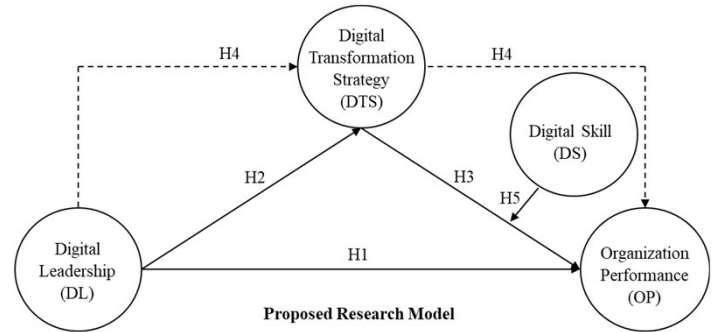


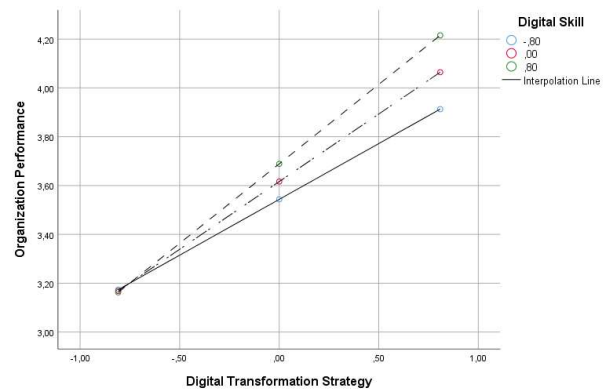
THE IMPACT OF DIGITAL LEADERSHIP ON ORGANIZATIONAL PERFORMANCE: A STUDY IN VIETNAM'S COAL MINING COMPANIES

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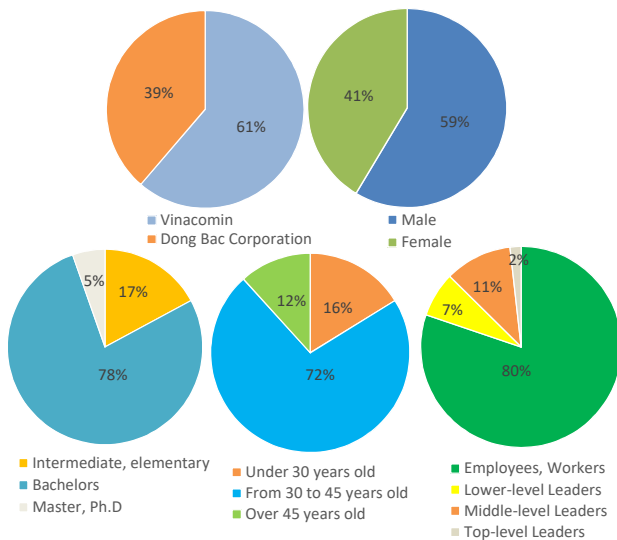
The objective of this study is to examine the relationship between digital leadership and organizational performance through the mediating role of digital transformation strategy, and the moderating role of digital. These hypotheses are investigated in the coal mining companies' context in Vietnam. The authors surveyed 111 employees and workers currently working in coal mining companies in Vietnam.



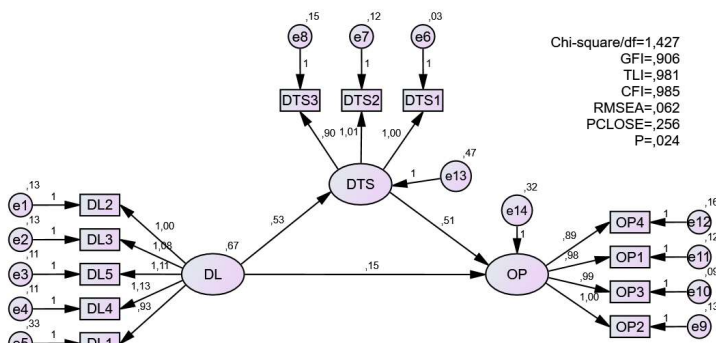
- Hypothesis 1 (H1): Digital leadership has a positive and significant impact on the operational efficiency of organizations;
- Hypothesis 2 (H2): Digital leadership has a positive and significant impact on the digital transformation strategy of the organization;
- Hypothesis 3 (H3): Digital transformation strategy has a positive and significant impact on organizational performance;
- Hypothesis 4 (H4): The digital transformation strategy mediates the relationship between digital leadership and organizational performance;
- Hypothesis 5 (H5): The impact of the digital transformation strategy on the organizational performance is higher when the digital skills of employees are higher.



The moderating relationship



Survey Results



Results of linear structural equation modeling (SEM) analysis

Results of the model testing

Hypothesis	Indirect Path	Unstandardized Estimate	Critical ratio (CR)	Critical Value	P-value
H1	OP ← DL	0.151	0.086	1.762	0.078
H2	DTS ← DL	0.528	0.087	6.088	0.000
H3	OP ← DTS	0.506	0.089	5.656	0.000
H4	OP ← DTS ← DL	0.267			0.000

Results of second-order regression

	Unstandardized Coefficients	Standard Error	t	P-value	LLCI	ULCI
constant	3.616	0.061	59.610	0.000	3.496	3.736
DTS	0.554	0.095	5.840	0.000	0.366	0.742
DS	0.091	0.099	0.921	0.359	-0.105	0.287
DTS * DS	0.121	0.055	2.197	0.030	0.012	0.231

Dependent variable: OP; R² = 0.627; ΔR² = 0.394 (P = 0.000)

The results of the analysis demonstrated the validity and reliability of the proposed model. The findings from the analysis of Cronbach's Alpha, Exploratory Factor Analysis (EFA), and Confirmatory Factor Analysis (CFA) all met the required criteria, confirming the validity of the proposed model. The results of hypothesis testing through the Structural Equation Modeling (SEM) indicate that digital leadership does not have a direct effect on organizational performance. However, it does have an indirect effect through the mediation of digital transformation strategy. The estimation of higher-order regression in hypothesis testing shows that the role of employees' digital skills acts as a moderator, strengthening the relationship between digital transformation strategy and organizational performance.

In the context of technological advancements, leaders in coal mining companies in Vietnam need to be adaptable to the developments and be able to embrace new habits in technology usage. Digital leadership plays a crucial role in realizing the business strategy to enhance operational efficiency. The understanding of digital transformation by leaders in coal mining businesses should be utilized to build and achieve strategic goals. To effectively leverage the benefits of digital transformation in improving organizational performance, business leaders must also prioritize enhancing the digital skills of their employees during the implementation process.