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ORIGINAL ARTICLE

Designing a Digital Transformation Leadership Model for Sector of Human Resource Managers in Government Organizations

Masoud Eslami¹, Nader Bohlooli^{2*}, Abbasgholi Sangi Nour Pour³, Hosein Emari⁴

1. Ph.D Student, Department of Public Administration,, Bon.C., Islamic Azad University, Bonab, Iran

2. Assistant Professor, Department of Public Administration, Tabriz Branch, Islamic Azad University, Tabriz, Iran.

3. Assistant Professor, Department of Public Administration, Bon.C., Islamic Azad University, Bonab, Iran

4. Assistant Professor, Department of Public Administration, Bon.C., Islamic Azad University, Bonab, Iran.

***Correspondence**

Nader Bohlooli

E-mail: na.bohlooli@gmail.com

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EXTENDED A B S T R A C T**Introduction**

Digital transformation has become a fundamental organizational imperative, reshaping value creation, human resource management, decision-making, and organizational responses to technological change. The rapid development of technologies such as artificial intelligence, big data, the Internet of Things, cloud computing, blockchain, and extended and virtual reality has increased the need for new forms of leadership. Accordingly, digital transformation leadership extends beyond technology adoption and requires the integration of technology, human resources, organizational culture, processes, and strategic objectives.

Human resource management plays a central role in this process because employees are the primary organizational resource through which digital capabilities are developed and implemented. Therefore, human resource managers need to move beyond traditional administrative roles and develop digital competencies, foster innovation and organizational learning, manage resistance to change, and align human capital with digital strategies. Although previous studies have identified digital competencies, strategic vision, digital culture, organizational learning, technological intelligence, customer orientation, and adaptability as important elements of digital leadership, an integrated model specifically addressing digital transformation leadership in human resource management and its relationship with economic productivity in government organizations remains necessary. Accordingly, this study aimed to design a comprehensive model of digital transformation leadership for human resource managers in government organizations and identify its dimensions, components, and indicators.

Methodology

The study was applied in terms of purpose and qualitative in terms of data and employed the systematic/Paradigmatic grounded theory approach. The statistical population in the qualitative phase consisted of experts in management and planning, technology, strategic and economic management, and human resource management who possessed doctoral-level qualifications as well as academic, research, or practical expertise in the field. Using purposive theoretical sampling, 15 experts were selected and interviewed until theoretical saturation was achieved.

Semi-structured interviews constituted the principal data-collection instrument. The research process was conducted through several interconnected stages. First, relevant national and international theoretical and empirical studies on digital transformation leadership were extensively reviewed. Subsequently, open coding was conducted to

identify the initial concepts and indicators emerging from the literature and expert interviews. Axial coding was then employed to organize and categorize the identified indicators into broader dimensions and components. Selective coding was subsequently conducted to establish relationships among the emerging categories within the paradigmatic grounded theory framework. Additional expert consultation, including in-depth interviews, the Delphi technique, and brainstorming, was used to refine and prioritize the dimensions, components, and indicators until theoretical saturation was reached. The qualitative data were managed using MAXQDA 2020.

The validity and credibility of the resulting model were strengthened through triangulation, member checking, prolonged engagement with the data, and conscious control of researcher assumptions and biases. The data were collected over a four-month period, from February to May 2024, and the final model was presented to experts for validation. The dimensions, components, and indicators were subsequently prioritized and revalidated by the experts to ensure the theoretical and practical credibility of the proposed framework.

Findings

The findings resulted in the identification of five major dimensions, 24 components, and 102 indicators constituting the digital transformation leadership model for human resource managers. The model was organized according to the paradigmatic grounded theory structure into causal conditions, contextual conditions, intervening conditions, strategies, and consequences.

The causal dimension comprised human capital, digital value capital, digital economy, and digital transformation. Human capital emphasized employees' skills and expertise, training and development, work experience, motivation and commitment, creativity and innovation, employee well-being, job satisfaction, and turnover. Digital value capital included digital assets, digital knowledge and skills, digital innovation culture, technological infrastructure, and the adoption and use of emerging technologies. The digital economy dimension incorporated e-commerce, digital financial services, sharing-economy platforms, and digital platforms. Digital transformation focused on digital change management, digital learning and development, and digital customer orientation.

The contextual dimension consisted of digital culture, digital governance, change management, and leadership styles. These components emphasized the acceptance and adaptation of new technologies, knowledge sharing, transparency and open communication, customer experience, digital policies and regulations, data security and protection, digital risk management, technology governance structures, change-management strategies, employee participation, resistance management, and transformational, servant, participative, and transformational leadership approaches.

The intervening dimension included digital communication, digital literacy, foresight, soft skills, and performance indicators. Digital communication incorporated digital communication tools, communication strategies, multichannel communication management, communication analysis, and digital communication culture. Digital literacy encompassed information, media, security and privacy, technological, and analytical literacy. Foresight involved forecasting technological trends, analyzing future scenarios, and strategic planning capabilities. Soft skills included effective communication, critical thinking and problem solving, time management, organization, collaboration, and teamwork. Performance indicators focused on process efficiency, customer satisfaction, product and service quality, and financial returns.

The strategic dimension comprised digital roadmapping, talent management, knowledge orientation, meritocracy, organizational transparency, and systems thinking. These components emphasized strategic digital objectives, technology implementation plans, employee training and empowerment, digital talent attraction and development, performance management, knowledge management and sharing, innovation, fair and transparent promotion and decision-making processes, accountability, system integration, digital platform development, stakeholder integration, advanced data analytics, and responsiveness to market and technological changes.

Finally, the consequences dimension consisted of organizational and workplace success, smart organization, organizational sustainability, stakeholder experience, and return on investment. These outcomes included employee satisfaction, workplace quality, organizational stability and growth, advanced data analytics, process automation, data-driven decision-making, predictive modeling, machine learning and artificial intelligence, sustainable resource management, social responsibility, financial and economic stability, sustainable innovation, human capital development, customer and employee experience, supplier interaction, direct financial returns, increased productivity, reduced operating costs, and customer value creation.

Discussion and Conclusion

The findings demonstrate that digital transformation leadership in human resource management is a multidimensional phenomenon that cannot be reduced to technological competence alone. The proposed model establishes an integrated relationship between human capital, digital capabilities, organizational context, leadership practices, strategic mechanisms, and organizational outcomes. The identification of five dimensions, 24 components, and 102 indicators provides a comprehensive framework for understanding how human resource managers can contribute to digital transformation and, ultimately, organizational productivity.

The findings highlight human capital, digital value capital, and the digital economy as fundamental causal conditions. This indicates that successful digital transformation begins with the development and effective utilization of human and digital resources. At the contextual level, digital culture, digital governance, and change management provide the organizational environment required for technological adoption and transformation. Digital communication, digital literacy, and foresight operate as important intervening mechanisms by enabling employees and managers to use digital technologies effectively, communicate across organizational boundaries, and anticipate emerging technological developments.

The strategic dimension further demonstrates that digital transformation requires more than technology acquisition. Digital roadmaps, talent management, knowledge orientation, meritocracy, organizational transparency, and systems thinking provide mechanisms through which digital objectives can be translated into organizational practices. These findings are consistent with previous studies cited in the article, particularly regarding the importance of teamwork, technological and human-resource alignment, digital vision, change-management readiness, digital literacy, customer orientation, talent orientation, digital communication, digital strategy, digital infrastructure, digital culture, and organizational structure.

The consequences identified in the model also demonstrate the potential contribution of digital transformation leadership to organizational and economic performance. Organizational and workplace success, smart organizational capabilities, sustainability, stakeholder experience, and return on investment represent the principal outcomes of the proposed framework. In particular, increased productivity, reduced operating costs, financial returns, improved employee satisfaction, enhanced workplace quality, sustainable innovation, and improved stakeholder experience indicate how digital transformation leadership can contribute to economic productivity in government organizations.

The study therefore concludes that effective digital transformation in government organizations requires human resource managers to assume an integrated leadership role combining technological awareness, strategic thinking, change management, human capital development, digital communication, organizational learning, and foresight. The proposed model provides a structured framework through which government organizations can align human resource practices with digital transformation objectives and create conditions for improved organizational effectiveness and economic productivity. Its principal contribution lies in integrating human-resource leadership with digital transformation and economic productivity within a single grounded framework derived from expert knowledge and validated through an iterative qualitative process.

KEYWORDS

Economic Planning, Digital Transformation Leadership, Human Resource Managers, Productivity.

