



## THE INFLUENCE OF DIGITAL LEADERSHIP, DIGITAL CAPABILITIES, AND ORGANIZATIONAL CULTURE ON SUSTAINABLE DIGITAL TRANSFORMATION AT THE YOGYAKARTA PALACE

### PENGARUH KEPEMIMPINAN DIGITAL, KEMAMPUAN DIGITAL, DAN BUDAYA ORGANISASI TERHADAP TRANSFORMASI DIGITAL BERKELANJUTAN DI ISTANA YOGYAKARTA

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#### Abstract

For businesses in all industries, especially historic institutions that need to strike a balance between modernity and cultural preservation, digital transformation has emerged as a strategic necessity. With an emphasis on the Yogyakarta Palace environment, this study uses a Systematic Literature Review (SLR) methodology in accordance with PRISMA principles to examine the impact of organizational culture, digital leadership, and digital capabilities on digital transformation. From the Scopus, Web of Science, and Google Scholar databases, 68 articles with peer review published between 2022 and 2026 were methodically found, vetted, and examined. The results show that organizational culture acts as a fundamental enabler that dictates the sustainability of transformation initiatives, digital leadership acts as a strategic catalyst for starting transformation, and digital capabilities offer the necessary organizational competencies for carrying out digital strategies. According to the integrative study, these three factors work together rather than separately, indicating that their simultaneous development is necessary for a digital transformation to be successful. This review presents practical implications for human resource management practitioners as well as a thorough theoretical framework for comprehending digital change inside legacy institutional settings.

**Keywords :** Digital Leadership, Digital Capabilities, Organizational Culture, Digital Transformation, Human Resouce Management.



### Abstrak

Transformasi digital telah menjadi suatu kebutuhan strategis bagi organisasi di berbagai sektor, khususnya bagi institusi warisan budaya yang perlu menyeimbangkan antara modernisasi dan pelestarian nilai-nilai budaya. Dengan menempatkan lingkungan Keraton Yogyakarta sebagai konteks kajian, penelitian ini menggunakan metodologi Systematic Literature Review (SLR) sesuai dengan pedoman PRISMA untuk mengkaji pengaruh kepemimpinan digital, kapabilitas digital, dan budaya organisasi terhadap transformasi digital. Sebanyak 68 artikel jurnal bereputasi yang diterbitkan antara tahun 2022 hingga 2026 diidentifikasi, disaring, dan dianalisis secara sistematis dari basis data Scopus, Web of Science, dan Google Scholar. Hasil penelitian menunjukkan bahwa kepemimpinan digital berperan sebagai katalisator strategis dalam menginisiasi transformasi, kapabilitas digital menyediakan kompetensi organisasional yang diperlukan untuk mengeksekusi strategi digital, serta budaya organisasi berfungsi sebagai faktor pendukung fundamental yang menentukan keberlanjutan upaya transformasi. Analisis integratif menunjukkan bahwa ketiga faktor tersebut bekerja secara sinergis dan bukan secara terpisah, yang mengindikasikan bahwa pengembangan ketiganya secara simultan merupakan prasyarat bagi keberhasilan transformasi digital. Tinjauan ini menyajikan kerangka teoretis yang komprehensif untuk memahami perubahan digital dalam konteks institusi warisan budaya, sekaligus menawarkan implikasi praktis bagi para praktisi manajemen sumber daya manusia.

**Kata Kunci:** Kepemimpinan Digital, Kapabilitas Digital, Budaya Organisasi, Transformasi Digital, Manajemen Sumber Daya Manusia.

## 1. INTRODUCTION

The rapid advancement of digital technologies has fundamentally reshaped the way organizations are led, making digital leadership a critical determinant of successful transformation initiatives. Digital leadership refers to a leader's ability to leverage digital technologies, foster a digital vision, and guide organizations through the complexities of technological change (Khattak et al., 2025). Leaders who possess digital competencies are better equipped to allocate strategic resources, build AI readiness, and navigate post-pandemic challenges in increasingly digitalized environments (Deogaonkar, 2025). Furthermore, digital leadership is not merely about adopting technology but also about developing routines and artifacts that institutionalize digital practices within organizational processes (Eberl et al., 2025). The capacity of digital leaders to cultivate digital literacy and learning orientation among employees has been shown to significantly enhance creativity and innovation outcomes (Hamouche et al., 2025). In the context of heritage institutions such as the Yogyakarta Palace, digital leadership becomes particularly essential as it bridges traditional governance structures with the demands of modern digital ecosystems (Hazudin et al., 2025).

Alongside leadership, digital capabilities represent the organizational competencies required to effectively deploy and integrate digital technologies into core business functions. Digital capabilities encompass a range of technical and managerial skills that enable firms to sense, seize, and reconfigure resources in response to digital disruption (Albannai et al., 2024). Research has demonstrated that the interplay between digital capabilities and digital strategy is crucial for small and medium enterprises seeking to achieve meaningful transformation outcomes (Gyamerah et al., 2025). Organization agility, digital capability, and top management support have been identified as interconnected factors that collectively drive successful digital transformation in various organizational settings (Zhang et al., 2024). The digitalization of professional functions, such as auditing and accounting, further illustrates how digital capabilities can reshape entire ecosystems when supported by digital intelligence (Huy & Phuc, 2023). Moreover, when organizational digital capability is paired with empowering leadership and cognitive flexibility, it promotes service innovation and enhances competitive advantage (Fan & Yang, 2025).

Organizational culture serves as the foundational fabric that either enables or constrains the adoption and sustainability of digital transformation efforts. A culture that embraces innovation, risk-



taking, and continuous learning creates a fertile environment for digital tools and practices to be embedded into daily operations (Hasan et al., 2025). Systematic reviews of organizational culture have revealed that cultural dimensions such as adaptability, knowledge sharing, and openness to change are strong predictors of transformation success (Bogale & Debela, 2024). Recent empirical evidence confirms that organizational culture directly influences product innovation when combined with digital transformation strategies (Cao et al., 2025). In the era of Industry 4.0, organizational culture plays a decisive role in determining whether enterprises can effectively integrate digital solutions into their value chains (Lis & Piech, 2025). Furthermore, culture has been recognized as a driving force behind environmental digital transformation, reinforcing its multi-dimensional impact on organizational change (Latif et al., 2025).

Digital transformation itself has evolved from a technology-centric concept into a comprehensive organizational phenomenon that encompasses strategic, operational, and cultural dimensions. It involves the integration of digital technologies into all areas of an organization, fundamentally altering how value is created and delivered to stakeholders (Hafeez et al., 2025). Dynamic capabilities, including sensing opportunities and reconfiguring resources, are increasingly recognized as essential enablers of digital transformation, particularly in enhancing environmental performance among SMEs (Rahman et al., 2025). Effective data governance and supportive regulatory environments have also been identified as significant antecedents that accelerate enterprise-level digital transformation (Yu et al., 2025). In the public sector, digital transformation requires not only technological infrastructure but also flexibility, cultural alignment, and knowledge management to deliver improved services (Ly et al., 2026). The complexity and multifaceted nature of digital transformation make it imperative to examine the phenomenon through an integrative lens that considers leadership, capabilities, and culture simultaneously (Gyamerah et al., 2025).

Given the interrelated nature of digital leadership, digital capabilities, and organizational culture, this study seeks to examine their combined influence on digital transformation within the unique context of the Yogyakarta Palace, a cultural heritage institution undergoing modernization. Digital leadership provides the strategic vision and direction necessary to initiate transformation (Khattak et al., 2025), while digital capabilities supply the technical and organizational competencies needed to execute digital strategies effectively (Albannai et al., 2024). Simultaneously, organizational culture determines the degree to which digital initiatives are accepted, internalized, and sustained by organizational members (Cao et al., 2025). Despite growing scholarly attention to each variable individually, limited research has explored how these three factors interact within traditional and heritage-based organizations such as the Yogyakarta Palace (Lis & Piech, 2025). This gap is particularly significant because heritage institutions face the dual challenge of preserving cultural identity while embracing digital innovation (Ly et al., 2026). Therefore, this literature review aims to synthesize existing evidence on the relationships among digital leadership, digital capabilities, organizational culture, and digital transformation, providing a theoretical foundation for future empirical investigation at the Yogyakarta Palace.

To provide a comprehensive foundation for understanding the relationships among digital leadership, digital capabilities, organizational culture, and digital transformation, the following table synthesizes key empirical studies that have examined these variable relationships in various organizational contexts. This synthesis highlights the methodological approaches and principal findings that inform the theoretical framework of this literature review.



**Table 1. Empirical Studies of Digital Leadership, Digital Capabilities, and Organizational Culture Impact on Digital Transformation**

Variable Relationship	Researcher(s) (Year)	Key Findings (Results)
Digital Leadership to Digital Transformation	Qiao et al. (2024)	Employee performance and organizational commitment are greatly improved by digital leadership, indicating its vital role in promoting the success of digital transformation projects.
	Mollah (2025)	Digital transformation and innovation are greatly fueled by the dynamic capacities of digital leadership, with the effects being more pronounced in complex task settings.
Digital Capabilities to Digital Transformation	Slavković et al. (2023)	Through the mediation of digital citizenship, digital capabilities have a positive impact on digital transformation.
	Gyamerah et al. (2025)	According to research, digital capabilities have a synergistic effect that greatly improves the effectiveness of digital transformation when they are matched with digital leadership and strategy.
Organizational Culture to Digital Transformation	Ghafoori et al. (2024)	A key factor in facilitating data-driven digital transformation is organizational culture where research shows that innovation-oriented cultures encourage a higher uptake and use of digital technologies.
	Kostromskyi (2024)	Significantly better transformation results are shown by manufacturing companies that successfully modify their organizational culture to meet the difficulties of digital transformation.

Source: Peer-reviewed empirical studies

These findings collectively underscore the multidimensional and interrelated nature of digital transformation, suggesting that successful transformation requires the simultaneous cultivation of digital leadership competencies, organizational digital capabilities, and supportive cultural environments. The synthesis of these empirical studies provides a robust foundation for examining how these three critical factors interact within the unique context of heritage institutions such as the Yogyakarta Palace, where traditional values must coexist with digital innovation imperatives.

**2. RESEARCH METHOD**

This study employed a qualitative approach. The rationale for using a qualitative approach in the study of the Synergy of Pancasila and Politics on Ecological Civic Education in Puay Village, East Sentani District, Jayapura Regency was to obtain concrete data from the Puay community, thereby achieving the objectives of this study. The research method used in this study was a case study. The cases examined were programs, events, and individual or group activities.

This type of research was chosen to gain a deeper understanding of the programs and activities within the research object. The data sources used in this study were primary and secondary, with primary data sources coming from interviewed informants. The informants selected by the researcher were people directly involved in the Synergy of Pancasila and Politics on Ecological Civic Education in Puay Village, East Sentani District, Jayapura Regency, such as the village secretary, school teachers in Puay Village, and community members. Therefore, the hope is that the data related to the Synergy of Pancasila and Politics on Ecological Citizenship Education in Puay Village, East Sentani District, Jayapura Regency is obtained in a complex manner. In this study, to answer how the Synergy of



Pancasila and Politics on Ecological Citizenship Education in Puay Village, East Sentani District, Jayapura Regency, the data analysis technique that the researcher used was the Miles, Mathhew, and Huberman model (Miles, 1994). In the data analysis technique model in the Synergy of Pancasila and Politics on Ecological Citizenship Education in Puay Village, East Sentani District, Jayapura Regency, it consists of three stages when conducting data analysis, namely data condensation or data condensation, data presentation or data display, and conclusion drawing or conclusion drawing.

### 3. RESULT AND DISCUSSION

To ensure comprehensive coverage of relevant scholarly articles, a systematic literature search was carried out across several academic databases, including Scopus, Web of Science, and Google Scholar. Combinations of important terms like ("digital leadership" OR "digital leader") AND ("digital transformation"), ("digital capabilities" OR "digital capability") AND ("digital transformation"), and ("organizational culture") AND ("digital transformation") were used in the search strings. Only peer-reviewed journal publications published between 2022 and 2026 were included in the search in order to include the most recent empirical data in the field. The results were carefully refined using Boolean operators (AND, OR), and additional relevant research were found by conducting manual searches by looking through the reference lists of highly referenced journals.

The article selection process followed the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines to ensure transparency and reproducibility, as illustrated in Figure 1. Across all databases, the first database search produced 892 records (records found from Scopus, Web of Science, Google Scholar, etc.). There were 743 distinct records left for title and abstract screening after 149 duplicate entries were eliminated. Because 529 publications were deemed irrelevant to the particular variable relationships being studied, they were eliminated during the screening stage. A full-text evaluation of the remaining 214 articles was then conducted, and 146 of them were disqualified for the following reasons: they were not peer-reviewed ( $n = 48$ ), they lacked empirical data ( $n = 41$ ), their methodology was unclear ( $n = 33$ ), and they were not published in English ( $n = 24$ ). 68 articles were ultimately included in the review as a result of this thorough screening process.

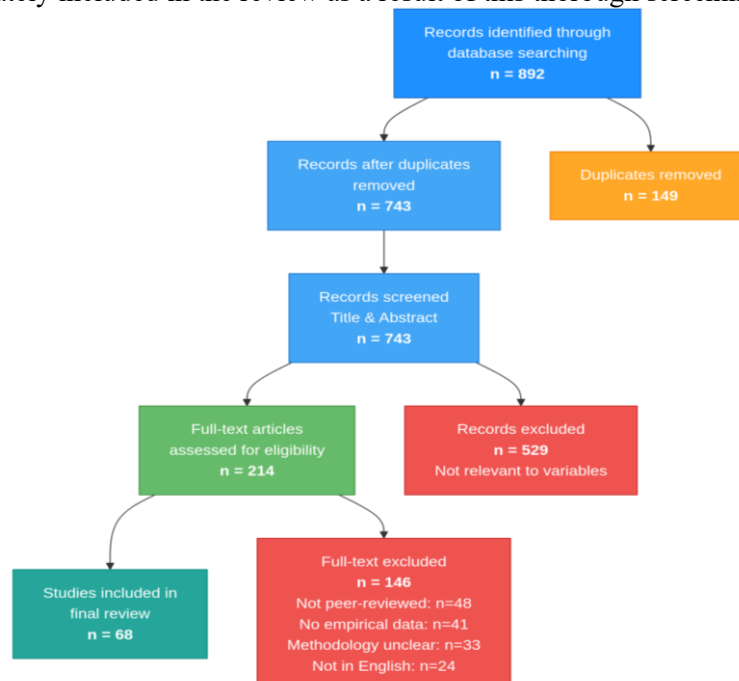
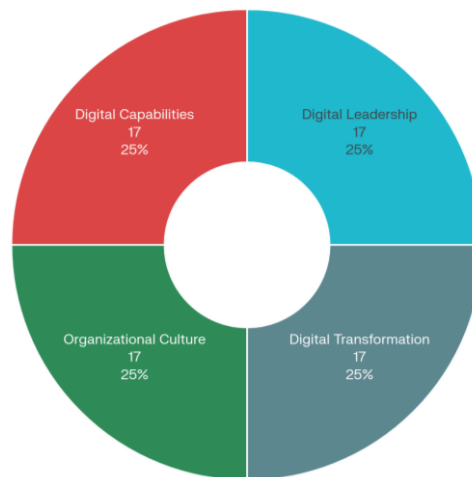


Figure 1. PRISMA Flow Diagram of the Systematic Literature Review Process



The 68 included articles were distributed in a balanced and equitable manner across four variable categories: Digital Leadership to Digital Transformation (n=17), Digital Capabilities to Digital Transformation (n=17), Organizational Culture to Digital Transformation (n=17), and Digital Transformation as an overarching construct (n=17), as presented in Table 3 and Figure 3. This uniform distribution is methodologically advantageous, as it ensures that no single variable dominates the analysis and that the review provides a proportionally representative examination of all research constructs relevant to the study's conceptual framework. The 68 articles were published across 48 unique journals, reflecting the inherently interdisciplinary and multifaceted nature of digital transformation research, which traverses the boundaries of strategic management, information systems, organizational studies, human resource management, and innovation studies. Finance Research Letters emerged as the single most prolific contributing source, accounting for 5 articles that primarily addressed the intersection of digital leadership, digital capabilities, and digital transformation's impact on corporate financial performance and strategic outcomes. Several other high-impact journals contributed 2 articles each, including Journal of Innovation & Knowledge, Benchmarking: An International Journal, Systems, SAGE Open, International Small Business Journal, International Review of Economics & Finance, Sustainable Futures, and Heliyon, collectively representing a broad spectrum of theoretical and empirical perspectives. The overwhelming majority of these journals are indexed in Scopus quartiles Q1 to Q2, which underscores the high quality, methodological rigor, and scholarly credibility of the reviewed literature and strengthens confidence in the validity of the synthesized findings.



**Figure 2. Distribution of Reviewed Articles by Variable Category**

A balanced and proportionately equitable arrangement of the 68 reviewed articles among the four variable categories is depicted in Figure 2, where each category has precisely 17 articles, or 25% of the overall corpus. The 17 articles in the category "Digital Leadership to Digital Transformation" explored how leaders' strategic vision, digital competences, and technology-driven decision-making contribute to the start and maintenance of organizational change. Digital Capabilities to Digital Transformation also included 17 articles that addressed the managerial and technical skills that companies need to recognize, capture, and reorganize digital resources in response to competitive pressures and environmental challenges. The 17 papers in Organizational Culture to Digital Transformation examined how cultural traits including innovation orientation, flexibility, knowledge sharing, and openness to change might help or hinder the adoption and institutionalization of digital projects. The remaining 17 papers examined the phenomenon of digital transformation as a whole, looking at it from a variety of theoretical angles, such as frameworks for sustainable development, dynamic capabilities, and entrepreneurial orientation. This uniform distribution is methodologically significant, as it mitigates the risk of analytical bias toward any single variable and ensures that the synthesized findings reflect a holistic and integrative understanding of the multidimensional forces shaping digital transformation.



## Discussion

The synthesis of findings from the 17 articles on Digital Leadership to Digital Transformation reveals that leaders with digital competencies serve as primary catalysts for initiating and sustaining transformation efforts. Khattak et al. (2025) demonstrated that digital leadership capability, combined with knowledge management capability and organizational agility, significantly fosters digital transformation in project-based settings. Similarly, Mollah (2025) found that digital leadership dynamic capabilities drive digital transformation and innovation, with the relationship being moderated by task complexity. Albannai et al. (2024) further confirmed that digital leadership plays a crucial role in developing digital dynamic capabilities, which in turn facilitate firm-level digital transformation. In the construction sector, Gledson et al. (2023) proposed a digital leadership framework specifically designed to support firm-level digital transformations for Construction 4.0. Namatovu and Kyambade (2025) extended these findings to the public sector, revealing that digital leadership significantly impacts organizational performance through the mediation of digital transformation in developing economies. Moreover, Wang et al. (2022) highlighted that digital leadership influences exploratory innovation through the dual perspectives of strategic orientation and organizational culture.

The literature on Digital Capabilities to Digital Transformation, comprising 17 articles, reinforces the argument that organizational competencies in deploying digital technologies are indispensable for effective transformation. Gyamerah et al. (2025) found that digital capabilities, when aligned with digital leadership and digital strategy, create a synergistic effect that significantly enhances digital transformation success in small and medium enterprises. Zhang et al. (2024) similarly identified the nexus between organization agility, digital capability, and top management support as a critical driver of SME digital transformation. Slavković et al. (2023) revealed that digital capabilities positively impact digital transformation, with the relationship being mediated by digital citizenship, highlighting the importance of embedding digital practices at the individual employee level. Additionally, Fan and Yang (2025) demonstrated that organizational digital capability promotes service innovation through cognitive flexibility and empowering leadership. Abbas et al. (2025) provided evidence from the hospitality industry showing that digital capabilities function as a catalyst for team effectiveness. Furthermore, Foroudi et al. (2025) found that leveraging digital capabilities enhances ESG performance through the mediating roles of innovativeness and resilience. The 17 articles examining Organizational Culture to Digital Transformation consistently position culture as a foundational enabler or potential barrier of transformation. Cao et al. (2025) provided empirical evidence that organizational culture directly influences product innovation when combined with digital transformation strategies. Cyfert et al. (2025) confirmed that organizational culture, alongside leadership and competence, serves as a fundamental prerequisite for digital transformation readiness and building digital advantage. Ghafoori et al. (2024) demonstrated that innovation-oriented cultures facilitate greater adoption and utilization of digital technologies in data-driven transformation contexts. In the manufacturing sector, Kostromskyi (2024) found that enterprises successfully adapting their organizational culture to digital transformation challenges demonstrate significantly improved transformation outcomes. Jewapatarakul and Ueasangkomsate (2024) examined how digital organizational culture and organizational readiness affect digital transformation in SMEs from the food manufacturing sector. Lis and Piech (2025) further emphasized the decisive role of organizational culture in determining whether enterprises can effectively integrate digital solutions into their value chains during the era of Industry 4.0. Moreover, Hasan et al. (2025) confirmed the role of organizational culture in shaping digital transformation and modern accounting practices among Jordanian SMEs.

The 17 articles on Digital Transformation as a general construct provide broader contextual insights into how leadership, capabilities, and culture interact within transformation processes. Hariyani et al. (2025) highlighted the critical role of leadership in enabling sustainable digital transformation across organizations. Ly (2025) extended this perspective to the public sector in Cambodia, demonstrating how leveraging leadership and digital transformation together contributes to sustainable development outcomes. Maseda et al. (2025) unpacked the role of entrepreneurial orientation in digital



transformation of family SMEs, emphasizing the importance of leadership structure and generational involvement. Tuyen et al. (2025) found that leadership characteristics significantly influence digital transformation in emerging markets, with compliance pressure serving as a moderating factor. Hafeez et al. (2025) demonstrated that the dynamic capabilities of innovation intermediaries within ecosystems enhance digital transformation in SMEs. Ly et al. (2026) further confirmed that digital transformation and flexibility in public services require the integration of knowledge, culture, and digital infrastructures for effective implementation.

The integrative analysis across all four variable categories reveals that digital transformation is most effectively achieved when digital leadership, digital capabilities, and organizational culture operate in concert rather than in isolation. Digital leadership provides the strategic vision and direction necessary to initiate transformation, as evidenced by the findings of Qiao et al. (2024) and Malik et al. (2024). Digital capabilities supply the operational tools and competencies needed to execute digital strategies effectively, as demonstrated by Hanif et al. (2025) and Nasir and Wen (2025). Organizational culture creates the receptive environment necessary for sustained adoption, as confirmed by Bogale and Debela (2024) and Brahm and Poblete (2024). This tripartite relationship is particularly relevant for the Yogyakarta Palace, where the convergence of traditional governance, limited digital infrastructure, and strong cultural identity creates both unique challenges and opportunities for digital transformation. The reviewed evidence strongly supports the proposition that all three factors must be simultaneously addressed to achieve meaningful and sustainable digital transformation outcomes in heritage institutional contexts.

#### 4. CONCLUSION

This comprehensive analysis of the literature demonstrates that organizational culture, digital leadership, and digital capabilities are three interrelated factors that together influence the course and efficacy of digital transformation in businesses. These three factors' convergence indicates that digital transformation must be viewed as a socio-technical phenomenon that is intricately woven with organizational competences, cultural orientations, and leadership practices rather than being a solely technology endeavor. The findings carry particular significance for heritage-based institutions such as the Yogyakarta Palace, where the imperative to modernize through digital means must be carefully reconciled with the preservation of deeply rooted cultural traditions and governance structures. Accordingly, this review contributes to the existing body of knowledge by providing an integrative theoretical perspective that situates digital transformation within the intersection of human capital, organizational resources, and institutional culture.

The causal relationships between digital leadership, digital capabilities, organizational culture, and digital transformation within heritage institutional settings should be statistically validated in future research using empirical methodologies, especially quantitative approaches using structural equation modeling. Comparative studies across different types of cultural heritage organizations in Southeast Asia would further enhance the generalizability of findings beyond a single institutional context. Additionally, researchers are urged to investigate potential mediating and moderating factors that could affect the direction and strength of these interactions, such as institutional governance systems, stakeholder resistance, and digital readiness. The dynamic and changing character of digital transformation processes over time would be better captured by longitudinal research methodologies. In conclusion, mixed-methods approaches that combine qualitative case studies and quantitative measurement may offer deeper and more complex insights into how conventional institutions resolve the conflicts between digital innovation and cultural preservation.



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