

# Does digital strategy, organizational agility, digital leadership promote DT? A study of digital strategy, organizational agility, digital leadership affects corporate DT in Chinese technological firms

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**Abstract:** Digital transformation (DT), digital strategy and digital leadership, digital agility seem to be concomitant phenomena in recent years, drawing a NIT theory, TAM theory and digital transformation theory, this study developed and tested a model and hypothesis on how digital transformational leadership, digital strategy and organizational agility influence digital transformation. Alternatively, this paper found that digital transformational leadership, digital strategy and organizational agility positively influence digital transformation and their relationships. This study uses survey data from the Chinese companies -Qihoo and Didi Global as a sample. The sample size is more than 220 respondents. The quantitative text analysis method is used to measure the attention to digitalization of Qihoo and Didi companies. This paper discusses: (1) explore the relationship between digital transformational leadership, organizational agility and digital strategy, and how they affect digital transformation in China (Qihoo360 and Didi Global firm). (2) identify the firm's measurement items of digital transformation organizational in the relationship between digital transformational leadership, digital agility, and digital strategy. The findings of this study provide an advanced understanding of the impact of transformational leadership, digital strategy and organizational agility on digital transformation and the role of digital strategy in Chinese technological companies.

**Keywords:** Digital Transformation Leadership; Digital strategy and Organizational agility; Enterprise Digital Transformation; Digital strategy and Regression Analysis; NIT theory; TAM theory and Digital Transformation theory

## 1. Introduction

As we know that many internet organizations have been and are being impacted by digital transformation, with deep structural changes arising as a result [1,2]. These changes are due to a combination of factors heralded by the digital era such as the generativity of digital technologies, digital market convergence, and agility organizational boundaries. correspondingly, Prior research in the field of information systems has chronicled each of these factors, as summarized below. A review of this research forms the basis for our theorization. Furthermore, the development of digitalization is very important in modern enterprises. Furthermore, drawing upon new institutional theory and Statistical analysis of enterprise questionnaire data, we developed and tested a

research model on how digital transformational leadership, digital strategy and organizational agility influence digital transformation [2 – 4]. Alternatively, this study found that digital transformational leadership and organizational agility positively influence digital transformation, and digital strategy influences digital transformational. The finding of our study also indicates organizational agility to mediate the relationship between digital transformational leadership and digital transformation [3]. Similarly, this study knows that Digital transformation is the cultural, organizational, and operational change of an organization, industry, or ecosystem through a smart integration of digital technologies, processes and competencies across all levels and functions in a staged and strategic way [3–6].

In addition, digital transformation brings theoretical support to enterprises and digital ideas of Chinese Internet enterprises. This study will use quantitative analysis questionnaire data, conduct regression analysis of various variables to analyses which factors have a positive effect on the digital transformation of enterprises. In addition, whether their digital relationship is strong dependence or weak dependence index. With the integration of the Internet, blockchain, big data, artificial intelligence (AI) and related technologies, the changing dynamics of customer demand and the disruptions caused by COVID-19, changes in business operations have become problematic. Therefore, organizations, especially in the public sector, are seriously exploring the opportunities offered by emerging digital transformation technologies to enhance organizational agility and the flexibility needed to adapt to changing environments and meet government and customer demands [5–7]. Therefore, this research study also uses SPSS software to quantitatively analyses the questionnaire data and also summarizes the conclusions for digital transformation and digital leadership, organizational agility and digital strategy [7–9].

The research paper come up with the following research questions, hypothesis development, likewise, the motivation of this research paper is mainly to discuss how the impact of digital transformation and the measurement items of digital strategy, digital leadership and organizational agility on enterprises. In addition, this study focuses on China's well-known internet companies, Qihoo and Didi Global Company, are used to illustrate and data analysis of empirical results.

RQ1. How to explore the digital transformational leadership, organizational agility and digital strategy impact on digital transformation in China Qihoo360 and Didi Global firm?

RQ 2. How to identify the Qihoo and Didi's measurement items of digital transformation organizational in the relationship between digital transformational leadership, digital agility and digital strategy?

The remainder of this article is organized as follows. Section 2 re views the literature on diversification and its impact on various firm performance measures and data collection. Section 3 describes the data and research methodology. Section 4 presents the empirical regression analysis results. Section 5 concludes the paper by discussing the results, conclusions, contributions, and limitations.

## **2. Literature Review**

Digital transformation plays a very important role in Qihoo and Didi's businesses, improving the overall efficiency and profitability of the company. In fact, digital transformation is at the heart of the Fourth Industrial Revolution, which will fundamentally change the understanding of business, learning and development at an unprecedented speed. [8, 9] suggest distinguishing four reasons: the striking impact of the advanced digitization of the Chinese Internet company is not yet fully recognized (1); there is a lack of imagination and digital strategy, coupled with increasing unpredictability (2); a lack of organizational agility and insufficient encouragement for digital innovation (3); and a lack of relevant competencies and insufficient digital innovation culture (4). Accordingly, in the field of legal metrology, it is necessary to ensure that digital system architectures, digital services and digital infrastructures are legally compatible. With this research approach, China's Internet digital transformation market also needs continuous improvement and growth. Consequently, this research paper examines the leadership vision, values and vigilance of an emerging market logistics company in managing customer and humanitarian concerns and critical supply chains during the COVID-19 pandemic [9]. The organizational agility develops a case study analyzing how agility has met the simultaneous challenges for digital innovation and digital transformation in the digital revolution and navigation through the

crisis times of global pandemic [10]. In addition, some digital technologies are dedicated to the analysis of the development of innovative technologies in human resource management. The impact of changes in digital business and personnel management on the development of digital technologies in human resources has been studied: digital transformation of management model and formation of digital strategy; philosophy of agility, business orientation and the concept of balance between business professional technologies, digital skills and personal life, development of digital technologies in human resources [11]. Meanwhile, this study paper aims to explore the measurement items of digital transformation in Chinese Internet companies. Such capabilities should be considered as an important basis for a research initiative on digital transformation in China internet firms. Similarly, digital transformation, which focuses on digital platform and digital technology, improves firm performance, and the study examines the measurement items of organizational agility, namely digital technology capability, relationship capability and innovation capability, and the impact of agility on three outcomes, namely financial performance, product and process innovation. Overall, the results of the study indicate that these capabilities help to build organizational agility in Qihoo and Didi firm, and in turn, organizational agility has a positive impact on digital transformation, thus confirming that organizational agility contributes to the success of SMEs and that digital technologies play a central role in this process.

Moreover, from the perspective of Qihoo and Didi, corporate digital transformation is the integration of digital technology into all areas of a business, fundamentally changing the way you operate and deliver value to customers. However, it's also a cultural change that requires organizations to constantly challenge the status quo, experiment and become comfortable with failure. Similarly, this study focuses on the impact of digital strategy, digital agility and digital leadership on digital transformation in Chinese internet companies. In addition, the theoretical framework of the study is based on a primary theory: the TAM theory, the NIT theory. NIT has been widely used in the digital transformation literature to investigate various aspects of digital transformation [11–15]. Accordingly, institutional theory is a prominent perspective in the contemporary study of organizations. It encompasses a large body of theoretical and empirical work that emphasizes the importance of cultural understandings and shared expectations [16–18]. Specifically, NIT theory also explains how the digital transformation of organizations interacts with their environment to survive and thrive in the face of competition and challenge. Similarly, Chinese organizations are seen as products of shared understandings and interpretations of acceptable norms of collective activity, such as policies, practices and job titles [19, 20].

According to above structural model analysis and bootstrapping with over 220 samples were employed to access all hypothesis. Base on the literature review and research questions. Accordingly, our main hypothesis include that as follows;

Hypothesis 1: we had proposed that digital transformational leadership significantly positively influences digital transformation.

Digital Leadership in Qihoo and Didi is often related to many factors, and the improvement of leadership is ultimately very important for digital transformation. In this context, our business leaders inspire all members through Qihoo and Didi organization's digital transformation initiatives. Moreover, Qihoo and Didi business's leaders provide organizational members with a clear vision for digital transformation [20–22]. In addition, Qihoo and Didi leaders in our enterprise inspire team members to work together to achieve the same goals of digital transformation and digital capability upgrades. Additionally, Qihoo and Didi leaders encourage all members to achieve their organization's digital transformation goals. For example, whether the quarterly work performance has been completed, the quality of task completion, and the result of product delivery all require leadership guarantees and completion goals. Taking all these factors into consideration, we naturally concluded that digital transformational leadership significantly positively influences digital transformation in Qihoo and Didi Firm [23]. Therefore, the hypothesis is as follows.

Hypothesis 2: we had proposed that organizational agility significantly positively influences digital transformation.

In terms of digital organizational agility, Qihoo and Didi firm have also achieved and completed the following aspects: We can respond quickly to customer and government needs. Additionally, Qihoo and Didi can quickly adjust production, processes, and activities to meet fluctuations in demand. Qihoo and Didi can also

quickly handle supplier and partner issues. Finally, Qihoo and Didi quickly implemented decisions in response to market and government changes [23–25]. The findings of this study can be understood as the organizational agility positively influences digital transformation in Qihoo and Didi firm. Therefore, the hypothesis is as follows.

Hypothesis 3: we had proposed that digital Strategy significantly positively influences digital transformation.

In terms of corporate digital strategy, digital travel methods represented by Didi have brought new experiences in the digital era to domestic and foreign users and provided guarantees for high-quality social and economic development. Travel platforms are in the digital era. Additionally, Qihoo's corporate digital strategy is that digital security covers all new digital technologies and new scenarios. It cannot be simply summed up in terms of network security. It covers data security, artificial intelligence security, AI, Mobile Security, Internet of Things security, and other new digital scenarios. Security also covers cybersecurity, which is only one segment of digital security. Furthermore, it is also providing more warmth and strength to society. On the one hand, in Didi and Qihoo's organizations, the companies combine digital technology and business strategy to achieve strategic coordination with governments and other partners [25–27]. On the other hand, in Didi and Qihoo's organizations, the companies share a common vision for the role of digital technology in business strategy. On the other hand, Didi and Qihoo jointly plan how digital technology can empower business strategies. Through the above measures and specific strategic methods, the overall digital strategic capabilities of Didi and Qihoo firm can be continuously improved, thereby overall improving the digital transformation of the enterprise [28]. The hypothesis results of this study show that digital Strategy significantly positively influences digital transformation in Qihoo and Didi firm.

### **3. Materials and Methods**

#### *3.1. The Data collection and sampling*

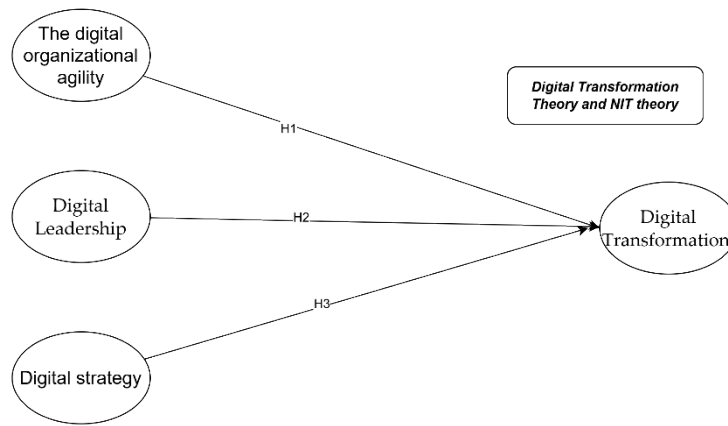
A total of 220 electronic questionnaires were sent to my colleagues' ' WeChat group in public sector organizations after receiving approval from them. On the one hand, these organizations were chosen because they have already adopted digital technologies to operate and provide services to the public. On the other hand, our final participants were 116 individuals in Qihoo 360 firm and 104 individuals in Didi Global. Specifically, students accounted for 52.7% and 47.3% of participants in Qihoo 360 and Didi Global firm. This study used primary data for linear regression analysis, which is panel data. A case study approach was chosen to allow different digital technologies, and different china Internet companies' digital leadership, digital agility, and digital strategy to measure how their impact on enterprise digital transformation is measured.

#### *3.2. Operationalization and measurements*

This study used existing instruments that have been empirically validated in previous studies. We first measured digital transformational leadership, organizational agility, digital strategy, and digital transformation of Qihoo and Didi firm's questionnaires. Besides, this part is presented in Appendix A. The items were measured using a five-point Likert scale ranging from (1) "Strongly disagree" or "Neutral" to (5) "Strongly agree" or "Always." Five indicators were adapted and modified to fit the Digital transformation context from previous TFL scales [28, 29] to measure Digital leadership. For the measurement of Organizational Agility, four items were adapted from [28, 29]. Three statements were adapted from [30] to measure Digital Strategy. A total of five indicators were adapted to measure the Digital transformation [30].

#### *3.3. Research model and Conceptual Framework*

This study utilized a quantitative approach to examine the relationships among digital transformational leadership, organizational agility, digital strategy, and digital transformation in public sector organizations (Chinese Didi global and Qihoo 360 firms). Since the data used in this study are primary data collected to enrich the literature in the business management field, we conducted survey research via questionnaires and my colleagues 's WeChat group. These colleagues come from different department of Didi global and Qihoo 360



**Figure 1.** Conceptual framework of Research Model.

firms. Thus, the technique we applied is rendered to as multiple regression analysis. Digital transformation and digital agility, digital leadership, organizational agility and digital business strategy is a phenomenon that has emerged for a decade since 2010. This study uses NIT theory and TAM theory (Technology Acceptance Model [31] model to construct the paper research model, and analysis the results. Meanwhile, it is a concept that interlinks between digital Management and SMACIT (social, mobile, analytics, cloud, and internet of things) and other digital technologies [31–33]. China Organizations must strategically leverage their digital platforms and technologies to optimize business processes that result in efficiency improvement and cost reduction. Digital strategies focus on the strategy development in the digital business environment [34, 35]. More specifically, transforming business processes digitally is seen as essential to the framing of overall business strategy. Consequently, according to the research model proposed (Fig. 1), the level of compromise towards Digital transformation is translated into three hypothesis testing. In summaries, this study uses SPSS software to quantitatively analyze the questionnaire data, and uses linear regression analysis to verify the hypothesis of the data, and finally draws a conclusion.

**4. Results and Data Analysis**

*4.1. Descriptive statistics and correlations*

This study performs average data processing on the independent variables of the questionnaire, and then analyze the correlation between the dependent variable (Digital Transformation) and the independent variables (Digital Leadership, Organizational digital Agility, Digital Strategy), and use SPSS software for correlation analysis to obtain the following;

From above Figure 1 and Table 1, As can be seen from the above Bar chart, the data collected by our research questionnaire mainly comes from the well-known Chinese Internet companies Didi Global and Qihoo 360 firm, and the respondents to the questionnaire also come from different departments. Moreover, from the

**Table 1.** Descriptive Statistics Matrix.

Descriptive Statistics (N=220).										
	N	Min	Max	Mea	Std	Var	Skewness	Kurtosis		
	Sta	Sta	Sta	Sta	Sta	Sta	Sta	Sd	Sta	Std.
Digital Leadership	220	3.25	4.00	3.5534	0.21029	0.044	-0.375	0.164	-1.396	0.327
Digital Agility	220	3.25	4.00	3.5773	0.26763	0.072	0.010	0.164	-1.360	0.327
Digital Strategy	220	3.00	4.00	3.5742	0.25887	0.067	0.468	0.164	-1.087	0.327
Digital Transformation	220	3.20	4.20	3.6855	0.27626	0.076	-0.414	0.164	-0.471	0.327
Valid N	220									

(Source: Author’s creation).

above icon, the data collected by our research questionnaire mainly comes from the well-known Chinese Internet companies Didi Global and Qihoo 360 firms, and the respondents to the questionnaire also come from different departments by them.

**Table 2.** Variable definitions.

Variable Category	Variable Name	Variable Relationship
Independent Variables	digital strategy	DS positively effect on digital transformation of organization.
Independent Variables	digital leadership	DL positively effect on digital transformation of organization.
Independent Variables	organizational digital agility	ODA positively effect on digital transformation of organization.
Dependent Variables	digital transformation of organizational	DS, DL ODA has a direct and positive impact DT of organization.

Note. (Source: author’s work)

**Table 3.** Correlations of Dependent and Independent variables (N=220).

Variable	Leadership	Digital Agility	Digital Strategy	DT
Digital Leadership	0.722** 0.000			
Digital Agility	0.210** 0.002	1* 0.000		
Digital Strategy	0.381** 0.000	0.444** 0.000	1	
DT	0.386** 0.000	0.386** 0.000	0.328** 0.000	1

\*\* . Correlation is significant at the 0.01 level (2-tailed). Note: (Source: author’s work). Note. (Source: author’s work)

From above table 3, We sorted out the analysis data collected by the questionnaire, calculated the average value as the data for Independent Variable, dependent Variable data analysis, and conducted multivariate linear regression analysis for different variables, and obtained the following data analysis results; For above statement, we can know that because of the independent variable ‘s P-value = 0.000 < 0.05, and all IV variables’ correlations value >0. So, we Reject the null and accept the alternative. Moreover, the statistics and correlation are statistically significant. therefore, there is a linear relationship between digital leadership, organizational digital agility, digital strategy, and digital transformation. Correspondingly, the digital leadership, agility, and digital strategy coefficient of determination (r2) is .381\*\*, .386\*\*, .328\*\*. So, there is a positively relationship between digital leadership, organizational digital agility, digital strategy, and digital transformation if as digital transformation improved or enhanced, between digital leadership, organizational digital agility, digital strategy also improved or enhanced. To sum up, we know that the there is a linear relationship between digital leadership, organizational digital agility, digital strategy, and digital transformation [32, 33].

#### 4.2.1. Multiple Linear Regression Analysis results

From above table 4, Digital leadership (IV Variable). is positively related to Digital transformation (DV Variable). Because of P-value = 0.000 < 0.05, and Interpreter is 1.907, B value is .500, T-value is 6.082. So, we will reject the null and accept the alternative. The statistics and correlation are statistically significant. there is a linear relationship between Digital leadership and to Digital transformation. the coefficient of determination (r 2) is .145. So, there is a positive relationship between Digital leadership and Digital transformation if as Digital transformation improved, Digital leadership will also improve. we know that the there is a linear relationship between Digital leadership and Digital transformation. Ultimately, So Digital Leadership has an impact on digital transformation.

From above table 5, Digital strategy (IV Variable). is positively related to Digital transformation (DV

**Table 4.** Digital Leadership and Digital Transformation Analysis .

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	0.381a	0.145	0.141	0.256		
a. Predictors: (Constant), Digital Leadership Question Average						
ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.425	1	2.425	36.993	0.000b
	Residual	14.289	218	0.066		
	Total	16.713	219			
a. Dependent Variable: Digital Transformation Question Average						
b. Predictors: (Constant), Digital Leadership Question Average						
Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.907	0.293		6.514	0.000
	Digital Leadership Question Average	0.500	0.082	0.381	6.082	0.000
a. Dependent Variable: Digital Transformation Question Average						

Note. (Source: author's work).

**Table 5.** Digital Agility and Digital Transformation Analysis results.

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	0.386a	0.149	0.145	0.25545		
a. Predictors: (Constant), Digital Agility Question Average						
ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.488	1	2.488	38.129	0.000b
	Residual	14.225	218	0.065		
	Total	16.713	219			
a. Dependent Variable: Digital Transformation Question Average						
b. Predictors: (Constant), Digital Agility Question Average						
Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.261	0.231		9.771	.000
	Digital Agility Question Average	0.398	0.064	0.386	6.175	.000
a. Dependent Variable: Digital Transformation Question Average						

Note. (Source: author's work).

Variable). Because of  $P\text{-value} = 0.000 < 0.05$ , and Interpret is 2.261, B value is .398, T-value is 6.175. So, we will reject the null and accept the alternative. Moreover, the statistics and correlation are statistically significant. there is a linear relationship between Digital Agility and to Digital transformation. the coefficient of determination ( $r^2$ ) is .149. So, there is a positive relationship between digital agility and Digital transformation

if as digital transformation improved, Hence, Digital Agility will also improve. we know that the there is a linear relationship between digital Agility and Digital transformation. So Digital Agility has an impact on digital transformation.

**Table 6.** Digital Strategy and Digital Transformation analysis results.

Model Summary							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate			
1	0.328a	0.108	0.104	.26157			
a. Predictors: (Constant), Digital Strategy Question Average							
ANOVA							
Model		Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	1.798	1	1.798	26.287	.000b	
	Residual	14.915	218	0.068			
	Total	16.713	219				
a. Dependent Variable: Digital Transformation Question Average							
b. Predictors: (Constant), Digital Strategy Question Average							
Coefficients							
Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	2.434	0.245			9.949	.000
	Digital Strategy Question Average	0.350	0.068	0.328		5.127	.000
a. Dependent Variable: Digital Transformation Question Average							

Note. (Source: author's work).

From above table 6, Because of P-value = 0.000 < 0.05, and Interpreter is 2.434, B value is .350, T-value is 5.127. So, we will reject the null and accept the alternative. Alternatively, the statistics and correlation are statistically significant. there is a linear relationship between Digital leadership and to Digital transformation. the coefficient of determination ( $r^2$ ) is .108. So, there is a positive relationship between the organizational digital Strategy and Digital transformation if as digital transformation improved, the organizational digital Strategy (IV Variable) will also improve. we know that the there is a linear relationship between the organizational Strategy agility and Digital transformation. All in all, So the organizational digital Strategy (IV Variable) has an impact on digital transformation. Current research is not only referring to digital strategy to influence the degree of digitalization in new ventures' products/services and processes but also describing three intervening factors.

#### 4.3. Research Model and Hypothesis development Results

The Hypotheses Testing Question Condition: this study confirmed the findings about the digital leadership, organizational digital agility, digital strategy will positively influence digital transformation. We assume that the hypothesis testing validation for this research study is as follows;

H0:  $\rho_{\text{Leader}} = \rho_{\text{agility}} = \rho_{\text{strategy}} = 0$  (H0 means that the digital leadership, organizational digital agility, digital strategy has no relationship with digital transformation).

H1:  $\rho_{\text{Leader}} \neq \rho_{\text{agility}} \neq \rho_{\text{strategy}} \neq 0$  (H1 means that the digital leadership, organizational digital agility, digital strategy will positively influence digital transformation).

Based on above table 7 and the extant literature and statistics description, we had proposed that digital transformational leadership significantly positively influences digital transformation (i. e., Hypothesis 1). Furthermore, the results show that digital transformational leadership positively affects digital transformation, supporting Hypothesis 1. Similarly, Hypothesis 2, which proposed that organizational agility significantly influences digital transformation, was also supported. As expected, organizations' agility capability can help



**Table 7.** The Hypothesis relationship and results (N=220).

H#	Relationship	B	Std. Error	T-Statistics	P-Value	Result
H1	DTL → DT	0.082	0.381	6.082	0.000	Supported*
H2	OA → DT	0.064	0.386	6.175	0.000	Supported*
H3	DS → DT	0.068	0.328	5.127	0.000	Supported*

N = 220, \*\*\* for significance at  $p < 0.001$ , and \*\* for significance at  $p < 0.05$ , and \* for significance at  $p < 0.01$  level.

shape the change organizations aim to implement, as the literature suggests [34–36]. Besides, Hypothesis 3. proposed that digital transformational has a positive relationship with digital strategy. All in all, From the analysis results of the questionnaire data collected by Didi Golbal and Qihoo 360 firm, we can see that these digital factors have a positive relationship with digital transformation and All hypothesis tests were supported.

## 5. Discussions

This study directs attention to a new organizational context emerging in the digital transformation and digital leadership, strategy, and agility era: one in which an organization's agility can no longer be easily separated from its agility in developing its digital offerings. A strong relationship between the digital leadership, digital strategy, and organizational agility and digital transformation has been reported literature in Qihoo and Didi firm. Especially, this study search for explanations of agility in this context is based on the premise that such organizational arrangements are becoming increasingly common in the digital era. Additionally, this study findings have important implications specific to the field of digital transformation. Meanwhile, this study understanding the relationship between digital leadership, digital strategy, and organizational agility of digital transformation in China Qihoo and Didi firm. In additional, this paper findings also suggest interesting avenues for future research. The alert reader will have noticed that our findings are not consistent with the traditional findings on the relationship between corporate digital strategy, digital leadership, and digital agility and digital transformation as China internet firms in many traditional industries integrate digital technologies with their products and services to improve the value offering. Furthermore, the finding of our study also indicates organizational agility, digital transformational leadership, and digital strategy to impact digital transformation in Chinese Qihoo and Didi firm. As a result, this paper contributions in explaining digital strategy, digital leadership and organizational agility and digital transformation in this new hypothesis context are some folds [36–38].

## 6. Conclusions

The current study has examined the conceptual model comprising several variables, namely digital transformational leadership, and organizational agility, digital strategy, and digital transformation, meanwhile, this study research that how they interact and influence digital transformation under the directly influence of digital strategy, digital leadership, and organizational agility. As mentioned in the literature review, although this study was conducted in the context of the Didi Gloal and Qihoo 360 firms, its findings and implications can inform practice in many governments and other organizations in China internet firms, which including different businesses and departments. In conclusion, this study research study provides four important insights for practice. First and foremost, the findings suggest that digital transformation is a radical institutional change that disrupts organizational agility by adopting new IT infrastructure, digital cloud technologies, AI technologies, and R&D technologies and force-feeding new digital skillsets, which overload the transition for employees and the entire organization. Secondly, all this affects the acceptance of the new technology and delays the digital strategy's progress. Therefore, government leadership should not emphasize technology adoption without considering how to obtain managers with the appropriate leadership skills and attributes to make such change organizational 's digital capabilities successful. Finally, the main conclusion that can be drawn is that digital

leadership, organizational agility, and digital strategic impact digital transformation In Qihoo and Didi, for the public sector organization to succeed in digital transformation, Qihoo and Didi suggests the pursuit of digital strategy change and digital strategy involvement (bottom up) instead of expecting employees to follow whatever comes from the top. Public sector organizations have been revealed to have lower employee commitment to change, digital Leadership is very critical to the digital transformation of Chinese Internet companies, and digital strategy determines the overall results and outcomes of digital transformation, especially in the China Internet firm [39–43]. This is desirable for future work and improvement.

Although this study's limitations have produced several encouraging results, it has some limitations that should be acknowledged. Firstly, this study was conducted on a small sample size in Qihoo 360 and Didi Global organizations. Future work can access a larger sample drawn exclusively from many famous internet firms. Secondly, this paper is limited by factors that could influence digital strategy. Finally, this study questionnaire collection only collects colleagues from the human resources departments, market departments, operation departments and technical departments. The sample data maybe is not enough for this research [43–61]. As for employees in other business departments, the support for digital transformation is not enough. Especially, Follow-up research needs to be conducted on more abundant departmental colleague survey data.

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### **Conflicts of Interest**

Declare conflicts of interest or state “The authors declare no conflict of interest.”

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