The literature suggests that the leadership styles that promote empowerment, innovation, as well as autonomy positively influence the job performance (Kartoyo et al., 2023). In the setting of the digital transformation, this effect is amplified, as the employees are encouraged to adopt with the emerging advanced technologies, develop their digital skills, and adapt with the changing workplaces. Digital transformational leaders can increase their employees' intrinsic motivation in order to perform by establishing a shared vision and align the individual goals with the organizational objectives (Kozcu & Özmen, 2021). The discussions in this context indicates that the digital transformational may lead to improved creativity by promoting an environment of the intellectual stimulation, thus the digital transformational leaders encourage their employees to explore new digital tools, systems, and strategies to boost creativity and innovation (Liu et al., 2019). Achieving a higher job performance demands from the transformational leadership further fostering a supportive relationship, offering developmental opportunities, and providing the employees a sense of purpose in the digital projects (Trieu et al., 2024). Increase the organizational commitment also is addressed in the literature that show the leaders who can effectively manage the digital transformation usually cultivate a sense of commitment and loyalty of their employees that ultimately contribute to overall job performance (Yamin et al., 2023).

The Role of Organizational Ambidexterity

The literature presented the concept of organizational ambidexterity an organization's ability to simultaneously struggle exploration through seeking of new knowledge, innovation, and

technologies, as well exploitation aspect through refining and improving the existing capabilities and operations (Gibson & Birkinshaw, 2004; Lootah; 2024). Ambidexterity is particularly related to the digital era, where the organizations should balance the integration of the new digital technologies within optimizing the existing capabilities. During the time of digital transformation, the ambidextrous organizations are those that adept to manage the tensions between exploration and exploitation, which in turn ensure different levels of performance and growth (Ijigu et al., 2022). Ambidexterity can also be considered as essential factor in maintaining the sustainable digital transformation, as it can allow the organizations to build agility, and be more adaptive and responsive to the market changes and enhance the operational efficiency.

Digital Transformational Leadership and Organizational Ambidexterity

Leadership is seen as a driver of ambidexterity; however, the digital transformational leaders significantly play a pivotal role in fostering the organizational ambidexterity through promoting the exploratory and exploitative behaviors. Generally, the leaders who can understand the strategic importance of the digital technologies definitely manage the organizations through a complex balance of exploring the digital opportunities and exploiting existing the digital assets (Baškarada et al., 2016). As the leaders encourage their subordinates into exploring the innovative digital solutions like new programs and systems, enabling the organizations to remain a competitive and adaptable. Similarly, the leaders also encourage the refinements and optimizing the existing technologies, which might ensure the organizations can maintain both of efficiency and improved performance (Feng et al., 2024). In digital environments, the organizations are encouraging digital exploration by a continually adaption and innovation. So that, the digital transformational leaders enable their staff to experiment with advanced digital tools, fostering also a culture of innovation (Siachou & Gkorezis, 2018). This improves the organization's ability into exploring the new markets and business models, and driving into a long-term success.

At the same time, the leaders emphasized the importance of leveraging the existing technological capabilities and refining the present strategies, systems and processes. This ensures both of stability and efficiency in day-to-day processes while support the innovation to enhance the exploitative practices: (Veiga et al., 2024). To meet balancing tensions, the organizational ambidexterity factor, particularly in the digital time, importantly requires make a balance among the tension between the key factors of ambidexterity (exploration) and (exploitation). Even though the digital transformational leaders help managing this tension through facilitating knowledge sharing, collaboration, and strategic alignment across the organization, and this ensures that both exploration and exploitation are aligned with the organizational goals (Wu et al., 2021).

The literature suggests that digital transformational leadership enhances the job performance by motivate the employees, foster the creativity, and align the individuals' goals with the organizational objectives (Philip, 2021). In the context of digital transformation, the leadership behaviors have become more critical as the organization needs to manage the tension may occur between innovation and operational efficiency. The organizational ambidexterity is a central concept that concerns with navigating this challenge, and can allow the organizations to balance the exploration of the hidden digital opportunities with exploitation the available capabilities (Yang et al., 2023). As the organizations also continue to evolve in the digital era, both of leadership and ambidexterity will be key factors in driving a sustainable performance and long-

term development. Based on the above discussions and explanations, the study hypothesizes following:

H1: digital transformational leadership significantly impacts job performance.

H2: digital transformational leadership significantly impacts organizational ambidexterity.

H3: organizational ambidexterity significantly impacts job performance.

H4: organizational ambidexterity significantly mediates the impact of digital transformational leadership on job performance.

Methodology

This study employs a quantitative method to examine the causal effect of digital transformational leadership variables, job performance, and organizational ambidexterity, focusing on a particular determined population and sample. The present study concentrated on small to medium enterprises (SMEs) operated in IT industry and located in Amman city in Jordan (Maabreh, 2024). The population for this research comprised founders, managers, and employees of these SMEs. A simple random sampling technique was employed that was drawing from the population of individuals across Amman city in Jordan. According to the Companies Control Department, the number of registered information technology companies has reached 2,528 over the past years. The data indicates a significant increase in the registration of companies within the information technology sector during the years 2021, 2022, and 2023, highlight the increasing trend towards digitalization in the services offered in Jordan. The target sample is contributed several respondents to ensure adequate representation of the overall population. The sample size was determined using the Slovin's formula, with acceptable margin of error at 10%. Consequently, the study included a sample of 99 founders, managers, and employees, calculated as follow: $n = N / (1 + N(e)^2) = 102000 / (1 + 102000(0.10)^2)$. Data collection was conducted through a structured questionnaire. The questionnaire comprised various statements that represented each indicator across the four research variables. A 5-point Likert scale was utilized for the questionnaire's design. It was a closed format, featuring multiple statements from which respondents could select their answers. Data for the study were collected through questionnaires distributed to the participants. The questionnaires used a Likert scale ranging from 1 to 5, where the responses were categorized: Strongly Disagree = 1 to Strongly Agree = 5. The indicators for digital transformational leadership were adapted from relevant literature (e.g Ly, 2024; Kozcu & Özmen, 2021; Wafa'Q, 2022; Purba et al., 2023). Each statement was accompanied by response options based on the aforementioned 5-point Likert scale. In addition, the questionnaires were distributed online to the participants, and it took several weeks to gather all data. After complete data collection process, the data was organized into a sheet using Excel file. Following the creation of the sheet, which included numerical representations of the respondents' answers, the data then ran and analyzed utilizing SmartPLS 3 software. Data analysis is initiated following the collection of questionnaire data. SmartPLS software version 3 was used to conduct the outer model analysis, inner model analysis, and hypothesis testing components of structural equation modeling (SEM). The research sought to determine the impact of digital transformational leadership on job performance with the mediating role of organizational ambidexterity. To achieve this, Partial Least Squares (PLS) analysis was employed, utilizing the Structural Equation Modeling (SEM.) method to maximize the variance explained in the endogenous variables, supported by data quality assessments based on measurement pattern characteristics. The analysis of the data was conducted using descriptive statistics to present the

identity data of each respondent in numerical format. Additionally, the analysis aimed to explore the patterns of relationships between the variables under consideration.

The outer model assessment elucidates the relationship between each indicator and its corresponding latent variable. The process of the outer model analysis includes two primary stages: first, the assessment of Convergent Validity, which evaluates the loading values of indicators on the latent variable (a loading value exceeding 0.6 and a p-value below 0.05 is considered valid). Additionally, Average Variance Extracted (AVE) is employed to gauge validity, where an AVE value greater than 0.5 for each variable signifies sufficient convergent validity, indicating that the variable accounts for more than half of the variance of its indicators on average. Second, the Discriminant Validity test is conducted to ascertain the adequacy of construct discrimination, which involves ensuring that the loading value for the intended construct is greater than the loading values associated with other constructs. The reliability testing phase employs Composite Reliability CR and a measure of Cronbach's Alpha to evaluate the dependability of the study instrument, with anticipated threshold of more than 0.7. Following this, the inner model undergoes analyses in order to ensure the structural model's robustness. Assessment of the inner model can be conducted using the coefficient of determination (R^2). An R^2 value of 0.67 is considered substantial, 0.33 is moderate, and 0.19 is weak. The explanatory research approach ultimately leads to hypothesis testing. The researchers primarily conduct the explanatory research method to assess the proposed hypotheses, aiming for findings which elucidate the relationships and effects between the independent and dependent variables within the model. The hypotheses testing process is demonstrated through the probability value and t-statistic value. For hypothesis testing, the t-table value at a 5% significance level is 1.96. The significance level is expressed in decimal form, with 5% ($\alpha = 0.05$) being the most frequently employed in research. The critical Z value from the Z table for $\alpha = 0.05$ is also 1.96. Consequently, the hypothesis is accepted (H_a) and the null hypothesis (H_0) is rejected when the t-statistic exceeds 1.96. According to the referenced source (Sanggyu, 2023), the hypothesis is considered valid if the p-value is less than 0.05.

Results

The study obtained the data from the respondents. The researcher then conducted a descriptive analysis of the data based on the sample demographics distribution. According to the data presented in Table 1, it was observed that 60% of the participants identified as male, while 39% identified as female. The predominant age demographic was individuals aged 41 to 50 years, comprising 30% of the total respondents, followed by those aged 31 to 40 years, who represented 26%. In terms of education level status, 69% of respondents were bachelor holder, and 40% held 11-15 years of professional work experience.

Variable	Category	Frequency	%
Gender	Male	60	60
	Female	39	39
Age	20-30	13	13
	31-40	26	26
	41-50	30	30
	51-60	22	22
	>60	8	8
Education level	Diploma and less	15	15

	Bachelor	69	69
	Master	13	13
	Ph.d	2	2
Experience	<5 years	17	17
	6-10 years	23	23
	11-15 years	40	40
	16-20	12	12
	>20	7	7

Table 1. Profile of respondent's demographics

The inferential statistical analysis was conducted in the present study in order to draw conclusions from the selected sample which represents a broader research population. In this research, the approach of structural equation modeling using partial least squares (SEM-PLS) was involved, as illustrated by the values of outer and inner model were presented in Table 2. The outer model evaluation incorporates both of validity and reliability measures. The validity analysis was demonstrated by the loading values of the lowest measurement items for digital transformational leadership in the context of job performance. All items exceed the validity threshold of 0.7, thus meeting the validity requirement. Regarding the organizational ambidexterity, the lowest item has a loading value of 0.876, which also meeting the validity standard, fulfilling the requirement. The outer model for digital transformational leadership was indicated by a composite reliability CR value of 0.925, while job performance was at 0.940, and organizational ambidexterity was at 0.953. All alpha reliability values exceed the threshold of 0.7, confirming reliability across all variables. The inner model is represented by using the R2 values in Table 2. The findings indicate that job performance can be effectively explained by the model.

Construct Item	Loadings	Alpha	CR	AVE
Digital transformational leadership				
Q1	0.917	0.898	0.925	0.712
Q2	0.939			
Q3	0.845			
Q4	0.863			
Q5	0.747			
job performance				
Q6	0.795	0.915	0.940	0.797
Q7	0.881			
Q8	0.880			
Q9	0.859			
Q10	0.933			
Q11	0.911			
organizational ambidexterity				
Q12	0.876	0.940	0.953	0.770
Q13	0.915			
Q14	0.897			
Q15	0.883			

Table 2. Outer And Inner Model Study

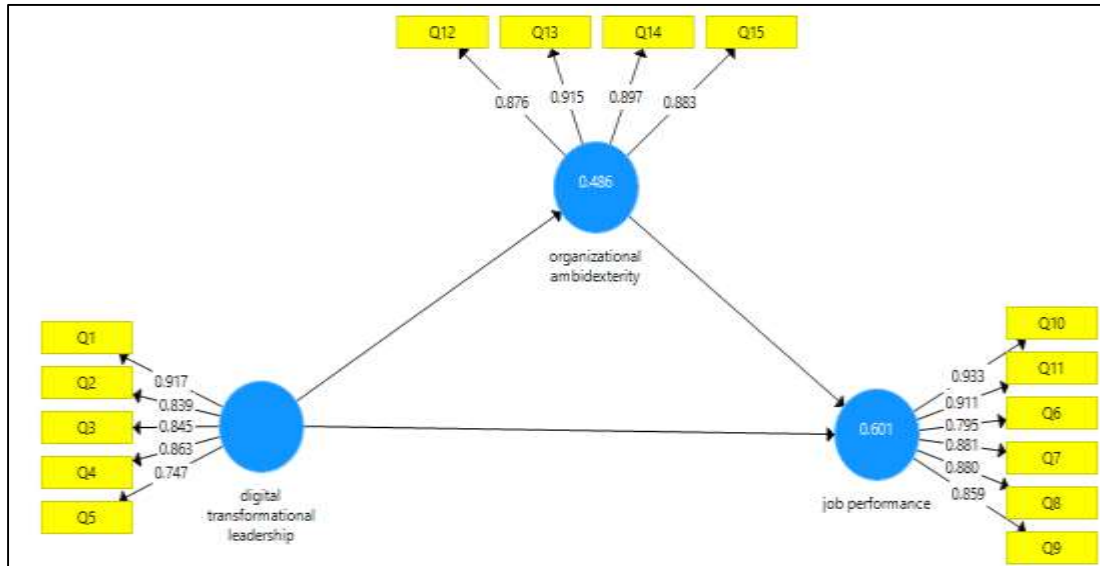


Figure 1. PLS Loadings Results

The findings of testing research hypothesis were derived from Figure 2 and Table 3, which present the outcomes for each hypothesis examined. The first hypothesis (H1) posits that digital transformational leadership exerts a significantly impacts job performance by 0.591. This hypothesis is supported by a t-statistic of 6.431, which exceeds the threshold of 1.96, and a p-value of 0.000, which is less to 0.05, leading to its acceptance. The second hypothesis (H2) asserts that digital transformational leadership significantly impacts organizational ambidexterity with a value of 0.697. This is corroborated by a t-statistic of 10.305 and a p-value of 0.000, thus confirming its acceptance. The third hypothesis (H3) claims that organizational ambidexterity significantly impacts job performance by 0.238, supported by a t-statistic of 2.328 and a p-value of 0.020, resulting in its acceptance. Lastly, the fourth hypothesis (H4) indicates that organizational ambidexterity significantly mediates the impact of digital transformational leadership on job performance by 0.166, with a t-statistic of 2.307 and a p-value of 0.021, leading to its acceptance.

Hypothesis	Beta	t-statistics	p-value	Decision
Digital transformational leadership → job performance	0.44	3.33	0.001	Accepted
Digital transformational leadership → organizational ambidexterity	0.44	3.33	0.001	Accepted
organizational ambidexterity → job performance	0.44	3.33	0.001	Accepted
Digital transformational leadership → organizational ambidexterity → job performance	0.44	3.33	0.001	Accepted

Table 3. Hypotheses Results

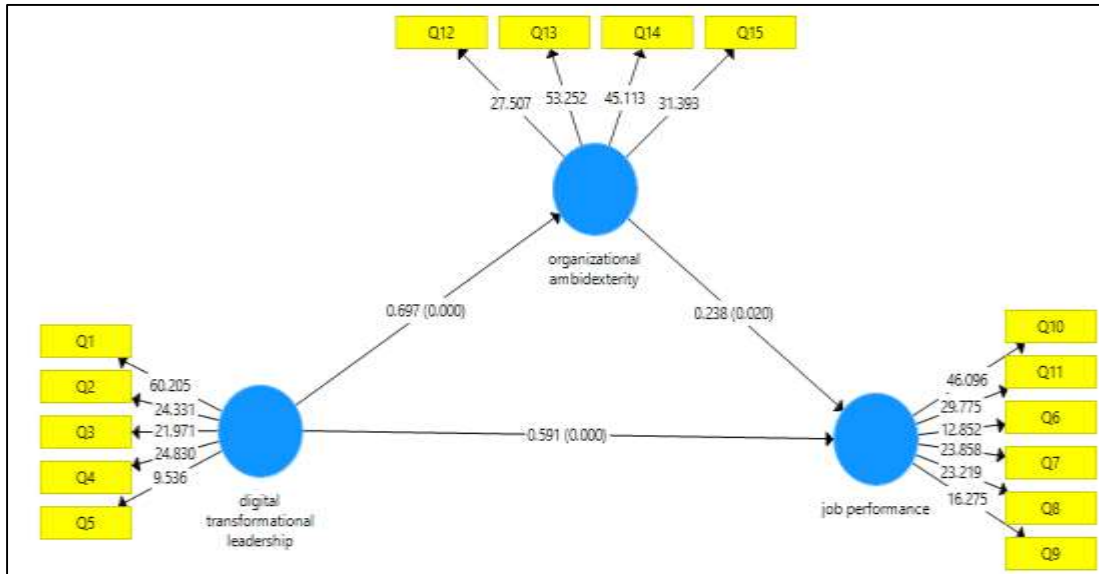


Figure 2. PLS Path Coefficients and Significance

Discussion

This study aims to explore the influential role of digital transformational leadership style and job performance and organizational ambidexterity in SMEs which currently are striving to remain the competitiveness in today's demanding and aggressive business landscapes. The findings of this study confirmed the growing concern of organizational ambidexterity that significantly influences the job performance of the individuals, shaping their behaviors that drive the job performance. The discussions trends also stand in line with the complexities of the modern business environment that have become essential to understand the job outcomes and practices within which leadership operates. The literature consistent with this research that has delved into various aspects of the relationships between digital leadership and performance (e.g. Yamin & Murwaningsari, 2023), ambidexterity (e.g Veiga et al., 2024).

Some studies, such as those by Putra and Syahrul (2023) have examined the effect of digital transformational leadership on employee performance. However, unlike earlier efforts that primarily analyze the direct links, this study seeks to examine the causal effect by organizational ambidexterity as a mediating factor. The findings from this research do not suggest that a particular leadership styles are irrelevant to employee performance. Rather, they aim to demonstrate that leadership styles and practices serve as a critical filtering mechanism, emerging as the primary determinants of organizational outcomes like performance. The focus shifts from merely analyzing digital leadership style of transformational and their direct impact on job performance to understanding how organizational ambidexterity mediates this relationship. Thus, the study reached that the organizational ambidexterity is crucial to establishing a cohesive system within an organization. The distinctiveness of ambidexterity is reflected through an organization's policies, elements, and actions often practiced by its leaders.

The study framework collectively models some aspects of the organizational outcomes. Therefore, it is vital for leaders and managers to recognize the influence of digital leadership

and ambidexterity on their organizations' operational performance. However, the findings also underpin the leaders concerns with identifying organizational elements that foster growth and focus on strengthening positive organizational ambidexterity to drive sustainable job performance. Furthermore, the existing researches have provided an empirical support for the H1 hypothesis, which posits that digital transformational leadership exert a positive impact on job performance. This assertion by demonstrating that organizations with digitally adept leadership benefit from a great performance and influence the organizational resources such as capital and technology. This finding aligns with the work of Juvika and Ardi (2023)

This result could facilitates more efficient and expeditious digital transformational leadership processes, ultimately contributing to improved job performance. Additionally, the progression through the later phases of the digital transformational leadership is bolstered by leaders' capacity to uphold the practices of coherence within the organization's digitization initiatives. Such practices are intricately tied to the dissemination of digital leadership frameworks that align with the demands of the digital era, promoting managerial unanimity in achieving the general digital transformation goals and fostering a more favorable perception of the strategic management process. Moreover, the empirical evidence also substantiates the H2 hypothesis. Research emphasizes that leaders' digital experience plays a pivotal role in determining the success of an organization's ambidexterity across various operations. This finding aligns with the work of Restuputri et al (2023).

The result based on these results infer that the leaders with substantial digital expertise not only exhibit innovation themselves but also possess the technical acumen and intrinsic motivation necessary to cultivate their employees' digital proficiency. In an era characterized by rapid technological evolution and market volatility, such experience is indispensable for driving organizational digitalization and fostering performance through innovation for example. The experienced digital leaders are adept at identifying opportunities to further enhance the personalization and digitalization of their firms' product or service, thus accelerating transformation efforts. This research underscores the significant contribution of the leaders in empowering employees, and facilitating organizational adaptation amid today's dynamic and increasingly digitized SMEs.

This study provides empirical support for H4, demonstrating a mediation role of the organizational ambidexterity. This finding aligns with the work of Jurksiene and Pundziene (2016), who highlight key challenges to digital transformation such as a lack of a clear and enduring vision for digital transformation and limited digital skills among personnel. Similarly, Ijigu et al (2022) offer additional insights into the mediating role of employee ambidexterity in the relationship between high-performance work system and employee performance. Notably, they argue that the absence of a robust digital leadership vision has resulted in weak incentives to advance job performance, as well as a general lack of strategic focus or clear targets in this area, as further corroborated by Ahyat et al (2022). In addition, the empirical findings consistent with the existing research, since the prior studies indicate that organizational ambidexterity significantly influence not only digital transformation but also the performance of SMEs.

The evidence suggests that organizational ambidexterity play a critical role in shaping the transformations companies aim to achieve. To realize organizational ambidexterity, SMEs must disrupt traditional business models in terms of processes, structure, and management practices, as noted by Siachou and Gkorezis (2018). To thrive in an increasingly digital leadership practices, SMEs are encouraged to integrate appropriate alongside organizational capabilities

and strategies. The study adopts such practices for greater ambidexterity within the digital contexts resonates with the wider conversation surrounding SMEs operations. By aligning digital leadership styles with sustainability goals, SMEs can foster a more unified and holistic approach to change, which enhances both job performance and ambidexterity efficiently.

Conclusion

This study addressed into the impact of digital transformational leadership on job performance by employing ambidexterity mediation framework. Drawing on data from SMEs in Jordan and leveraging PLS statistical analysis, the study validated the theoretical grounding of leadership theory, highlighting the synergistic role of organizational ambidexterity in strengthening the connection between digital transformational leadership and job performance. The findings provide actionable insights for organizations embarking on digitalization leadership styles to enhance performance results, spotlighting the significance of having ambidextrous businesses operations.

Theoretical Implication

This research contributes significantly to leadership theory by underlining digital transformational leadership as a key driver of job performance. Contrasting previous empirical claims, it demonstrates that digital transformational leadership directly influence SMEs job performance. Instead, it underscores the vital roles of digital transformational leadership and organizational ambidexterity in enhancing job outcomes, advancing the theoretical scope of leadership theory. The study advocates for continued exploration into specific leadership style and their context-specific effects, broadening both theoretical and practical perspectives in the domain of digital leadership. Thus, these findings suggest a need for deeper assessment, refinement, and progression of the leadership-performance framework, offering essential insights for leaders and managers tackling challenges related to digitalization, SMEs outcomes, and digital leadership within their organizations.

Practical Implication

The research offers a comprehensive understanding of digital transformational leadership's role in improving job performance, presenting a framework with relevance not just for SMEs but also for analogous emerging economic bodies. Its practical insights guide practitioners in optimizing digital leadership styles. SMEs can enhance their employees' performance by effectively allocating resources and embracing industry initiatives. It also underscores the importance of appointing proficient digital transformational leaders capable of accelerating digital transformation to secure competitive advantages in today's evolving digital climate. Additionally, the study provides valuable guidance for SMEs in Jordan considering digital adoption while aligning with digital initiatives to promote and strengthen a collaboration between SMEs to developing policies that enable widespread participation in digital leadership practices. SMEs' leaders and managers should proactively address barriers such as Internet accessibility, financing challenges, and resource allocation.

Research Limitations

The limited progression of digital leadership styles among SMEs in Jordan presents a challenge to the present research, as some SMEs are hesitant to disclose data and show limited collaboration with researchers. Access to a broader range of data sources could have enhanced the study's findings and methodological robustness, especially for a multilevel analysis.

Nonetheless, the research provides valuable insights into the role of organizational ambidexterity, various dimensions of digital leadership, and their influence on both performance and ambidexterity. These contributions expand existing knowledge and challenge certain assumptions within the leadership-performance framework.

Future Research Directions

While this study leverages a quantitative approach and a focused respondent sample to deliver significant insights, integrating qualitative research could further enrich these findings. This opens up opportunities for deeper exploration of digital leadership and organizational ambidexterity, along with their evolving roles in the fast-changing digital practices. Future research could also consider additional variables, such as digital workforce capabilities, technological proficiency, and external factors like market dynamics, to provide a more comprehensive understanding of SMEs digital leadership practices. Expanding beyond regional and sectorial limitations, upcoming studies could adopt cross-country and cross-sector analyses with a longitudinal approach to further topic understanding.

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