JABA
Journal of Applied Business Administration
https://jurnal.polibatam.ac.id/index.php/JABA

Analysis of digital leadership, organizational agility, and employee readiness on the effectiveness of quick service business transformation

Aulia Syafitri Yasmin[1], Nurbaiti[2], Muhammad Ikhsan Harahap[3]
[1, 2, 3] Faculty of Islamic Economics and Business, State Islamic University of North Sumatera

Abstract
This study aims to analyze the influence Digital Leadership, Organizational Agility, and Employee Readiness on the Effectiveness of Quick Service Business Transformation at Dimigo Café. The increasingly tight competition in the culinary industry demandscompanies to focus on creativitycompany management, the goal of which is to make things easier for consumers. This study used a quantitative approach with an associative method. The sample consisted of 50 employees, obtained using a random sampling technique. Data were analyzed using multiple linear regression after Through validity, reliability, and classical assumption tests, the results show that digital leadership has a positive and significant effect on the effectiveness of business transformation. quick service. Organizationalagilityhas a positive and significant influence on the effectiveness of quick service business transformation, Employee readiness has an influence positive and significant towardsThe effectiveness of quick service business transformation, despite the dominant influence of organizational agility, is also significant. Simultaneously, all three variables significantly contributed to the improvement of Quick Service Business Transformation. This finding confirms that a deep understanding of digital leadership, organizational agility, and relevant employee readiness are crucial factors in enhancing quick service business transformation within a company.
Keywords: Business Transformation, Digital Leadership, Organizational Agility, Employee Readiness

Article History:
Received: September 23, 2025; Accepted: April 17, 2026; Published: April 28, 2026

***Correspondence author:**
auliasyafitri888@gmail.com

DOI:
https://doi.org/10.30871/jaba.11315

JEL Code:
M21, M12, M10, L83

INTRODUCTION

In an era where the sun of civilization shines through the cracks of fiber optics, the internet has become the lifeblood of modern society. It is a double-edged sword, bringing both blessings and sorrow. With the opening of communication gateways that eliminate the barriers of distance and time into a single digital vessel, a boundless field of opportunity unfolds. This is no exception for the industrial world, where technological instruments are expected to reorganize the structure of facilities to create new opportunities for prosperity (Purba et al., 2021).

Among its many benefits, digital transformation has emerged as a key driver of business development in this global era. In Indonesia, the tide of digital transformation is flowing like a flash flood, parallel to the rapid advancement of technology that has infiltrated every aspect of life and increasingly fierce business competition (Adiandari, 2022). Large-scale market players are now beginning to realize that embracing innovation is the only way to capture broader market opportunities.

However, this digital dawn also brings a cloud of uncertainty for traditional merchants who still cling to old-fashioned trading traditions. In this age of screens, consumers increasingly rely on online platforms to find and purchase their desired goods. This has become a challenge for established players to quickly transform and innovate to avoid being crushed by the times (Pertiwi et al., 2024).

Belief in the power of digital business has become a key to winning the competitive battle. This change isn't limited to giant business dynasties; Micro, Small, and Medium Enterprises (MSMEs) are also beginning to hone their digital skills. Although they haven't fully transformed into larger entities, the spirit of renewal among MSMEs is taking root and yielding tangible results (Adisaksana, 2020). This momentum has been further fueled by the Covid-19 pandemic, limiting physical contact and forcing all human interactions—including commerce—to move online. Social distancing regulations have fostered new behaviors in how people conduct transactions.

Advances in science have triggered a major revolution in the history of civilization, especially in the industrial sector which is the heart of the economy. History records that there have been four major waves of revolution triggered by widespread technological discoveries (Rahmadyah & Aslami, 2022). Now, technology has provided various avenues for tribute and transaction matters; Electronic money exists as a powerful instrument that allows the exchange of value without physical contact, but rather through the flow of data in computer networks and the internet (Nasution et al., 2020).

Advances in information technology are no longer mere decoration, but rather the lifeblood of human life everywhere. The use of electronic calculating machines (computers) and the internet is becoming increasingly widespread, especially in the service and work environment. Their presence is a miracle, accelerating task completion, streamlining data administration, and presenting information with an accuracy unmatched by mere human reason (Khairina & Irawan, 2022).

According to the Coordinating Ministry for Cooperatives and SMEs (Kemenkopukm), the number of small business owners (MSMEs) in Indonesia migrating to the digital realm continues to soar year after year (Rizati, 2022). In 2021, 16.4 million entities were recorded as having embraced digital systems, and that number jumped to 20.76 million the following year—a 26.6% increase. Unfortunately, behind these impressive figures lies a grim reality: only a handful (5% to 15%) are able to survive in the fierce digital marketplace. To date, digitalization remains limited to the art of marketing, through the creation of virtual stores and the promotion of images and moving images (videos) to attract public attention.

Dimigo Café: Standing Between Trends and Competition On a corner of Jalan Ps. III Tapian Nauli, Sunggal, Medan City, stands Dimigo Café, a stopover serving coffee extract and thirst-quenching snacks. However, based on initial observations, Dimigo Café's ark seems to be still unsteady in implementing an effective Quick Service transformation. This shop is squeezed

between the increasingly mushrooming competitors, where it seems unable to stand tall to compete with other large shops. Dimigo is forced to continue to follow the patterns that are currently popular, considering that today's society is increasingly plagued by the "FOMO" syndrome—a fear of being left behind by everything that is currently viral in cyberspace.

Self-Knowledge: Like a battle between kingdoms, every business absolutely requires a grand strategy and plan to face its enemies. Management and marketing strategies must be carefully implemented for the company's survival. It is the wisdom of every entity to recognize its own strengths and weaknesses (Rambe & Aslami, 2021). Only by knowing itself deeply can a company prepare both a shield for defense and a sword to slash every opportunity that comes its way.

In navigating the ocean of transformation, the presence of a digital captain is a crucial beacon. He is not just an ordinary leader, but a figure capable of crafting a strategic vision to conquer technology. However, under the roof of Dimigo Café, this leadership lamp seems to be shining less than fully. The leader is required to be constantly vigilant in monitoring the wheels of the system; because, if the captain's eyes rarely turn towards the cash register and other digital devices, then the opportunity for fraud will be wide open. True digital leadership must be able to instill positive skills and attitudes towards technology in his subordinates so that they are not overwhelmed by the waves of innovation (Niam, 2024; Cooper, 2023).

Not only leadership, but also organizational agility is crucial for successful transformation. It is the ability to quickly navigate and adapt amidst the storm of market change. Unfortunately, Dimigo Café's organizational structure remains rigid—bound by limited financial resources, limited staff skills, and limited access to digital platforms. However, a flexible organization will more easily achieve sustainable success in an era of constant change (Jaelani, 2021; Octavia et al., 2023).

The third, equally important pillar is the employees' spiritual readiness. This reflects the company's unwavering commitment to embrace the planned change with open arms. At Dimigo Café, this readiness is still relatively low; employees lack relevant knowledge, coupled with a work environment that feels barren and a vague career path that disrupts their sense of well-being. Thorough preparedness will make employees more responsive to the demands of new tasks in the era of transformation (Novitasari et al., 2020; Efendi & Abadiyah, 2022).

XIII. Novelty Presentation and Closing Proceedings Based on this reality, this study offers a novelty by simultaneously dissecting the three pillars—Digital Leadership, Organizational Agility, and Employee Readiness—in the specific context of the Quick Service Restaurant (QSR) industry. This holistic approach aims to develop a robust forecast model for the success of digital transformation. The results of this scientific study are expected to serve as a guidebook for QSR managers in implementing innovations, both in terms of technological sophistication and the quality of the implementing personnel.

RESEARCH METHODS

In this paper, the chosen research method is associative research based on a quantitative approach. From the perspective of its presentation, this scientific practice utilizes an associative approach to trace the relationships between phenomena (Sugiyono, 2022). The independent variables in this study are three main pillars: Digital Leadership, Organizational Agility, and Employee Readiness. Meanwhile, the dependent variable is Business Transformation Effectiveness. The throne or place where this data truth search was carried out was at Dimigo Cafe, which is located on Jl. Ps. III Tapian Nauli No. 9, Sunggal, Medan Sunggal District, Medan City, North Sumatra 20122.

Population and Sample

Population is seen as a generalized universe that includes a collection of objects and subjects. They are entities that have certain qualities and characteristics that have been outlined by researchers to explore their essence, in order to draw a grand conclusion at the end of the

search.

To determine who would serve as key witnesses, this study employed the Saturated Sampling Technique. This strategy involves involving all members of the population without exception as samples in the study. No individual is left out; everyone within the population is used as a primary data source.

The population of interest in this paper is the 50 employees working at Dimigo Café. Using the saturated sampling technique, all 50 employees were simultaneously selected as research samples to ensure the accuracy of the information collected down to its roots.

Data Analysis Techniques

All pieces of information were collected using research instruments as a network. The analysis was quantitative or statistical, a scientific method aimed at testing the validity of initial assumptions (hypotheses). The method chosen was a survey, in which the author distributed questionnaires to staff members for honest responses.

The stages in forging this data are carried out through a structured process as follows:

1. Classical Assumption Test (Data Purification)

   Before the data can be processed further, it must pass through a purification gate to ensure there are no defects in the model. This stage consists of:
   a. Normality Test: Ensures that the data distribution follows a natural (normal) line.
   b. Multicollinearity Test: Ensures there are no dark relationships or ties between independent variables that could obscure the results.
   c. Heteroscedasticity Test: Ensures that the equality of variance from one observation to another remains stable.
2. Multiple Linear Regression Analysis

   This is the main test bed, where researchers measure how much influence the combined variables of Digital Leadership, Organizational Agility, and Employee Readiness have in driving the wheels of business transformation.
3. Hypothesis Testing (Truth Test)

   To prove the power of each variable, a final test was carried out consisting of:
   a. Partial Test (t-Test): To see the strength of the influence of each pillar independently.
   b. Simultaneous Significance Test (F Test): To see whether the three pillars together are able to bring about real change.
   c. Determinant Test (R2): To measure how big a percentage of influence these variables have on the fate of business transformation.

RESULTS AND DISCUSSION

Descriptive Test Results

Descriptive testing is a statistical technique used to describe the appearance and nature of data without the intention of testing initial assumptions or hypotheses. Through this stage, researchers seemingly hold up a large mirror to capture a general reflection of each studied variable, starting from the average equilibrium point (mean), the peak of the maximum value, to the trough of the minimum value, and measuring the extent to which the data distribution deviates through standard deviation and percentage frequency. The test is conducted through a questionnaire instrument measuring with a Likert scale. By understanding these basic patterns, researchers can feel the identity of respondents, both in terms of satisfaction and perception, as a primary provision before moving further into the furnace of more complex inferential analysis, such as regression and correlation.

Table 1. Descriptive Test

Residual Statistics[a]

	Minimum	Maximum	Mean	Standard Deviation	N
Predicted Value	25.9527	46.6780	40.1600	4.19714	50

	Minimum	Maximum	Mean	Standard Deviation	N
Residual	-6.62431	6.38785	.00000	2.62460	50
Std. Predicted Value	-3,385	1,553	.000	1,000	50
Std. Residual	-2,445	2,358	.000	.969	50

a. Dependent Variable: y

The business transformation value predicted by this analysis furnace shows an average of 40.1600, with a spread level or standard deviation of 4.19714. The average residual (forecast error) is precisely at 0.00000, a sign that the basic assumptions of OLS regression have been fully met. The Standard Error of the Estimate (2.62460) also measures the extent of the error deviation in this model's forecast. The most important part is the standardized residual value (Std. Residual), which stretches beautifully between -2.445 and 2.358. Considering that all of these residual values are still well below the threshold of ±3.0, it is certain that there are no extreme outliers infiltrating, indicating that the collected data is of good quality and very worthy of being taken to the next testing gate.

Data Quality Test

Validity and Reliability Test

In measuring the validity and reliability of the instrument, a validity test was conducted on each research variable involving 50 respondents as witnesses. To determine whether a question item has a significant value or not, the researcher compared the calculated r value with the table r at degrees of freedom (df) of n-3 and a significance level of a:5 (0.05). In this treatise, with a calculation of 50-3, df = 47 was obtained, where the table r value which became the benchmark was 0.279. When the calculated r shows a positive number and is stronger than the table r, then the question item is declared valid or legitimate. Furthermore, to test the consistency of the answers, the Cronbach Alpha (a) statistical test was used, where a variable is said to be reliable if its coefficient value exceeds the threshold of 0.6. The details of the results of the validity and reliability testing are presented carefully in the table below:

Table 2. Validity Test and Reliability Test

Variables	Item	Validity			Reliability	
		RCount	R Table (0.05)	Information	Cronbach's Alpha	Information
Digital Leadership (X1)	X1.1	0.715	0.279	Valid	0.893	Reliable
	X1.2	0.536		Valid		Reliable
	X1.3	0.629		Valid		Reliable
	X1.4	0.701		Valid		Reliable
	X1.5	0.795		Valid		Reliable
	X1.6	0.721		Valid		Reliable
	X1.7	0.679		Valid		Reliable
	X1.8	0.704		Valid		Reliable
	X1.9	0.762		Valid		Reliable
	X1.10	0.863		Valid		Reliable
OrganizationalAgility (X2)	X2.1	0.751		Valid	0.899	Reliable
	X2.2	0.671		Valid		Reliable
	X2.3	0.799		Valid		Reliable
	X2.4	0.664		Valid		Reliable
	X2.5	0.806		Valid		Reliable
	X2.6	0.745		Valid		Reliable
	X2.7	0.757		Valid		Reliable
	X2.8	0.649		Valid		Reliable
	X2.9	0.728		Valid		Reliable
	X2.10	0.710		Valid		Reliable
Employee Readiness (X3)	X3.1	0.665		Valid		Reliable
	X3.2	0.704		Valid		Reliable
	X3.3	0.665		Valid		Reliable

Variables	Item	Validity			Reliability	
		RCount	R Table (0.05)	Information	Cronbach's Alpha	Information
	X3.4	0.582		Valid		Reliable
	X3.5	0.717		Valid		Reliable
	X3.6	0.602		Valid		Reliable
	X3.7	0.678		Valid		Reliable
	X3.8	0.704		Valid		Reliable
	X3.9	0.708		Valid	0.902	Reliable
	X3.10	0.649		Valid		Reliable
	X3.11	0.704		Valid		Reliable
	X3.12	0.543		Valid		Reliable
	X3.13	0.605		Valid		Reliable
	X3.14	0.784		Valid		Reliable
Transformation Business (Y)	Y.1	0.560		Valid		Reliable
	Y.2	0.621		Valid		Reliable
	Y.3	0.625		Valid		Reliable
	Y.4	0.694		Valid		Reliable
	Y.5	0.714		Valid	0.880	Reliable
	Y.6	0.806		Valid		Reliable
	Y.7	0.596		Valid		Reliable
	Y.8	0.650		Valid		Reliable
	Y.9	0.854		Valid		Reliable
	Y.10	0.775		Valid		Reliable

Source: Primary Data Processed by the Author (2025)

Next, a reliability test was conducted to assess the reliability of the respondents' responses to the presented instrument. The test results showed impressive Cronbach's Alpha values: 0.893 for digital leadership, 0.880 for business transformation, 0.902 for employee readiness, 0.899 for organizational agility, and 0.796 for customer satisfaction. Considering that all these figures are well above the minimum threshold of 0.6, it can be concluded that each variable has a high degree of reliability, thus the questionnaire is considered highly reliable for collecting consistent data.

Classical Assumption Test Normality Test

A normality test is essentially an attempt to assess whether a collected set of data follows a normal distribution or deviates from it. In scientific terms, data considered good and dignified is data with a normal distribution. This testing strategy is carried out using the Kolmogorov-Smirnov method, where researchers must carefully observe the Asymp. Sig. (2-tailed) value. If the significance figure shows a value greater than 0.05, then it is legitimate to declare that the data has met the expected normality criteria.

Table 3. Normality Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		50
Normal Parametersa, b	Mean	.0000000
	Standard Deviation	2.62460399
Most Extreme Differences	Absolute	.079
	Positive	.079
	Negative	-.066
Test Statistics		.079
Asymp. Sig. (2-tailed)		.200CD

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Looking at the Kolmogorov-Smirnov test results listed in Table 3, it is revealed that the Asymp. Sig (2-tailed) value reaches 0.200. Because this significance figure is much stronger than the 0.05 threshold—namely 0.200 > 0.05—it can be concluded that the variables Digital Leadership (X1), Organizational Agility (X2), and Employee Readiness (X3) towards Business Transformation (Y) have resided in a normal distribution. Thus, the data in this treatise has passed the gate of normality assumptions and is ready to be continued to the arena of more in-depth multiple linear regression analysis.

Multicollinearity Test

This multicollinearity test is essentially conducted to reveal whether the regression model contains "dark" relationships or excessively close correlations between independent variables. In established scientific literature, a model considered healthy is one free from the shackles of multicollinearity, allowing each independent variable to stand alone without excessive influence on the others.

The strategy for detecting this is done by looking at two sacred numbers: the Tolerance value and the VIF (Variance Inflation Factor). If the Tolerance value is greater than 0.10 and the VIF value is below 10, the model is considered free from multicollinearity and ready to proceed to the next testing stage.

Table 4. Multicollinearity Test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics	
		B	Std. Error	Beta	Tolerance	VIF
1	(Constant)	3,701	3,422			
	x1	.297	.106	.329	.446	2,244
	x2	.340	.114	.354	.435	2,298
	x3	.207	.093	.269	.423	2,362

a. Dependent Variable: y

Source: Primary Data Processed by the Author (2025)

Looking at the data presented in Table 4, it is revealed that all the independent variables in this paper are free from the constraints of correlation. The Digital Leadership variable (X1) shows a tolerance value of 0.446 (> 0.10) with a low VIF value of 2.244 (< 10). A similar trend is seen in Organizational Agility (X2), which has a tolerance value of 0.435 (> 0.10) and a VIF value of 2.298 (< 10).

Not to be missed, the Employee Readiness pillar (X3) also confirmed its dignity with a Tolerance value of 0.423 (> 0.10) and a VIF value of 2.362 (< 10). Considering that all of these figures are below the established threshold, it can be concluded that there is no multicollinearity between the variables of Digital Leadership, Organizational Agility, and Employee Readiness. In other words, each independent variable stands tall independently and does not overlap each other in influencing Business Transformation (Y).

Heteroscedasticity Test

Heteroscedasticity testing is performed to reveal whether there is unequal variance in the residuals between observations in a regression model. A good and reliable regression model must be free from heteroscedasticity; in other words, it must have uniform residual variance, or homoscedasticity. If the variance remains consistent throughout the model, the estimation results will be more accurate and unbiased in describing the influence between variables.

Table 5. Heteroscedasticity Test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,223	2,093		2,018	.049
	x1	-.037	.065	-.123	-.567	.573
	x2	-.035	.070	-.110	-.498	.621
	x3	.013	.057	.050	.225	.823

a. Dependent Variable: Abs_RES

Based on the data presented in Table 5, it is revealed that the variables Digital Leadership (X1), Organizational Agility (X2), and Employee Readiness (X3) have significance values (Sig.) that all exceed the threshold of 0.05. Because each pillar of the variable shows a value greater than the specified error rate, it can be concluded that there is no heteroscedasticity symptom in this model. In other words, the residual variance in this study is homogeneous, so that the regression model built has a high degree of reliability in predicting the fate of Business Transformation (Y) without any interference from variance inequality.

Multiple Linear Regression Analysis Test

A multiple linear regression analysis was conducted to assess the simultaneous impact of Digital Leadership (X_1), Organizational Agility (X_2), and Employee Readiness (X_3) on Business Transformation (Y). This study focused on the dynamics within the Sociolla Offline Store in Medan. Through this mathematical calculation, we can see how these three pillars combine to shape successful business transformation.

The results of data forging using the multiple linear regression formula have been carefully summarized in Table 6 below:

Table 6. Multiple Linear Regression Analysis Test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,701	3,422		1,082	.285
	x1	.297	.106	.329	2,807	.007
	x2	.340	.114	.354	2,984	.005
	x3	.207	.093	.269	2,236	.030

a. Dependent Variable: y

Source: Processed Primary Data (2025)

Referring to the results of the multiple linear regression data processing presented in Table 6, a mathematical formula can be formulated as follows:

$$Y = 3.701 + 0.297X1 + 0.340X2 + 0.207X3 + e$$

The string of numbers in the equation can be interpreted as follows:

1. Constant (3.701): This figure proves that if Digital Leadership (X1), Organizational Agility (X2), and Employee Readiness (X3) are at zero or do not experience any change, then the degree of Business Transformation (Y) will still stand at 3.701. This implies that there are other forces or factors outside this research model that also support the movement of business transformation.
2. Digital Leadership Motivation (0.297): This coefficient indicates a positive relationship. This means that every one-unit increase in a leader's digital skills will trigger a 0.297-unit increase

in Business Transformation, provided that other variables remain constant.
3. Organizational Agility (0.340): Organizational flexibility has a significant positive impact. Every one unit increase in organizational agility in responding to change leads to a 0.340 increase in Business Transformation.
4. Employee Readiness (0.207): The readiness of employees also makes a positive contribution. Every one-unit increase in employee readiness to adapt will increase Business Transformation by 0.207 units.

In conclusion, these three main pillars—namely, competent digital leadership, organizational agility in embracing change, and employee mental readiness—have a real positive influence on Business Transformation (Y). This emphasizes that the synergy between a tech-savvy captain, an adaptive company, and prepared employees is the main key for Dimigo Cafe in achieving successful transformation, especially in the implementation of Quick Service.

Hypothesis Test T-Test (Partial)

A partial t-test was conducted to assess the power of each independent variable to independently influence the dependent variable. This testing process relies on a significance level (alpha) of 0.05 as the threshold for truth. To determine the determining point, the degrees of freedom (df) formula is used, namely n - k - 1. With a total of 50 respondents and three pillars of independent variables (k = 3), the obtained df = 50 - 3 - 1 = 46 (or in the previous calculation df = 47 if referring to a specific distribution table). Based on the t-distribution table at a significance level of 5%, the obtained t-table value of 2.011 will serve as a benchmark for testing the power of the influence of each variable individually.

Table 7. T-Test (Partial)

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,701	3,422		1,082	.285
	x1	.297	.106	.329	2,807	.007
	x2	.340	.114	.354	2,984	.005
	x3	.207	.093	.269	2,236	.030

a. Dependent Variable: y

Source: Processed Primary Data (2025)

Based on the results of the data forging that has been carried out, the power of each variable is revealed independently as follows:
1. Digital Leadership (X1): This variable recorded a t-value of 2.807 with a significance level of $p < 0.007$. Considering that the t-value (2.807) has exceeded the t-table (2.011) and the p-value is below the threshold of 0.05, then H_1 is accepted. This proves that digital leadership has a positive and significant effect on business transformation. The more capable the company captain is in managing digital technology, the more powerful the effectiveness of business transformation will be, especially in the implementation of Quick Service at Dimigo Café.
2. Organizational Agility (X2): This pillar shows a t-value of 2.984 with a significance of $p < 0.005$. Because the t-value (2.984) is stronger than the t-table (2.011), H2 is accepted. This means that organizational agility has a positive and real influence on business transformation. The more agile the company is in adapting to digital-based management changes, the more effective the business transformation movement at Dimigo Cafe will be.
3. Employee Readiness (X3): Company employees showed a t-value of 2.236 with a significance of $p < 0.030$. With the t-value (2.236) being above the t-table (2.011), H3 is accepted. This confirms that employee readiness has a positive and significant effect on business transformation. The more ready employees are to embrace up-to-date changes, the

higher the company's business transformation achievements.

Overall, the regression coefficients confirm a positive direction in all three variables with details of beta1 = 0.297, beta2 = 0.340, and beta3 = 0.207. It can be concluded that partially, the three independent variables are the main drivers of business transformation, where Organizational Agility (X2) appears as the most dominant force compared to the other two pillars.

F Test (Simultaneous)

The F test is essentially a statistical scale that is conducted to test whether all independent variables simultaneously or collectively have a significant influence on the dependent variable. In this paper, involving 50 respondents (n) and three pillars of independent variables (k = 3), the degrees of freedom for the numerator (df1) are set at 3 and the denominator (df2) at 46 (50 - 3 - 1) at a significance level of 5% (0.05).

The conditions for making a decision in this test are as follows, if the calculated F shows a stronger number than the F table, then H1 is accepted, which means there is a significant joint influence. On the other hand, if the calculated F is smaller than the F table, then H1 is rejected, which indicates that the combination of variables is not able to significantly move the dependent variable.

Table 8. F Test (Simultaneous)

ANOVA

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	863,181	3	287,727		
	Residual	337,539	46	7,338	39,212	.000b
	Total	1200,720	49			

Dependent Variable: y

Predictors: (Constant), x3, x1, x2

Source: Primary Data Processed by the Author (2025)

Looking at the simultaneous test results presented in the table, it is revealed that the calculated F-value reached 39.212. When compared with the F-table at degrees of freedom df1 = 3 and df2 = 46 which had a value of 2.81, it is clear that the calculated F-value (39.212) is much stronger than the F-table (2.81).

Coupled with a significance level of $p < 0.000$, which is well below the 0.05 threshold, the decision taken is to accept H3. Thus, it can be concluded that together (simultaneously), the pillars of digital leadership, organizational agility, and employee readiness have a positive and very significant influence on the effectiveness of the quick service business transformation at Dimigo Café. The success of this transformation is not the result of a single effort, but rather the result of the synergy of these three forces moving in harmony.

Determination Coefficient Test

The coefficient of determination (R2) is essentially an indicator to measure the power of a regression model in explaining the various variations that occur in the dependent variable. This value reflects the quality of the model: the higher the R Square number produced, the more powerful the ability of the independent variables in explaining the phenomena that occur in the dependent variable.

Technically, the R2 value ranges from 0 to 1. If the value is close to 1, it indicates that the independent variable provides almost all the information needed to predict the dependent variable. Conversely, if the value is low, it means there are still many mysteries or other factors outside the model that are more dominant in influencing the variable.

Table 9. R^2 Determination Coefficient Test

Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.848a	.719	.701	2.70884

Predictors: (Constant), x3, x1, x2
Dependent Variable: y

Looking at the results of the coefficient of determination test summarized in Table 9, the Adjusted R Square value was obtained at 0.701. This figure is a positive signal indicating that 70.1% of the variation in Business Transformation (Y) can be clearly explained by the synergy of our three independent variables: Digital Leadership (X1), Organizational Agility (X2), and Employee Readiness (X3).

Meanwhile, the remaining 29.9% is the domain of influence from other variables not yet addressed in this research model. Scientifically, this 70.1% value indicates that the model you built has a very strong capacity to analyze the business transformation phenomenon at Dimigo Café. However, the 29.9% portion from external factors presents an interesting gap that deserves further exploration in future research.

Discussion

1. The Influence of Digital Leadership on the Effectiveness of Quick Service Business Transformation at Dimigo Cafe

Through the eyes of statistical analysis, the Digital Leadership variable (X_1) proved its fangs with a t-value of 2.807, which far exceeds the t-table threshold of 2.011. With a significance level of $p < 0.007$ which is below the 0.05 standard, the H1 hypothesis is accepted with a landslide. This finding confirms that digital leadership has a positive and very meaningful role in spurring business transformation; meaning, the more skilled the company captain is in formulating technology-based strategies, the sharper the effectiveness of service transformation, such as the implementation of Quick Service at Dimigo Cafe.

A digital leader acts not only as a technology user but also as a strategic guide, aligning the organization's movement with the flow of digital transformation. According to Wibowo & Wartini (2025), this type of leadership is a driving force for cross-team collaboration and innovation, leading to streamlined operations and accelerated performance. By building a resilient yet adaptive culture, digital leaders ensure that organizations are not only able to withstand challenges but also remain competitive in the long term through rapid and precise data-driven decisions (Sitompul et al., 2025).

Furthermore, the synergy between technology and data under the control of visionary leaders has been proven to boost profitability, job satisfaction, and competitiveness amidst volatile market dynamics (Ananda et al., 2024). The digital leaders at Dimigo Cafe play a role in formulating a clear technological vision, triggering process automation, and opening the floodgates for new, more efficient business opportunities. As emphasized by Niam (2024), their focus is also on strengthening employees' competencies and positive mentality towards technology to prepare them for increasingly modern work demands. These research findings align with the findings of Cooper (2023), which further confirm that Digital Leadership is an irreplaceable pillar in the success of today's business transformation agenda.

2. The Influence of Organizational Agility on the Effectiveness of Quick Service Business Transformation at Dimigo Cafe

Based on the results of data analysis, the Organizational Agility variable (X_2) confirmed its position as a dominant force with a t-count value of 2.984. This figure is much stronger than the t-table value of 2.011, supported by a significance level of $p < 0.005$ which is below the threshold of 0.05. Thus, H1 is accepted, which means that organizational agility has a positive and significant influence on business transformation. In the context of Dimigo Café, the more

agile the company is in adapting its management to the digital flow, the more effective the implementation of Quick Service will be.

Organizational agility is not just a trend, but rather a strategic capability to quickly detect market opportunities and threats. According to Wijaya et al. (2025), agility serves as a key engine driving innovation and accelerating technology adoption through flexible resource reconfiguration. This ability to respond to customer needs amidst environmental uncertainty is what creates competitive advantage. Similarly, Octavia et al. (2023) emphasize that a culture of collaboration and learning embedded in agility will automatically accelerate the overall acceleration of digital transformation.

This positive and significant relationship arises because agile organizations are able to overhaul strategies and accelerate internal processes by fully engaging employees. As explained by Jaelani (2021), agility requires a shift in thinking and working methods to ensure the organization remains stable yet responsive to the complexities of the digital era. This ensures superior and sustainable transformation outcomes. The findings of this research also reinforce previous literature, such as research by Octavia et al. (2023), which also demonstrated that the success of business transformation depends heavily on an organization's agility in navigating the waves of change.

3. The Influence of Employee Readiness on the Effectiveness of Quick Service Business Transformation at Dimigo Cafe

Based on the results of statistical data analysis, the Employee Readiness variable (X3) proves its important role with a t-value of 2.236. This figure successfully exceeds the t-table threshold of 2.011, and is strengthened by a significance value of $p < 0.030$ which is below the 0.05 standard. These results establish that H1 is accepted, which means employee readiness has a positive and significant influence on business transformation. In the dynamics at Dimigo Cafe, the more prepared the staff are to embrace contemporary changes, the more effective the implementation of the Quick Service system will be.

Employee readiness is not just a number, but a manifestation of digital competency honed through training and mentoring. According to Nabighah et al. (2025), this readiness triggers active engagement, collaboration, and innovative behavior that act as a lubricant for an organization's transition to the digital era. Beyond just technical matters, Andi Wirandani Natsir et al. (2025) emphasize that this readiness encompasses a transformation in mentality in working and communicating; prepared employees tend to be more open and less threatened by the presence of technology.

Fundamentally, employee readiness is a crucial factor because it is directly related to motivation, commitment, and high adaptability. Novitasari & Asbari (2020) explain that employees with high readiness feel more intrinsically connected to the organization, making them more enthusiastic in facing new job requirements resulting from transformation. This can be triggered through transformational leadership and a conducive work climate. Your research findings align with and reinforce the research findings of Efendi & Abadiyah (2022), which stated that without adequate human resource readiness, new business strategies will struggle to achieve optimal success.

4. The Influence of Digital Leadership, Organizational Agility, and Employee Readiness on the Effectiveness of Quick Service Business Transformation at Dimigo Cafe

Through a broader statistical analysis perspective, this test proves that the synergy between Digital Leadership (X1), Organizational Agility (X2), and Employee Readiness (X3) is the main key in driving the wheels of change. Based on the results of the F test, the F-count value of 39.212 was obtained which far exceeded the F-table (2.81) with a very sharp significance level ($p < 0.000$) and also a t-count of 2.236. These results ensure that H1 is accepted, which means simultaneously or together, the three variables have a positive and significant influence on the effectiveness of the quick service business transformation at Dimigo Café.

The strength of this model is further emphasized by the Adjusted R Square value of 0.701. This figure reveals that 70.1% of the success of Dimigo Café's business transformation is determined by the collaboration between digital leadership, organizational agility, and employee readiness.

While this model offers extensive insight into the phenomenon, a 29.9% gap remains, influenced by external factors beyond the scope of this study. This provides an important signal for future researchers to explore other unknown variables to refine future business transformation strategies.

CONCLUSION

This study concludes that Digital Leadership, Organizational Agility, and Employee Readiness are fundamental pillars that have a positive and significant influence in driving the effectiveness of the Quick Service business transformation at Dimigo Cafe. The strong vision of a digital leader who is skilled at directing technology strategy, combined with organizational agility in responding to dynamic management changes, creates a highly adaptive business ecosystem. This success is further emphasized by the mental readiness and competencies of employees who are continuously updated with the times, so that the transition to a more modern operational system can run more smoothly and optimally. Overall, the synergy of these three variables is not only a driving force for momentary transformation, but also a key determining factor for the sustainability and competitiveness of Dimigo Cafe amidst the current rapid flow of digitalization.

This study has several limitations, including its limited scope to only one object, Dimigo Cafe, which makes the generalizability of the research results low; the relatively limited number of respondents; and the use of quantitative methods that are unable to deeply explore aspects of organizational behavior and dynamics. Furthermore, the variables studied only focused on digital leadership, organizational agility, and employee readiness without considering external factors such as market conditions and industry competition. Therefore, it is recommended for further research to expand the research object to various similar businesses for more representative results, add other relevant variables such as technological innovation and organizational culture, and combine quantitative and qualitative methods to obtain a more comprehensive understanding of the effectiveness of business transformation.

REFERENCES

Adiandari, A. M. (2022). Financial performance innovation since digital technology entered Indonesian MSMEs. *International Journal for Applied Information Management*, *2*(1), 50–58.

Adisaksana, H. (2020). The effect of digital transformation, business innovation models, and creativity on MSME performance with competitive advantage as intervening variable. *Indonesian Interdisciplinary Journal of Sharia Economics (IIJSE)*, *5*(3), 248–253.

Ananda, R., Sukoco, S., & Khairuddin. (2024). The influence of ethical leadership, teacher capacity building, and school culture on the performance of Madrasah Tsanawiyah teachers. *Journal of Educational Technology*, *26*(2), 632–631.

Astuti, A. W., Sayudin, & Muharam, A. (2023). Business development in the digital era. *JMI Indonesian Multidisciplinary Journal*, *2*(9), 2787–2792.

Chouaibi, S., Festa, G., Quaglia, R., & Rossi, M. (2022). The risky impact of digital transformation on organizational performance: Evidence from Tunisia. *Technological Forecasting and Social Change*, *17*(8).

Cooper, G. (2023). 5 digital leadership skills to support digital transformation. *Ardoq*, *1*(1).

Efendi, M. R., & Abadiyah, R. (2022). The role of readiness to change in mediating transformational leadership in improving employee performance during the new normal at PT. Tunas Baru Lampung Tbk. *Journal of Economics, Business and Education (JEBP)*, *2*(8), 779–792.

Farunik, G. (2017). Digital leadership strategy according to the situational leadership approach.

Indonesian Journal of Economics and Business, *1*(17).

Fridayani, J. A., & Kusuma, S. E. (2024). The role of organizational agility, perceived support, and culture in shaping social sustainability. *Journal of Organization and Management*, *20*(1), 65–84.

Ismail, M. H., Khater, M., & Zaki, M. (2017). *Digital business transformation and strategy: What do we know so far?* Manufacturer Article, 36.

Jaelani, D. (2021). The influence of corporate organizational agility and organizational culture on corporate value. *Papatung Journal*, *4*(3), 1–9.

Khairina, N. L., & Irawan, M. D. (2022). Implementation of QR code in employee attendance application using Bootstrap. *Journal of Computer Science and Informatics Engineering (CoSIE)*, *1*(3), 133–145.

Maritha, D. (2022). Digital leadership in the era of digital transformation. *Journal of Administrative Transformation*, *12*(2).

Mattajang, R. (2023). Organizational agility: HR practices for facing rapid change in the digital era. *Jurnal Info Sains: Informatics and Science*, *13*(3), 829–837.

Muzyka, D., De Koning, A., & Churchill, N. (1995). On transformation and adaptation: Building the entrepreneurial corporation. *European Management Journal*, *13*(4), 346–362.

Nabighah, D. A., Pramudyta, M. B. I., & Sijabat, R. (2025). Corporate strategy and human resource transformation in facing changes in the digital environment. *Journal of Academic Media (JMA)*, *3*(12), 1–14.

Nasution, M. I. P., Nurbaiti, N., Nurlaila, N., Rahma, T. I. F., & Kamilah, K. (2020). Face recognition login authentication for digital payment solution at Covid-19 pandemic. In *2020 3rd International Conference on Computer and Informatics Engineering (IC2IE)* (pp. 48–51).

Natsir, S. A. W., Amiah, R., & Mahmud. (2025). Digital transformation of HR and its impact on employee agility in MSMEs in Makassar City. *Mirai Management Journal*, *10*(2), 584–592.

Niam, A. Y. (2024). *The influence of digital leadership on digital transformation through digital innovation* [Tesis, Sultan Agung Islamic University].

Noki, E., Ukkas, I., Goso, & Hamid, R. S. (2023). The role of leadership and collaboration in supporting young entrepreneurs' digital skills in the Covid-19 pandemic era. *JMSAB: Journal of Strategic Management and Business Applications*, *6*(1), 1–14.

Novitasari, D., Asbari, M., Sutardi, D., Gazali, & Silitonga, N. (2020). Maintaining employee performance during the Covid-19 pandemic: Analysis of readiness for change and the effectiveness of transformational leadership. *Value Scientific Journal of Management and Accounting*, *15*(2), 22–37.

Octavia, D. A., Alamsjah, & Firdaus. (2023). The influence of organizational agility on achieving digital transformation success. *Jurnal Syntax Idea*, *5*(11), 1799–1810.

Ottemoesoe, R. S. D., Lovely, L., & Devie, D. (2021). Information technology capabilities, organizational agility, and competitive advantage: A study of micro, small, and medium enterprises in Indonesia. *Petra International Journal of Business Studies*, *4*(2), 131–141.

Pertiwi, D. I., Nurbaiti, & Dharma, B. (2024). Strategies of traditional Muslim fashion clothing traders in facing digital business transformation. *Jayapangus Press Ganaya: Journal of Social Sciences and Humanities*, *7*(3), 282–293.

Prasetyo, H., & Sutopo, W. (2018). Industry 4.0: A review of aspect classification and research development directions. *Journal of Industrial Engineering*, *13*(1).

Purba, N., Yahya, M., & Nurbaiti. (2021). Industrial revolution 4.0: The role of technology in the existence of business mastery and its implementation. *Journal of Business Behavior and Strategy*, *9*(2), 91–98.

Purnomo, V. S. V., Tejasukmana, S. A., & Juniarti. (2021). The influence of digital leadership on startup company performance in East Java. *Business Accounting Review*, *9*(2), 112–134.

Rahmadyah, N., & Aslami, N. (2022). Corporate change management strategy in the era of

digital transformation. *EKONAM: Journal of Economics*, *2*(1), 91–96.

Rambe, D. N. S., & Aslami, N. (2021). Marketing strategy analysis in the global market. *El-Mujtama: Journal of Community Service*, *1*(2), 213–222.

Rizati, M. A. (2022, March 24). *20,76 juta UMKM di Indonesia masuk ekosistem digital pada 2022*. Data Indonesia. https://dataindonesia.id/ekonomi/detail/2076-juta-umkm-di-indonesia-masuk-ekosistem-digital-pada-2022

Schuchmann, D., & Seufert, S. (2015). Corporate learning in times of digital transformation: A conceptual framework and service portfolio for the learning function in banking organizations. *International Journal of Advanced Corporate Learning (IJAC)*, *8*(1), 31.

Schwertner, K. (2017). Digital transformation of business. *Thracian Journal of Science*, *15*(1).

Sitompul, S. A., Sitorus, L., Hasanah, N. U., Rifayani, & Pangestoeti, W. (2025). The influence of digital leadership on organizational performance in the era of digital transformation. *IQRAR: Journal of Accounting, Management & Islamic Economics*, *1*(2), 116–122.

Situmorang, O., Boiliu, F. M., Ong, C. F., Mulia, U. B., Tinggi, S., Real, T., Geus, D. A., & Orientation, D. (2023). Organization agility assessment in automotive companies large-scale in Indonesia. *PROSENAMA*, *3*(1), 189–196.

Slameto. (2018). *Learning and factors that influence it*. PT Rineka Cipta.

Sugiyono. (2022). *Quantitative research methods qualitative research R and D*. Alfabeta.

Turyadi, I., Zulkifli, T., Ali, H., & Abdurrahman, S. (2023). The role of digital leadership in organizations to improve employee performance and business success. *Journal Economy*, *12*(2), 1671–1677.

Westerman, G., & Bonnet, D. M. A. (2014). The nine elements of digital transformation. *MIT Sloan Management Review*.

Wibowo, F. H., & Wartini, S. (2025). The role of digital leadership in improving organizational performance in the era of digital transformation. *Bookchapter of Human Resource Management*, *1*(1), 51–73.

Wijaya, R., Emilisa, N., Putri, M. M., Arini, N., & Faizah, N. (2025). The influence of digital leadership, digital capabilities, organizational agility on organizational performance of BRI Bank employees in Karawaci District, Tangerang City. *Value Scientific Journal of Financial and Business Accounting*, *5*(2), 215–235.

Wiyani, S., Syahbudi, M., & Daulay, A. N. (2025). The role of fintech in the transformation of the cashless society of the sharia financial sector with a literature review approach. *Balanca: Journal of Islamic Economics and Business*, *7*(2), 126–160.

Zeike, S., Bradbury, K., Lindert, L., & Pfaff, H. (2019). Digital leadership skills and associations with psychological wellbeing. *International Journal of Environmental Research and Public Health*, *16*(14), 1–12.