



Factors Influencing Digital Transformation Leadership and its Impact on Digital Business Results: Some Enterprises in Vietnam

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ABSTRACT

This study aims to explore and analyze the relationship between Digital Transformation Leadership (DTL) and Digital Business Performance (DBP). Factors affecting Digital Transformation Leadership include: Digital Innovation Culture (DIC), Digital Creativity Capability (DCC), Digital Adaptability (DA), Human Resource Digital Capability (HRDC), Digital Management Effectiveness (DME) and Digital Technology Acceptance (ADT). The research method combines qualitative and quantitative methods. Data were processed using SPSS 20.0 and AMOS 20.0 software to test the model and research hypotheses. The analysis results show that (DTL) has a direct and positive impact on (DBP), with an impact coefficient of $\beta = 0.344 > 0$; $P < 0.01$. This shows the important role of Digital Transformation Leadership (DTL) in promoting Digital Business Performance (DBP). Among the factors affecting DTL, Digital Adaptability (DA) and Digital Creative Competency (DCC) are the two factors with the strongest impact, with coefficients $\beta = 0.184$ and $\beta = 0.179$. The remaining factors also show a positive impact on DTL, specifically: Digital Management Effectiveness (DME) ($\beta = 0.188$), Digital Technology Acceptance (ADT) ($\beta = 0.186$), Human Resource Digital Competency (HRDC) ($\beta = 0.165$). The findings from this study contribute to clarifying the role of factors affecting Digital Transformation Leadership capacity, thereby proposing solutions to improve DTL to optimize digital business performance (DBP) in the context of current global digital transformation.

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1. INTRODUCTION

In Vietnam and some countries. Business organizations are undergoing a strong digital transformation process, and Digital Transformation Leadership (DTL) is becoming a decisive and key factor to promote Digital Business Performance (DBP) (Nhan, et al., 2024). In business organizations, the process of applying digital technology not only requires the presence of modern tools but also requires a leadership strategy focused on innovation and optimizing the creative capacity of human resources (Cherep et al., 2022; Khapova et al., 2020; Davenport et al., 2007). Digital transformation leadership capacity includes not only the ability to make flexible and accurate decisions, but also the ability to encourage innovation in the corporate culture of the business organization, thereby helping to create conditions for all employees in the organization to maximize their creativity, digital management, and adaptation capabilities (Burchardt and Maisch, 2019); (Leso et al., 2023); (Asif et al., 2024). Not only in shaping leadership capabilities but also improving organizational business results (Cardoso et al., 2023; Warner

and Wäger, 2019; Trushkina et al., 2020; Yu et al., 2017; Hashim et al., 2024).

In a recent study by Agustian et al. (2023); Berawi et al. (2020) pointed out that when business organizations and companies have a strong organizational innovation culture, they often gain a higher competitive advantage in the digital environment thanks to their ability to promote creativity and deploy and apply digital processes quickly. Thus, it can be seen that researchers have also found and recommended digital adaptability as one of the important factors in business operations, helping businesses quickly change to meet new social, market, market share and digital technology requirements. Digital adaptability has a positive impact on leadership capabilities, helping business organizations respond quickly to changes and customer needs in a highly competitive commercial market. (Shin et al. (2023); (Ahmadi, 2024) and (Vial, 2021). Thereby, it is clear that building a flexible working environment and supporting employee creativity in general is an urgent requirement to achieve high business results as desired by business organizations.

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In Vietnam, there has been no research on Factors affecting digital transformation leadership and its impact on digital business results. Therefore, the author conducted this study and analyzed the relationship between Digital Transformation Leadership (DTL) and Digital Business Performance (DBP) through the mediating effects of the factors Digital Innovation Culture (DIC), Digital Creativity (DCC), Digital Adaptability (DA), Human Resource Digital Competence (HRDC), Digital Management Effectiveness (DME) and Digital Technology Acceptance (ADT). The research results not only contribute to the theory of transformational leadership digital but also provides more practical basis to help leaders and managers in enterprises gain more understanding to build appropriate strategies for the organization, optimize operations in the digital transformation process, and apply digital to enterprises.

2. THEORETICAL BASIS AND RESEARCH HYPOTHESIS

2.1 Digital Transformational Leadership (DTL) and Digital Business Performance (DBP)

Digital transformation leadership (DTL) plays a vital role in enhancing organizational agility and resilience, thereby driving digital innovation and guiding digital business strategies (deAraujo et al., 2021; Ngxola, 2023; Twang et al., 2022; Probojakti et al., 2024). Digital business performance (DBP) is reflected in metrics such as revenue growth, customer satisfaction, and digital-enabled operational efficiency (Da Silva Freitas et al., 2018; Fotso, 2020; Ćwiertniak et al., 2023).

Many studies suggest that DTL helps organizations quickly adopt new technologies, enhance employee creativity and digital transformation adoption, thereby improving business outcomes (Ngxola, 2023; Twang et al., 2022; Parida et al., 2019; Kohtamäki et al., 2019). In the same vein, GVial (2021), SVial (2019), Bozkus (2023), Trushkina et al. (2020), and Ly (2024) emphasize the role of DTL in creating economic value through corporate culture innovation and digital initiatives. Digital transformation leadership (DTL) not only leads the digital transformation process but also impacts digital business outcomes (GVial, 2021; SVial, 2019). The author proposes the following hypothesis H7:

H7: Digital Transformation Leadership (DTL) has an impact on Digital Business Results (DBP).

2.2 Digital Innovation Culture (DIC) and Digital Transformational Leadership (DTL)

Digital innovation culture (DIC) is a core element that drives innovation and technology adoption in organizations (Kiefer et al., 2021; Ciriello et al., 2018). Senior leadership engagement in knowledge sharing and innovation experimentation is the foundation for a culture of learning and rewarding digital initiatives (Kohli & Melville, 2019). DIC also enables leaders to implement digital transformation activities more effectively (Schwarz Müller et al., 2018; Twang et al., 2022), thereby improving leadership effectiveness. The author proposes the following hypothesis H1:

H1: Digital Innovation Culture (DIC) has an impact on Digital Transformation Leadership (DTL).

2.3 Digital Creative Capability (DCC) and Digital Transformational Leadership (DTL)

Digital Creative Capability (DCC) of human resources helps organizations create products and services that meet market needs, and supports leaders in implementing digital initiatives (Lizardo & Colline, 2023; Simatupang & Widjaja, 2012). This creativity helps organizations adapt well to digital transformation (Cai, 2020; Benitez et al., 2022; Khin & Ho, 2019; Ciriello et al., 2019; Lokuge et al., 2019; Maomao, 2018). The author proposes hypothesis H2:

H2: Digital Creative Competency (DCC) has an impact on Digital Transformation Leadership (DTL).

2.4 Digital Adaptability (DA) and Digital Transformational Leadership (DTL)

Digital adaptability (DA) reflects the level of adaptation of employees to changes in the digital environment and technology (Nhan & Van, 2020). DA helps leaders implement changes flexibly and effectively in the organization (Puckett, 2022; Hwang et al., 2024). In addition, this adaptation helps enhance organizational commitment and promote digital transformation (Ismail et al., 2023; Albukhitan, 2020; Fachrunnisa et al., 2020). The author proposes hypothesis H3:

H3: Digital Adaptability (DA) has an impact on Digital Transformation Leadership (DTL).

2.5 HR Digital Capabilities (HRDC) and Digital Transformational Leadership (DTL)

Digital competence (HRDC) is a combination of knowledge, skills and the ability to apply technology in work (Cetindamar & Abedin, 2021; Oberländer, 2020). HRDC helps leaders quickly implement technological transformation (Albukhitan, 2020; Fachrunnisa et al., 2020; Cenamor, 2019; Parida et al., 2019). As a result, HRDC contributes to supporting leaders in optimizing digital business strategies and operations. The author proposes hypothesis H4:

H4: Human resource digital capability (HRDC) has an impact on Digital Transformation Leadership (DTL).

2.6 Digital Management Efficiency (DME) and Digital Transformational Leadership (DTL)

Digital management effectiveness (DME) reflects the leadership's ability to implement and control digital projects (Tagscherer & Carbon, 2023; deAraujo et al., 2021; Cortellazzo et al., 2019). High DME enables leadership to optimize resources, promote innovation, and improve digital transformation outcomes (Benitez et al., 2022; Turyadi et al., 2023). The author proposes hypothesis H5:

H5: Digital Management Effectiveness (DME) has an impact on Digital Transformation Leadership (DTL).

2.7 Accept Digital Technology (ADT) and Digital Transformational Leadership (DTL)

Digital Technology Acceptance can be understood as the willingness and attitude of employees towards applying digital technology to the work of workers in general and employees in particular in business organizations. According to Fernandez (2006); Daantje and Willingness (nd); Fernandez, (2006) stated that the level of digital technology acceptance can be understood as an important factor in each employee's decision, showing the readiness of employees in the organization to receive, learn, explore, absorb and use new digital technology techniques in their work. Besides, Albukhitan (2020); Fachrunnisa et al. (2020); Cenamor (2019)

and Parida et al. (2019) also emphasized that digital transformation leaders can be greatly supported by the human resources and employees in the business organization with high digital capabilities, thereby helping to implement technological changes quickly and effectively in the operations of the business organization. In another perspective, Wang, Lin and Sheng (2022) also stated that if the human resources are willing to accept, learn, improve digital skills and knowledge and use digital technology in their work, it will be easier for leaders to promote digitalization strategies into operations, thereby increasing the effectiveness of digital transformation leadership, increasing the efficiency of business operations and business operations (Wang, Lin and Sheng, 2022). With the above presentations, the author proposes the hypothesis:

H6: Digital Acceptance of Technology (ADT) has an impact on Digital Transformation Leadership (DTL).

2.8 Research hypothesis and model

With the above presentation, the author synthesizes the hypotheses (Table 1); model (Figure 1).

Table 1: Summary table of hypotheses

H	Content
H1	Digital Innovation Culture (DIC) Impacts Digital Transformation Leadership (DTL)
H2	Digital Creativity Capability (DCC) Impacts Digital Transformation Leadership (DTL)
H3	Digital Adaptability (DA) Impacts Digital Transformation Leadership (DTL)
H4	Human Resource Digital Capability (HRDC) Impacts Digital Transformation Leadership (DTL)
H5	Digital Management Effectiveness (DME) Impacts Digital Transformation Leadership (DTL)
H6	Digital Adoption (ADT) Impacts Digital Transformation Leadership (DTL)
H7	Digital Transformation Leadership (DTL) Impacts Digital Business Results (DBP)

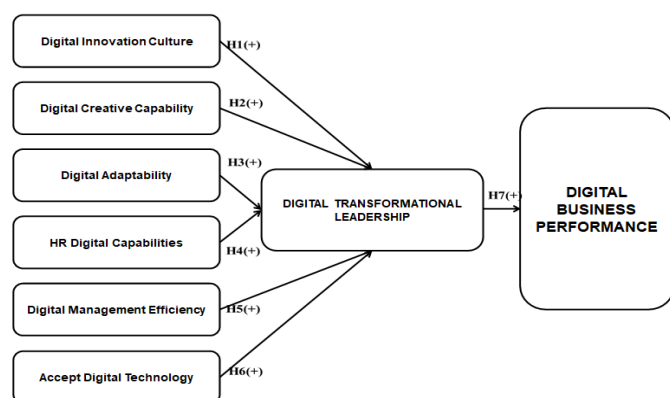


Fig. 1. Proposes a research model

3. RESEARCH METHODS

In this study, author Van Nhan Nguyen used a combination of qualitative and quantitative research methods to ensure the comprehensiveness and reliability of the results. Data were collected through a questionnaire survey of officers

and employees working at enterprises in many different fields such as technology, manufacturing, services and trade, reflecting the diversity and representation in the sampling frame. Multi-stage random sampling was applied to ensure a reasonable distribution according to management levels and functional departments in the enterprise. 300 surveys were distributed, of which 236 valid responses were used for data analysis. This sample size was determined based on the recommendations of Hair et al. (2010), ensuring that it was large enough to conduct regression analysis and structural equation modeling (SEM), while enhancing the reliability of the research model. Before the official survey, the author conducted a pilot survey with 50 people to test the reliability and adjust the content of the questionnaire. Regarding the validation of the content and structure of the scale, the author consulted a group of experts in the fields of management, technology and quantitative research. The experts participated in the process of correcting the language, logic of the questions and focus group discussions according to the process proposed by Van Nhan et al. (2023) to ensure the suitability of the scale to the practical context in Vietnam.

The observed variables in the study were measured using a 5-point Likert scale (1 = Strongly disagree to 5 = Strongly agree). The scales were inherited and adjusted from reputable studies such as: Digital Innovation Culture (DIC): Wang et al. (2022); Burchardt (2019); Cardoso et al. (2023); Digital Creative Capacity (DCC): Mde Villiers et al. (2024); Maomao (2018); Digital Adaptability (DA): Warner & Wäger (2019); Human Resource Digital Competency (HRDC): Parida et al. (2019); Cai (2020); Digital Management Effectiveness (DME) & Digital Technology Acceptance (ADT): SVial (2019); Wang et al. (2022); Fernandez (2006); Digital Transformation Leadership (DTL) & Digital Business Performance (DBP): GVial (2021); Ly, B (2024); Ciulli et al. (2020)

Data analysis was performed using SPSS and AMOS software, including the following steps: reliability testing (Cronbach's Alpha), exploratory factor analysis (EFA), confirmatory factor analysis (CFA), and structural equation modeling (SEM). Thereby, the study assesses the level of influence of factors such as DIC, DCC, DA, HRDC, DME, ADT on DTL, and from there on DBP, clarifying the intermediary role of digital transformation leadership in improving digital business performance.

4. RESULTS AND ANALYSIS

4.1 Cronbach's Alpha Reliability

Table 2. Cronbach's Alpha test results

Scale	Measuring Scale	α
1 DIC	Digital Innovation Culture	0.752
2 DCC	Digital Creative Capability	0.807
3 DA	Digital Adaptability	0.801
4 HRDC	HR Digital Capabilities	0.853
5 DME	Digital Management Efficiency	0.770
6 ADT	Accept Digital Technology	0.853
7 DTL	Digital Transformational Leadership	0.808
8 DBP	Digital Business Performance	0.806

The results of reliability testing of the scales with Valid (N = 236; 100%) (Table 1) show that the Cronbach's Alpha coefficient obtained by DIC is $\alpha = 0.752$; DCC is $\alpha = 0.807$; DA is $\alpha = 0.801$; HRDC is $\alpha = 0.853$; DME is $\alpha = 0.770$; ADT is $\alpha = 0.853$; DTL is $\alpha = 0.808$ and DBP is $\alpha = 0.806$. Thus, the scales all have Cronbach's Alpha coefficients in the range of $0.70 \leq \alpha \leq 0.95$ and the total item correlation coefficient (Corrected Item-Total Correlation) of the observed variables in each scale is greater than 0.3 (> 0.3). Therefore, the observed variables in each scale are correlated with each other and the scale has high reliability.

4.2 Exploratory factor analysis (EFA) and confirmatory factor analysis (CFA)

The results of exploratory factor analysis EFA, confirmatory factor analysis CFA, variance extracted reliability, model validity measures... give us the results in Table 2; Table 3; Table 4; Table 5 as follows.

Table 3. KMO and Bartlett's Test values

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.808
Approx. Chi-Square	2447.821
Bartlett's Test of Sphericity	
df	276
Sig.	.000

Table 4. Results of EFA factor analysis

	Factor							
	1	2	3	4	5	6	7	8
HRDC3	0.864							
HRDC2	0.812							
HRDC1	0.749							
ADT1		0.884						
ADT2		0.79						
ADT3		0.756						
DCC1			0.817					
DCC2			0.785					
DCC3			0.717					
DBP3				0.863				
DBP1				0.717				
DBP2				0.693				
DA3					0.836			
DA1					0.726			
DA2					0.726			
DME1						0.789		
DME2						0.727		
DME3						0.67		
DTL2							0.862	
DTL1							0.734	
DTL3							0.68	
DIC1								0.796
DIC2								0.681
DIC3								0.622
Cumulative %	23,802	33,213	39,703	45,558	50,639	55,069	58,479	61,245
Value	6,082	2,62	1,946	1,77	1,617	1,482	1,18	1,067
KMO:	Bartlett's Test has Sig coefficient: 0.000							
0.808								

Index	Value	Value	CR	AVE	Value
CMIN/df	1,266	< 3	HRDC	0.853	0.664 > 0.5
GFI	0.916	> 0.8	ADT	0.853	0.669 > 0.5
TLI	0.968	> 0.9	DCC	0.807	0.588 > 0.5
CFI	0.974	> 0.9	DBP	0.806	0.587 > 0.5
RMSEA	0.034	< 0.08	DME	0.770	0.533 > 0.5
Sig value	0.000	< 0.05	DTL	0.808	0.598 > 0.5
			DA	0.801	0.574 > 0.5
			DIC	0.752	0.504 > 0.5

The results of KMO and EFA in Table 1 and Table 2 show that the KMO coefficient is 0.808 (> 0.5), indicating that the factor analysis has high reliability. Bartlett's test has Sig = 0.000 (< 0.05), ensuring statistical significance. The extracted variance reaches 61.245%, explaining most of the data variation. Eigenvalues = 1.067 stops at 8 factors. The loading factor of the variables > 0.5 . Thus, it is clearly affirmed that the analyzed data is compatible with the research model and the theoretical model accurately reflects the collected data. The author conducts confirmatory factor analysis (CFA) for further testing.

The CFA analysis results in Table 3, Table 4 and Table 5 show that the CMIN/df values reached 1.353 (< 3), confirming the model's suitability. The GFI (0.907 > 0.8), TLI (0.957 > 0.9), and CFI (0.964 > 0.9) indices all showed good fit. With the RMSEA value = 0.039 (< 0.08), it shows that the model has an acceptable fit. The Sig value = 0.000 (< 0.05) confirms statistical significance. For the coefficients of (CR), the values of HRDC (0.855), ADT (0.857), DCC (0.81), DBP (0.809), DME (0.773), DTL (0.814), DA (0.802) and DIC (0.753) are all > 0.5 , proving that the observed variables converge and are suitable for the research model.

4.3 SEM linear structural model

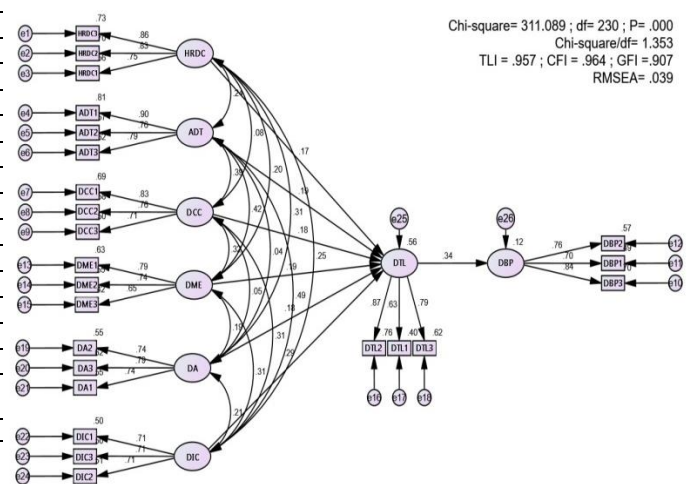


Fig. 2. SEM linear structural model

Table 5: CFA analysis indicators

Table 6: Reliability parameters AVE and CR

4.4 Bootstrap Testing

Table 6. Bootstrap Analysis Results

Parameters	SE	SE-SE	Mean	Bias	SE-Bias	CR
DTL<--HRDC	0.069	0.002	0.17	0.004	0.004	2,000
DTL<--ADT	0.082	0.002	0.182	-0.003	0.002	-1,000
DTL<--DCC	0.074	0.002	0.184	0.004	0.003	2,000
DTL<--DME	0.079	0.002	0.182	-0.006	0.003	-2,000
DTL<--DA	0.082	0.002	0.182	-0.002	0.004	-0.667
DTL<--DIC	0.084	0.002	0.298	0.003	0.003	1,000
DBP<--DTL	0.08	0.002	0.341	-0.003	0.004	-1,000

The Bootstrap results in Table 6 show that the values and coefficients between DTL and HRDC have Bias =0.004 and CR=2.000, thereby showing that the estimate is significantly significant with high stability. Between DTL and ADT, Bias =-0.003; CR= -1.000, indicating a small bias, CR does not show strong significance; With DTL and DCC, Bias =0.004; CR=2.000, indicating a stable relationship. With DTL and DME, CR=-2.000; Bias=-0.006, showing a relationship and also fluctuations. With DTL and DA, Bias =-0.002; CR= -0.667, showing that this relationship is less significant and has low bias. With DTL and DIC, CR = 1.000, Bias = 0.003, indicating that the relationship is moderately significant. With DBP and DTL, Bias = -0.003; CR = -1.000, meaning there is fluctuation but not too significant. In summary, with the above presentations, the estimated coefficients of the model show to be reliable and safe for interpreting the results.

4.5 Hypothesis testing

Table 7. Results of unstandardized (B (Beta)) and standardized (β (beta)) regression coefficients.

H	Correlation	B (Beta)	β (beta)	SE	CR	P	Conclude
H1	DTL \leftarrow DIC	0.304	0.295	0.086	3,546	***	Accept
H2	DTL \leftarrow DCC	0.212	0.179	0.082	2,584	0.01	Accept
H3	DTL \leftarrow DA	0.168	0.184	0.063	2.68	0.007	Accept
H4	DTL \leftarrow HRDC	0.18	0.165	0.071	2,528	0.011	Accept
H5	DTL \leftarrow DME	0.19	0.188	0.075	2,547	0.011	Accept
H6	DTL \leftarrow ADT	0.205	0.186	0.088	2,326	0.02	Accept
H7	DBP \leftarrow DTL	0.288	0.344	0.064	4,476	***	Accept

The test results from Table 7 show that all relationships have P values < 0.05, which confirms that the research hypotheses are all accepted with statistical significance. In particular, the two relationships DTL-DIC (H1) and DBP-DTL (H7) have P values < 0.001, combined with CR > 3.5 and > 4.4 respectively, reflecting a very strong and reliable level of influence between these factors.

Regarding the level of practical influence reflected through the β value (standardized beta) as follows:

- H1 (DTL \leftarrow DIC): $\beta = 0.295$ shows that DIC has a significant influence on DTL - the strongest relationship among the independent variables affecting DTL. This implies that improving innovation capability (DIC) can have a significant impact on employee loyalty (DTL).

- H2 to H6: The β values range from 0.165 to 0.188, indicating a moderate influence on DTL. Although these relationships are statistically significant, the magnitude of the practical influence is not high, implying that factors such as DCC, DA, HRDC, DME, and ADT, although playing a role, need to be combined with other factors or increase the intensity of their impact to improve the effectiveness of DTL improvement.

- H7 (DBP \leftarrow DTL): $\beta = 0.344$ shows that employee loyalty has a strong impact on work efficiency (DBP). This is the most statistically significant relationship (CR = 4.476; P < 0.001), and has profound practical significance: investing in developing and maintaining loyalty will bring a clear positive value to the overall efficiency of the organization.

In summary, when viewed as a whole, the test results show that all research hypotheses are accepted, in which some outstanding relationships such as DTL-DIC and DBP-DTL not only achieve very high statistical significance but also have strong practical value. The remaining relationships, although having moderate influence, still play a complementary role and need to be maintained in human resource strategy.

5. CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

The study explored the relationship between Digital Transformation Leadership (DTL) and Digital Business Performance (DBP), and identified factors affecting DTL, including Digital Innovation Culture (DIC), Digital Creativity (DCC), Digital Adaptability (DA), Human Digital Competency (HRDC), Digital Management Effectiveness (DME), and Digital Technology Acceptance (ADT).

The results of testing through Cronbach's Alpha, EFA, CFA, and SEM all showed that the relationships between DTL and each of the above factors were statistically significant (CR > 2; P < 0.05). In particular, the relationship between DTL and DIC had the highest regression coefficient ($\beta = 0.295$; CR = 3.546; P < 0.001), indicating that this is the factor with the strongest impact on digital transformation leadership capacity.

The strong influence of digital innovation culture (DIC) can be explained by the central role of organizational culture in shaping innovation mindset, promoting technology adoption and business transformation capabilities. Organizations with flexible cultures, open to change, are often able to implement digital transformation more effectively, especially in the context of Vietnam - where many businesses are still in the early stages of digitalization.

In addition, the research results also show that DTL has a significant influence on DBP ($\beta = 0.344$; CR = 4.476; P < 0.001). This shows the important mediating role of leadership in connecting digital resources with practical business outcomes.

In practical terms, this finding is particularly valuable for small and medium-sized enterprises (SMEs) in Vietnam – a group that accounts for the majority of the national enterprise structure and often faces difficulties in digital transformation due to limited resources. Developing digital transformation leadership capacity in this group of enterprises can create clear impacts in improving operational efficiency, data-driven decision making and market adaptability.

In summary: The study contributes to the empirical evidence on the role of organizational and individual factors in shaping digital transformation leadership capacity, and thereby influencing digital business outcomes. Emphasizing the role of innovation culture shows that digital transformation is not only a technical issue, but also a matter of thinking, behavior and organizational environment. This is particularly relevant in the context of Vietnam promoting a national digital transformation program linked to business development.

5.2 Recommendations

Based on the results of the SEM analysis, the author makes some specific recommendations to help business organizations effectively develop digital transformation leadership (DTL) capacity, contributing to improving Digital Business Results (DBP). Specifically as follows:

5.2.1 Building and maintaining a Digital Innovation Culture (DIC): The empirical basis for the regression results shows that the relationship between digital transformation leadership (DTL) and Digital Innovation Culture (DIC) has strong statistical significance ($B = 0.304$; $\beta = 0.295$; $CR = 3.546$; $P < 0.001$).

This shows that digital innovation culture is a fundamental factor shaping digital transformation leadership capacity. An organization with a culture that encourages innovation, is willing to experiment and accept risks in applying new technology will create favorable conditions for DTL to promote its role. Therefore, the author recommends putting it into practice through:

a. Organizing internal workshops on digital innovation to build awareness and commitment among all employees.

b. Establishing policies to recognize and reward digital initiatives from individuals and departments in the organization.

c. Periodically assessing the level of cultural openness to technological innovation in the organization to adjust.

5.2.2. Developing Digital Creativity (DCC) and Digital Adaptability (DA): The empirical basis shows that Digital Creativity (DCC) has an impact on digital transformation leadership (DTL) with $B = 0.212$; $\beta = 0.179$; $CR = 2.584$; $P = 0.01$. Digital Adaptability (DA) has an impact on digital transformation leadership (DTL) with $B = 0.168$; $\beta = 0.184$; $CR = 2.68$; $P = 0.007$. Through these data, it is shown that Digital Creativity and Digital Adaptability play an intrinsic role as a capacity that helps individuals and organizations navigate better in the volatile digital business environment. Therefore, the author recommends putting them into practice as follows:

a. Implementing periodic training programs on creative thinking in the digital environment (Design Thinking, Agile Innovation).

b. Developing flexible learning models (e.g. e-learning, micro-learning) to help employees improve their ability to adapt to new technologies.

c. Conducting creativity and adaptability assessments as part of the human resource development process.

5.2.3. Integrating core values into digital transformation strategy: Factors such as innovation culture, digital creativity and digital adaptability are core components that form sustainable digital transformation capacity. Therefore, the author recommends putting into practice the following:

a. Integrating digital competencies into job descriptions and performance evaluation criteria.

b. Conducting regular dialogues between leaders and employees on digital transformation goals and barriers that need to be removed.

c. Selecting appropriate technology applications for each type of business, especially small and medium enterprises in the service, retail and education sectors, the industries most affected by digital transformation.

In summary: The research results indicate that developing fundamental factors such as Digital Innovation Culture (DIC), Digital Creativity (DCC) and Digital Adaptability (DA) not only helps improve the effectiveness of Digital Transformation Leadership (DTL) but also contributes to significantly improving Digital Business Results (DBP). Therefore, organizations in Vietnam, especially small and medium-sized enterprises facing the urgent need to digitize processes, need to pay special attention to integrating these factors into their long-term development strategies.

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