

THE ROLE OF LEADERSHIP IN THE DIGITAL AGE OF ENTERPRISE OPERATIONS: A PRACTICE-BASED AND RESOURCE-BASED VIEW

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Purpose: The aim of this publication is to explore the role of leadership in the context of enterprise digitalization from a practice-based value (PBV) perspective, juxtaposed with the resource-based view (RBV) approach.

Design/methodology/approach: The objectives were achieved through a literature review, theoretical analysis of the issue, and an examination of empirical studies available in the literature.

Findings: The analysis revealed a strong focus in the literature on enterprise digitalization from the resource-based view (RBV), in contrast to the practice-based value (PBV) perspective. This highlights a new area for future research, shifting the approach to defining organizational outcomes and the role of leadership in digital transformation processes.

Originality/value: The article combines the resource-based perspective on managing digital transformation in organizations with a practice-based approach, emphasizing the interdependencies between the two and their influence on the modern role of leadership in the context of digitalization. It presents challenges and practices adopted by organizations, comparing them with the resource-based approach and identifying the characteristics of digital leadership with practical implications. By integrating resource management with a practice-based perspective, it offers unique insights for both researchers and practitioners involved in organizational digitalization.

Keywords: digital leadership, digitalization process, resource management, practice-based value, resource-based view.

Category of the paper: review paper.

1. Introduction

In the era of widespread and necessary digitalization, organizations face the challenge of change related to the technologies used in everyday work. A common response to changes in work methods is employee resistance, often stemming from the need to learn and implement

tools that are constantly evolving. Some employees are unconvinced of the necessity for these tools or fear being replaced by modern work technologies.

In light of these attitudes and behaviors—reactions to organizational digitalization—there arises a need for changes in leadership and the tools used by management to motivate employees, enhance productivity, and foster innovation. Without modern management techniques, building and maintaining a competitive advantage is not possible.

The response to this situation is so-called digital leadership. It encompasses communication and social skills, the ability to build teams, and change management. In the context of digitalization, leaders must be capable of driving innovation, adapting to new technologies, and managing virtual teams (Benitez et al., 2022).

Based on a literature review, problem analysis, and empirical research available in the literature, this paper presents the concept of practice-based digital leadership (PBV). This approach focuses on organizational actions and processes that are crucial for achieving results.

PBV emphasizes the importance of repeatable, effective practices that can serve as a source of competitive advantage (Bromiley, Rau, 2014). In contrast, the resource-based view (RBV) assumes that an organization's resources and capabilities are key to gaining a competitive edge. RBV focuses on identifying and leveraging unique resources that are difficult for competitors to replicate (Barney, 1991).

The analysis of literature data indicates that leadership plays a key role in the digitalization process of enterprises. Leaders who can effectively manage change, introduce innovations, and adapt to new technologies are more likely to succeed in a digital environment. PBV-based practices can help identify and implement effective actions that contribute to achieving a competitive advantage.

In the age of enterprise digitalization, the role of leadership is invaluable. Leaders must be able to manage teams, drive innovation, and adapt to a rapidly changing technological environment. The practice-based approach (PBV) can be a valuable tool in identifying and implementing effective actions that support the achievement of a competitive advantage.

2. The role and importance of digital transformation

Digital transformation is currently a key element that significantly influences the business strategies of companies worldwide. It acts as a catalyst for change in areas where new technologies are applied to improve operational efficiency and productivity.

Purwato et al. (2023) define digital transformation as the result of combining innovation and technology, which establishes new structures, behaviors, norms, attitudes, values, and beliefs. These replace, complement, or modify existing ones within companies, ecosystems, or entire industries.

Maduwiniarti and Taali (2022) argue that digital transformation is the main driver of changes occurring across all areas of life, introduced through technology and digitalization. Its importance is particularly emphasized in business and social environments, where it focuses on creating additional value for customers and analyzing data to deliver innovative and unique experiences.

Similarly, Kurniasih et al. (2022) describe digital transformation as a consequence of the rapid pace of technological change and emerging innovations. It alters consumer behavior and societal norms, ultimately leading to the transformation of existing business models.

Digital transformation involves a process of change at both the individual employee level and the collective organizational level. One of the key enablers of this process is the manager's vision. Equally important are the decisions made based on that vision, which align the digitalization process with the organization's needs. Therefore, it can be stated that the leader bears significant responsibility for guiding the organization through the transformation.

Consequently, digital transformation requires specialized leadership and the institutionalization of new norms. Its success depends on whether the management embraces a culture largely based on digital technology, and how that culture is shaped.

Digitalization within organizations entails changes in human resources, work processes, business strategies, and internal structures. It is also influenced by the competitive dynamics, which pose challenges for other companies while serving as benchmarks. Thus, a manager leading the transformation should possess traits and attitudes that enable the achievement of goals defined, among other things, through benchmarking (Abraham et al., 2022).

From a managerial perspective, changes related to digitalization should primarily lead to increased innovation, efficiency, process agility, and customer service cycle improvements. Ultimately, the implementation of technology in enterprises should support the achievement of strategic goals (Abbu et al., 2022).

Effective digital transformation requires modifications across various organizational levels. These include changes in core business activities (Karimi, Walter, 2015), aligning resources with capabilities (Yeow et al., 2018), and transforming processes and structures (Resca et al., 2013). It also necessitates leadership flexibility (Singh, Hess, 2017) and the development of a digital organizational culture (Llopis et al., 2004).

However, managing digital transformation is not only about responding to emerging changes. It also involves recognizing opportunities to enhance organizational sensitivity to change and leveraging digital transformation to achieve this. Therefore, the management approach—particularly digital leadership—is gaining increasing importance.

3. The role of leadership in digital transformation

Digital leadership is defined as the integration of leadership styles with the ways technology is utilized during the change process involved in digital transformation. It determines the feasibility of implementing the transformation process and achieving the set goals in this area (Yusuf et al., 2023). It opens the perspective for leaders to develop leadership strategies that are crucial for the success of digitalization efforts (Lebrata et al., 2024).

Benitez et al. (2022) identify the following characteristics of digital leadership: communication skills, social competencies, team-building abilities, and change management capabilities. Technological competencies, as well as the ability to build trust and credibility, are also emphasized.

Luecha et al. (2022) highlight that digital leadership is a combination of digital culture and digital competencies. Leadership, in this context, also means the ability to manage an organization to achieve its goals and build a sustainable competitive advantage.

This competitive advantage is shaped by existing products and systems that influence operations in production, communication, and cost reduction. To successfully carry out digital transformation, it is essential to use these products and systems optimally. Türk (2023) stresses that the priorities in digital leadership should focus on the integration of technology, adaptability, and innovation.

Thus, digital leadership is one of the key factors influencing competitive advantage (Nayal et al., 2022). This statement confirms the impact of leaders' digital skills and knowledge on organizational performance. It translates into the ability to develop and implement strategies that build flexible and dynamic digital organizations. This view is supported by the Resource-Based Theory (RBT) (Kozlenkova et al., 2014), which posits that digital leadership becomes a source of sustainable competitive advantage for the enterprise (Borah, 2022).

However, to effectively implement changes within an organization, the management team must be convinced of their necessity and the positive outcomes they may bring. This highlights how much of the digital transformation process depends on leaders. They are the ones who decide on the need and feasibility of change within organizations. By choosing digital transformation, they eliminate outdated norms and models, thereby building a competitive advantage. Therefore, appropriate leadership in digital transformation becomes essential (Henderikx et al., 2022).

It is emphasized that it is not technology itself that changes an organization, but rather leaders who are convinced of its value and have a vision for its use. For this reason, digital leadership becomes the foundation of a successfully implemented digital transformation.

4. The importance of competency requirements in digital leadership

Erkhan et al. (2022) emphasize that digital leadership is based on the relationship between a manager's competencies in utilizing technological resources and the organizational culture, which determines the effectiveness of value creation within the organization.

This approach highlights the necessity for leaders to possess both digital and emotional qualifications. These enable them to act flexibly in a constantly changing world. As a result, leaders must also be capable of engaging in rapid learning cycles, which are increasingly characteristic of their roles (Yusuf et al., 2023).

Digital leadership also relies on the leader's ability to build trust in themselves and their ideas among employees as well as to create a supportive environment within the organization. It requires presentation and negotiation skills to persuade decision-makers of the feasibility of digital change. It also demands the ability to formulate a clear vision and communicate it effectively. This allows leaders to identify digital transformation ambassadors and motivate them by emphasizing the value of each team member's contribution to achieving the goal. Such actions must be supported by consistency, even in the face of the challenges posed by the rapid pace of technological development (Sasane, 2024).

Digital transformation depends not only on the skills of leaders but also on the competencies of employee teams. A lack of digital qualifications among managers makes it impossible to implement digital change, while a lack of such skills among employees affects the efficiency and final outcome of the transformation.

Digital transformation also presents an opportunity to introduce sustainability policies into organizations through digital leadership. However, this requires investment in the digital leadership skills of management, as well as in technical competencies and dynamic capabilities. These investments enable the creation of a current and relevant vision for transformation using digital tools.

5. The practical importance of continuous learning

Cheng et al. (2025) stated that the implementation of systematic training programs in organizations, alongside the integration of modern technological solutions into organizational structures, is essential for carrying out digital transformation. Development initiatives aimed at employees and leaders should be supported by investments in digital infrastructure and the cultivation of an innovation-friendly organizational culture.

At the same time, Cheng et al. (2025) emphasized that training programs for leaders should include advanced content related to technologies, with a focus on decision-making processes in business strategies, change management methods, and innovative leadership tools. In educational programs for management, priority should be given to data acquisition and analysis skills, as these form the basis for building digital strategies and identifying the technologies necessary for operational activities. Additionally, it is crucial to develop flexibility and the ability to respond quickly to dynamic changes in the business environment.

An important practical element is also the digital nature of organizational culture, which highlights the need for cross-departmental collaboration and promotes continuous learning. Therefore, it becomes necessary to create integrated knowledge management systems that leverage both the organization's dynamic capabilities and an innovative work environment. This approach amplifies the impact of digital leadership.

6. Outcomes of integrated knowledge management

Consolidated knowledge management systems are essential in organizations undergoing digital transformation. They enable the acquisition of external information and the assimilation of internal knowledge resources through the development of databases and platforms. These solutions encourage employees to engage in self-improvement and remain in a continuous learning process, while also creating space for experience sharing across teams, helping to prevent the formation of information silos.

Another important aspect of knowledge management systems is the acquisition of tacit knowledge from experienced employees. This allows unique insights—often tied to the specific nature of the organization's operations—to become accessible to a broader group. This can positively influence organizational flexibility and sustainable development.

Sustainable organizational development supported by digital transformation stems from organizational capabilities. According to Khani et al. (2011), the source of these capabilities lies in the specialized knowledge of employees, which drives creative behaviors leading to innovation and organizational growth. However, the effective use of these capabilities depends on decision-making processes and communication practices both within and outside the organization.

7. Modifications in decision-making and communication processes

New technologies optimize decision-making processes not only in terms of speed but also in the volume and quality of data analyzed. This is made possible by the ability to instantly retrieve necessary information from large databases (Mazzei, Noble, 2017). As a result, digital transformation influences leadership attitudes, reshaping their nature and modifying managerial actions.

Bennis (2013) observed that one of the elements affected by digitalization is communication within organizations. This transformation also alters the traditional principles of leadership education and forces a shift in managerial thinking models, emphasizing the need to anticipate both the positive and negative consequences of implementing digital transformation. This leads to the necessity of transformational leadership (Sia et al., 2016). Changes in planning, decision-making, and forecasting approaches reshape business models, which in turn influence how organizations perceive and interact with their environment.

Therefore, companies leveraging digital transformation should, depending on their industry or business model, learn to utilize network effects and complementary capabilities (Bharadwaj et al., 2013), transitioning from value chain management to ecosystem-based models (El Sawy et al., 2016).

At the organizational level, it is also essential for companies to develop capabilities related to environmental scanning, identifying innovation opportunities, and maintaining critical thinking, creativity, adaptability, and the ability to build new business models tailored to emerging contexts (Berman, 2012).

Another aspect of communication process changes involves collaboration with the external environment, including the media. Given the speed of media operations and the ongoing digitalization in this area, Bennis (2013) notes that leadership in digital transformation must be characterized by transparency. This results from the new functioning of mass media—rapid information acquisition and verification, and easy access to data. Therefore, managerial actions must be marked by clarity.

The nature and functioning of modern media also require adaptive skills and the ability to manage crisis situations. This, in turn, necessitates resilience in the face of emerging challenges.

These values are typical of what is known as a digital organizational culture, which is both shaped by and a result of digitalization. Building an environment that supports digitalization and innovation requires a transformation of organizational culture, including the attitudes, behaviors, and values that define how work is approached and how challenges are addressed. These changes, in turn, directly impact the structure of the organization.

8. Practical modifications within the organizational structure

Both the modification of organizational culture and the restructuring of enterprises are responses to the challenges typically associated with the need to implement digital transformation.

One of the first reactions often observed is the emergence of cultural conflict between younger, digitally-oriented employees and more experienced staff who are skeptical about the necessity of introducing new technologies into the organization (Kohli, Johnson, 2011). To minimize the risk of such ideological differences, the organizational culture should foster a learning-friendly work environment (Kohli, Melville, 2019) while simultaneously promoting pro-digital attitudes, providing support, and building trust.

An additional aspect of this situation is the potential qualification gap between employees who embrace digitalization and those who do not use new technologies (Kohli, Johnson, 2011). As a result, some employees may struggle to keep up with the changes introduced during the digital transformation process.

Therefore, emphasis should be placed on expanding the competency range of all employees, with a particular focus on strengthening teamwork (Muniroh et al., 2022). In line with the concept of organizational culture proposed by Fischer and Montalbano (2014), digital leadership should introduce and legitimize specific technological systems, principles, and values within organizational structures.

Since the digitalization process relies heavily on databases—an invaluable resource for building competitive advantage—organizational culture should be based on data collection and access (Dremel et al., 2017). This approach requires both data sharing and operational transparency. In this way, organizations transition from an IT-centric culture to an information-centric one (Llopis et al., 2004).

This shift also leads to a redefinition of the IT department's role within the organization's decision-making structures. IT becomes a key stakeholder in strategic decision-making processes, no longer serving merely a supporting function. Its role evolves into that of a full participant in tactical decisions related to digital transformation (Llopis et al., 2004).

Structurally, digitalization often necessitates the creation of a new executive-level position—Chief Digital Officer (CDO) (Dremel et al., 2017). This move is essential due to the need for different skills, knowledge, and ways of thinking, which are often not sufficiently represented by traditional CIOs or CEOs (Singh, Hess, 2017).

One such skill is the ability to act quickly and adapt strategies as needed (Daniel, Wilson, 2003). Also emphasized is the need for dynamic capabilities that allow leaders to identify and respond to emerging opportunities and threats in an innovative, flexible, and timely manner in a rapidly changing environment (Daniel, Wilson, 2003).

In the organizational context, a particularly valued skill is the ability of managers to integrate digital and analog capabilities. This need arises from customer expectations, the dual nature of many organizational operations (often still conducted in parallel), and established internal work practices. The integration of analog and digital domains should be coherent and mutually supportive, with a strong emphasis on ensuring that organizational growth remains sustainable.

9. The role of digital leadership in new ways of working

Digital transformation is reshaping the work environment and influencing organizational structures (Hansen, Sia, 2015), altering professional roles and workplace conditions (White, 2012). A growing trend of remote work is observed, along with a shift away from hierarchical organizational structures toward network-based integration with external collaborators, regardless of their geographic location (Loebbecke, Picot, 2015). This creates a need for digitally equipped workplaces that are adaptive, predictive, creative, and compliant with regulations (White, 2012).

Beyond changes in work methods, leaders should foster an environment that encourages creativity, innovative thinking, work flexibility, and openness to acquiring digital knowledge among employees (Zafir et al., 2024).

Supporting innovation among employees goes beyond creating a positive atmosphere, developing competencies, or investing in user-friendly technologies. In addition to providing support, resources, and promoting participation in innovation initiatives, organizations should also consider other motivational mechanisms such as financial rewards, career advancement paths, or celebrating individual achievements within the organization.

Another important leadership task in the context of digital transformation and evolving work models is the development of a comprehensive and integrated digitalization strategy. This ensures that innovation efforts align with organizational goals and engage stakeholders at all levels.

Through these efforts, organizations can maximize the impact of digital leadership and fully leverage the benefits of digitalization and new technologies. This also includes the potential to implement sustainable development policies both internally and in market-facing activities.

10. Consequences of changes resulting from the speed of innovation implementation

Digital transformation accelerates both internal organizational processes and the pace of innovation development and market introduction (Vey et al., 2017). The focus of activity shifts to the network—an “innovation ecosystem” composed of stakeholders offering complementary products and services (Bharadwaj et al., 2013). This approach changes the traditional rules of value creation, necessitating the transformation of long-established business models (Rayana, Striukova, 2016).

Thus, digital transformation enables organizations to identify new development directions and turn existing products and services into profitable ventures. However, this requires strategic flexibility and the ability to scan the organizational environment (Zhang et al., 2023). Digitalization also facilitates the implementation of sustainable internal practices, contributing to the overall sustainable development of the organization through performance optimization, cost savings, and resource rationalization (Mollah, Amin et al., 2024).

At the same time, the competitive landscape is evolving due to the technological capabilities introduced by digitalization.

11. The impact of technology on transformations in the business environment

As traditional boundaries between areas of operation become increasingly blurred, cross-industry competition is emerging (Sia et al., 2016). This process is driven, among other factors, by the rise of multi-sided business models that allow long-established organizations to expand their operations into entirely new sectors. As a result, market infrastructures are becoming interconnected (Majchrzak et al., 2016).

Technologies are thus increasing the diversity of knowledge available online (Lyytinen et al., 2016). However, with the unrestricted flow of digital resources comes the risk of diluted ownership rights and unauthorized copying (Loebbecke, Picot, 2015).

Digital transformation, therefore, goes beyond internal process changes within an enterprise. It reshapes business models, organizational strategies (Bharadwaj et al., 2013), corporate cultures (El Sawy et al., 2016), and even traditional industry structures (Kohli, Johnson, 2011).

This transformation is primarily driven by the availability of data sets and the ability to analyze them comprehensively and rapidly (Günther et al., 2017). As a result, data has become the most valuable and strategic asset of organizations (Ng, Wakenshaw, 2017). Based on this

data, management can make informed decisions regarding the organization's offerings—an especially valuable capability in the context of evolving social and consumer behaviors.

12. New methods of customer engagement in the digital transformation process

Digital transformation has triggered changes in customer attitudes and purchasing decision-making processes (El Sawy et al., 2016). It has also altered the scope of knowledge customers possess (Granados, Gupta, 2013). Thanks to internet-based technologies, information about products and the companies that produce them is now easily accessible. These digital spaces have become arenas for interactions—both between users (Berman, 2012) and between customers and brands.

As a result, marketing activities have been modified, with a particular focus on customer engagement strategies (Sebastian et al., 2017). Today, multichannel approaches are essential, incorporating various technologies and communication channels such as social media, mobile apps, and augmented reality (El Sawy et al., 2016). The nature of the relationship between organizations and customers is also evolving (Berman, 2012), often taking place through digital platforms and networks (Bharadwaj et al., 2013).

Digital transformation has also shifted the balance of power in product development. With new technologies, customers can now influence product design and functionality (Ng, Wakenshaw, 2017). Meanwhile, value in inter-organizational contexts is created among stakeholders within so-called value networks (Evens, 2010), where multi-sided business models emerge (Bharadwaj et al., 2013). In this model, customers co-create value, which must then be reflected in the products and services offered (Keen, Williams, 2013).

Organizations are, therefore, focusing on maintaining direct interactions with customers at every stage of the value creation process (Berman, 2012). This requires acquiring additional competencies related to product development, platform operations, and value creation methods, as well as developing new product monetization models.

Access to modern technologies, co-creation of products, services, and value with customers, and the ability to quickly gather information all compel organizations to pursue continuous development—guided by the principles of sustainable growth.

13. The importance of sustainable development in the context of digital leadership

The need to implement a sustainable development policy requires the synchronization and consolidation of leadership with strategy, structures, and systems. In this way, digital transformation becomes an essential element in building organizational competitiveness (Ta, Lin, 2023).

According to Parris and Kates (2003), the theory of sustainable development assumes the possibility of conducting long-term activities in economic, social, and environmental dimensions. It is believed that modern business should consider not only economic outcomes but also social well-being and environmental protection, in the name of intergenerational equity (Beckerman, 1995). Therefore, management based on the theory of sustainable development relies on processes or systems that transform organizational inputs into products or services (Baumgartner, Rauter, 2017).

Ravasi and Schultz (2006) argue that sustainable development has become an opportunity to shape organizational identity, expressed both through the external image and the internal understanding by stakeholders. Initiatives stemming from sustainability policies strengthen organizational identity and reinforce leadership within the organization. However, the foundation of such efforts lies in the use of modern information technologies. This implies the necessity of implementing digital transformation while considering the interactions between internal and external organizational factors (Watson, 2010). The effectiveness of such efforts is made possible through the application of digital leadership in organizational management.

14. Challenges associated with digital transformation

Based on the elements described as part of an organization's digital change, it is evident that digital transformation brings not only benefits but also significant challenges (Sasane, 2024). One such challenge is the need for flexible management and the continuous questioning of existing norms and rules. This approach often leads to organizational difficulties stemming from fears of the unknown, which are frequently perceived as overly complex.

A second challenge is the necessity of preparing a clear and structured transformation plan that considers customer requirements and defines specific goals, motivations, and implementation methods.

Another source of challenges may be employee attitudes that slow down or even halt the digital transformation process. Resistance from employees who do not understand the need for digitalization may be rooted in cultural factors. Additionally, skill gaps or a lack of resource

analysis can also hinder the change process. Technical obstacles may also arise, such as difficulties in selecting the right technology for the organization—either due to the lack of industry-specific solutions or the unique nature of the organization's operations.

Another frequent challenge for organizations is the need to ensure data security and protection. On the other hand, organizations may struggle to keep up with evolving customer expectations and rising standards in functionality, usability, and the delivery of tailored products or services.

The response to these challenges lies not only in resources and the ability to manage them but also in practical solutions within organizational activities and processes. These are enabled by digital leadership, which brings about a shift in traditional management tools and transforms the organization's approach to operations—both internally and externally.

15. The integration of Practice-Based View and Resource-Based View

The integration of Practice-Based View (PBV) and Resource-Based View (RBV) in the context of digital leadership provides a comprehensive framework for understanding how organizations can effectively navigate digital transformation. This conceptual model highlights the interplay between unique resources, organizational practices, and leadership competencies as key drivers of competitive advantage.

Firstly, the model emphasizes that the foundation of successful digital transformation lies in the organization's resources and competencies. These include technological infrastructure, digital skills of employees and leaders, an innovation-oriented culture, and dynamic capabilities that enable adaptation and learning. According to RBV, these elements are essential for building a sustainable competitive edge.

Secondly, organizational practices serve as tools for implementing and operationalizing these resources. PBV focuses on repeatable and effective actions such as change management, communication, decision making, knowledge management, and fostering innovation and collaboration. These practices translate strategic resources into tangible outcomes.

Thirdly, digital leadership acts as the integrating force that aligns resources and practices into a coherent transformation strategy. Leaders must possess both technological and social competencies, including vision-setting, team management, motivation, and adaptability. Their role is crucial in guiding the organization through change and ensuring alignment with strategic goals.

Fourthly, the synergy between resources, practices, and leadership results in digital transformation. This transformation encompasses changes in business models, organizational structures and culture, ultimately leading to enhanced flexibility, innovation, and sustainable development.

Finally, the culmination of this integrated approach is the achievement of competitive advantage. Organizations that effectively combine RBV and PBV through strong digital leadership are better positioned to respond to market dynamics, innovative continuously, and maintain strategic agility.

The figure below visually represents this integrated model, illustrating the flow from resources and practices through leadership to transformation and competitive advantage.

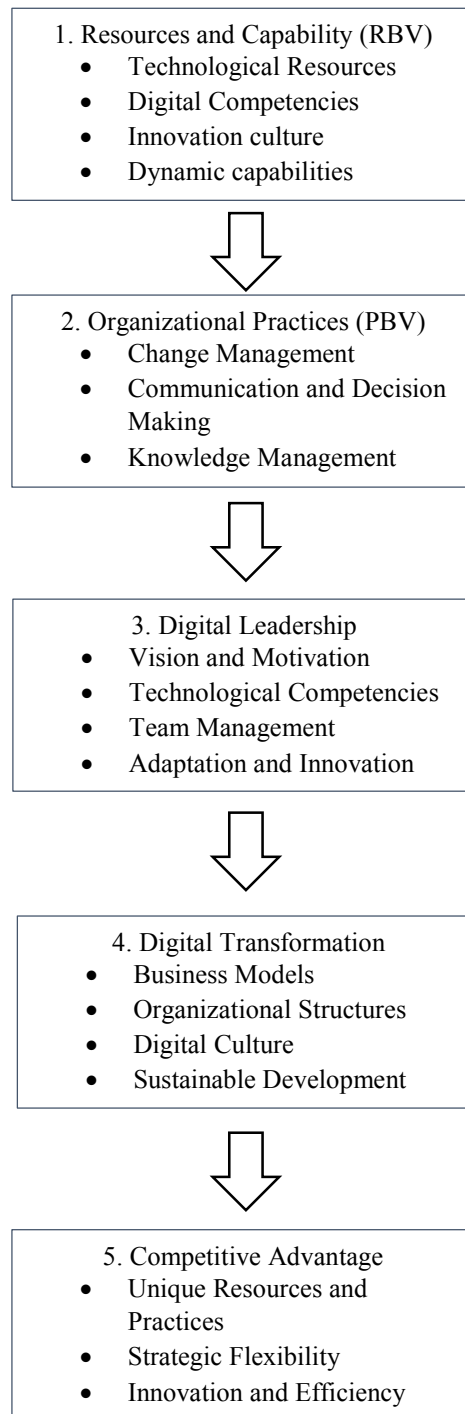


Figure 1. The diagram integrating PBV and RBV in the context of digital leadership.

Source: own study.

16. Conclusions

Digital leadership is a decisive factor in the ultimate outcome of an organization's digital transformation. Management plays a significant role in this process. However, in modern organizations, digital leadership is no longer the exclusive domain of top-level executives. Therefore, building an innovative organizational culture—where all employees become a driving force for change through the use of technology—is a strategic priority. Providing access to the latest digital solutions along with training for all employees has become the essential minimum for digital transformation. This minimum is now a requirement and a foundation for enterprise development and the building of competitive advantage.

These efforts must be accompanied by ensuring psychological safety for employees. Only in a supportive, creativity-driven work environment can innovation emerge—innovation that embraces risk without fear of implementing new ideas.

Digital transformation has significantly influenced the very nature of leadership. It has changed how organizations are managed and how they interact with their environment. It is not merely about integrating new technologies into existing operations. It involves a shift in strategies, business models, and, consequently, a transformation in relationships between employees, management, and other stakeholders, as well as a redefinition of decision-making processes.

It appears, therefore, that the practice-based view (PBV), which emphasizes actions and organizational processes, is fully dependent on the resource-based view (RBV). Unique resources enable the identification of necessary changes in organizational structures and systems. Meanwhile, implementing modifications in practical areas of the organization is only possible through digital leadership, which relies on possessing and applying those unique resources and capabilities. The combination of these two perspectives defines the uniqueness and originality of an organization today and, in turn, builds its competitive advantage.

Thus, PBV—when integrated with RBV—opens new avenues for research not only for practitioners but also for scholars, shifting their perspective on how organizational outcomes are understood. It reshapes the view of the enterprise as a whole, where many factors influence its actions and results. Consequently, it informs practical recommendations for managing digitalization.

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