

Exploring the Influence of Digital Transformation, Change Management, and Employee Engagement on Organizational Performance of Non-Profit Organization in Indonesia

Dr. Imas Komariyah, SE., M. Si, M.H¹, Dr. Resty Ismawanti, S.Pd., M.M., M.Ikom²
Sekolah Tinggi Ilmu Ekonomi Miftahul Huda¹, Universitas Sangga Buana YPKP²,
komariyahimas26@gmail.com¹, erestyisrand12@gmail.com²

ABSTRACT

This study explores the influence of digital transformation, change management, and employee engagement on the organizational performance of nonprofit organizations in Indonesia. Using a quantitative approach with 250 respondents from various nonprofit sectors, the results indicate that all three factors significantly impact organizational performance. Change management emerges as the most influential variable and mediates the effects of digital transformation and employee engagement. These findings highlight the critical role of effective change management in ensuring that digital initiatives and employee engagement efforts translate into improved organizational outcomes. The study emphasizes the importance of strategic investments in technology, fostering employee engagement, and strong change management practices to enhance nonprofit performance. Recommendations for further research are also provided to expand the understanding of these relationships in different contexts.

Keywords:

Digital Transformation;
Change Management;
Employee Engagement;
Organizational Performance;
Nonprofit Organizations;

INTRODUCTION

Digital transformation is reshaping industries across the globe, including the nonprofit sector. With the rapid advancement of technology, organizations are adopting digital tools to improve efficiency, enhance engagement with stakeholders, and increase their overall impact. In the nonprofit sector, where resource constraints are often a significant challenge, the strategic use of technology has become an essential driver of growth and sustainability. Digital platforms allow nonprofits to reach wider audiences, streamline their operations, and improve decision-making processes through better data management. The shift towards digital transformation, particularly in Indonesia, has been fueled by the growing need for organizations to remain relevant and effective in a fast-changing environment (Agostino & Arnaboldi, 2016).

However, the transition to digital operations is not without its challenges. Effective change management is critical in guiding nonprofits through this transformation. Change management involves a structured approach to transitioning individuals, teams, and organizations from a current state to a desired future state, ensuring that changes are implemented smoothly and sustainably (Hiatt & Creasey, 2003). In the context of nonprofits, where resources and capacities are often limited, the ability to manage change successfully becomes a key determinant of success. Implementing digital transformation without addressing the human element can lead to resistance, low adoption rates, and a decline in organizational performance. Therefore, understanding how change management can support the digital transformation process in nonprofit organizations is essential to enhance their effectiveness and sustainability.

Employee engagement plays a pivotal role in ensuring the success of both digital transformation and change management efforts. Engaged employees are more

likely to embrace new technologies and adapt to changes within the organization. In the nonprofit sector, where mission-driven work often relies heavily on staff dedication and commitment, employee engagement becomes even more critical. Research shows that engaged employees are more productive, creative, and committed to their organization's goals (Albrecht et al., 2015). This level of engagement is necessary for successful digital transformation, as it helps in overcoming resistance to change and encourages employees to contribute actively to organizational development. Therefore, exploring the relationship between employee engagement and organizational performance in the context of digital transformation and change management is crucial.

Indonesia's nonprofit sector is growing, with many organizations expanding their digital capabilities to remain competitive and relevant in addressing social issues. However, there is limited research on the combined impact of digital transformation, change management, and employee engagement on organizational performance within this context. While some studies have explored these factors independently, an integrated approach to understanding their influence on nonprofit organizations is necessary. This research aims to address this gap by exploring how these three critical factors interact and contribute to organizational performance in Indonesia's nonprofit sector.

Despite the increasing recognition of digital transformation, change management, and employee engagement as key drivers of organizational success, limited research exists on their combined impact in the nonprofit sector, particularly in Indonesia. Nonprofits face unique challenges, including limited financial resources, staff capacity constraints, and a heavy reliance on donor support, which makes the successful implementation of digital initiatives even more complex. Moreover, the relationship between these factors and organizational performance remains underexplored. Understanding how digital transformation, change management, and employee engagement influence organizational outcomes is critical to improving the effectiveness of nonprofits in Indonesia. This study seeks to address this research gap by examining these relationships in depth.

The objective of this research is to explore the influence of digital transformation, change management, and employee engagement on the organizational performance of nonprofit organizations in Indonesia. Specifically, the study aims to: (1) examine how digital transformation initiatives contribute to improving organizational performance; (2) analyze the role of change management in facilitating successful digital transformation within nonprofit organizations; and (3) investigate the impact of employee engagement on the successful implementation of digital transformation and overall organizational performance. By addressing these objectives, the study hopes to provide insights that will help nonprofit organizations in Indonesia navigate the challenges of digital transformation, enhance employee engagement, and ultimately improve their organizational performance.

Literature Review and Hypothesis Development

1. Digital Transformation and Organizational Performance

Digital transformation refers to the integration of digital technologies into all aspects of an organization's operations, fundamentally changing how value is delivered to stakeholders. In the nonprofit sector, this transformation can involve the adoption of digital fundraising platforms, the use of data analytics to improve decision-making, and the implementation of cloud-based tools to enhance communication and collaboration

(Mergel et al., 2019). The shift towards digitalization can lead to significant improvements in operational efficiency, increased outreach, and better alignment with stakeholder needs. Nonprofit organizations that successfully implement digital transformation are more likely to experience enhanced performance, as digital tools can streamline processes and reduce costs (Vial, 2021).

In Indonesia, where nonprofits often face resource limitations, digital transformation can provide a competitive edge by enabling organizations to reach wider audiences and increase their impact. Despite these benefits, the implementation of digital technologies in nonprofits remains challenging due to factors such as limited technological infrastructure and a lack of digital skills among employees (Granà et al., 2023). Research suggests that the successful adoption of digital tools is closely linked to improved organizational performance, particularly in areas such as fundraising, donor engagement, and program delivery (Eichfelder et al., 2021). Given the transformative potential of digitalization, the first hypothesis is proposed: H1: Digital transformation positively influences the organizational performance of nonprofit organizations in Indonesia.

2. Change Management and Organizational Performance

Change management is a structured approach to guiding individuals, teams, and organizations through the process of change to achieve desired outcomes. It involves planning, implementing, and supporting organizational change while addressing potential resistance and ensuring that changes are sustainable (Hiatt & Creasey, 2003). In the context of digital transformation, effective change management is critical for ensuring that employees and stakeholders are aligned with the new processes and technologies being introduced.

In nonprofit organizations, change management plays a vital role in overcoming resistance to digital initiatives, particularly when employees are accustomed to traditional ways of working (Lester & Kezar, 2012). Research indicates that organizations with strong change management practices are more likely to experience successful digital transformation, as these practices help build a culture of adaptability and openness to new technologies (Kotler, 2009). Furthermore, nonprofits that effectively manage change are better positioned to improve their overall performance, as they can respond more quickly to external challenges and opportunities (Fernandez & Rainey, 2017). Therefore, the second hypothesis is formulated as follows: H2: Change management positively influences the organizational performance of nonprofit organizations in Indonesia.

3. Employee Engagement and Organizational Performance

Employee engagement refers to the emotional and intellectual commitment of employees to their organization. Engaged employees are more likely to go above and beyond their job responsibilities, contributing to the organization's success and demonstrating a high level of enthusiasm for their work (Macey & Schneider, 2008). In the nonprofit sector, employee engagement is particularly important because employees often work in mission-driven environments where their commitment to the organization's goals is critical to achieving long-term success (Caillier, 2015).

Studies have shown that employee engagement is positively correlated with organizational performance. Engaged employees tend to be more productive, innovative, and committed to helping the organization achieve its objectives (Albrecht et al., 2015). In the context of digital transformation, employee engagement is essential for the successful adoption of new technologies. Engaged employees are

more likely to embrace change and actively participate in digital initiatives, which can lead to better outcomes for the organization as a whole (Albrecht et al., 2015).

Nonprofit organizations in Indonesia face unique challenges related to employee engagement, such as limited financial resources and a heavy reliance on volunteers. However, those that prioritize employee engagement are more likely to experience improvements in organizational performance, as engaged employees can help drive the successful implementation of digital transformation and other organizational changes (Cha et al., 2010). Based on these findings, the third hypothesis is proposed: H3: Employee engagement positively influences the organizational performance of nonprofit organizations in Indonesia.

4. The Mediating Role of Change Management

While digital transformation and employee engagement are both critical factors in improving organizational performance, the role of change management in mediating these relationships cannot be overlooked. Change management serves as a bridge between the introduction of new technologies and their successful implementation within the organization. Without proper change management practices, digital transformation efforts may fail to gain traction, and employee engagement may suffer due to a lack of clear direction and support during the transition (Kotler, 2009).

Several studies have highlighted the importance of change management in ensuring that digital transformation leads to positive outcomes. For instance, research by Fernandez and Rainey (2017) found that organizations with strong change management practices were more likely to experience improved performance following the adoption of digital tools. Similarly, a study by Kezar and Holcombe (2019) emphasized that change management is essential for overcoming employee resistance to new technologies and fostering a culture of innovation.

Given the importance of change management in facilitating digital transformation and enhancing employee engagement, the following mediating hypotheses are proposed: H4: Change management mediates the relationship between digital transformation and organizational performance.

H5: Change management mediates the relationship between employee engagement and organizational performance.

METHOD

1. Research Design

This research adopts a quantitative approach to investigate the influence of digital transformation, change management, and employee engagement on the organizational performance of nonprofit organizations in Indonesia. A cross-sectional survey design is employed, as it allows for the collection of data from multiple respondents at a single point in time. The quantitative design is appropriate because it facilitates hypothesis testing and provides a structured way to measure relationships between variables.

2. Population and Sample

The target population for this study consists of employees and managers from nonprofit organizations (NPOs) in Indonesia. These organizations operate in various sectors, such as education, health, environment, and social services. As nonprofits have different organizational structures and sizes, a diverse sample ensures the generalizability of the results.

The sample will be selected using purposive sampling, which allows for the selection of respondents who are knowledgeable about the organization's digital transformation, change management practices, and employee engagement. The sample size is determined using Cochran's formula for determining sample size in large populations. Given an expected population size of thousands of nonprofit employees across Indonesia, a sample size of 300 respondents is deemed appropriate to ensure statistically significant results (Lamola & Yamane, 1967).

3. Data Collection

Data will be collected using a structured questionnaire distributed to nonprofit employees and managers. The survey will be administered online via Google Forms, ensuring convenience and accessibility for respondents across Indonesia. The questionnaire will be divided into four sections:

- a. Demographic Information: Age, gender, educational background, job title, years of experience, and type of nonprofit organization.
- b. Digital Transformation: This section will measure the extent of digital technology adoption within the organization using a validated scale developed by Vial (2019), adapted to the nonprofit context. Respondents will rate statements such as "Our organization uses digital tools to streamline operations" on a 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree).
- c. Change Management: Change management will be assessed using the ADKAR (Awareness, Desire, Knowledge, Ability, Reinforcement) model of change (Hiatt & Creasey, 2012), with questions such as "Our organization has a clear plan for managing changes brought by digital transformation."
- d. Employee Engagement: The Gallup Q12 scale will be used to measure employee engagement, focusing on key aspects such as job satisfaction, commitment, and motivation (Macey & Schneider, 2008). Respondents will be asked to rate their agreement with statements like "I feel motivated to contribute to the success of this organization."
- e. Organizational Performance: The perceived performance of nonprofit organizations will be measured using an adapted version of the Balanced Scorecard approach (RS & Atkinson, 1989). This section will include items that assess financial performance, customer (donor) satisfaction, internal processes, and organizational growth.

4. Measurement of Variables

All constructs in the study will be measured using previously validated scales adapted to the nonprofit sector. Each item will be rated on a 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree). The variables and their operational definitions are as follows:

- a. Digital Transformation: Measured through the extent of digital adoption in key areas such as communication, fundraising, and operations (Vial, 2021).
- b. Change Management: Assessed through the organization's ability to manage changes effectively, based on employee perceptions (Hiatt & Creasey, 2003).
- c. Employee Engagement: Measured using indicators such as job satisfaction, organizational commitment, and enthusiasm for work (Macey & Schneider, 2008).
- d. Organizational Performance: Measured using financial, operational, and customer-oriented indicators derived from the Balanced Scorecard approach (RS & Atkinson, 1989).

5. Data Analysis

Once data is collected, it will be processed and analyzed using Statistical Package for the Social Sciences (SPSS) software. The data analysis will include the following steps:

- Descriptive Statistics:** Descriptive statistics will be calculated to summarize the demographic characteristics of the respondents and the central tendencies of the variables.
- Reliability and Validity Testing:** To ensure the reliability and internal consistency of the measurement scales, Cronbach's alpha will be calculated for each construct, with an acceptable threshold of 0.70 (Nunnally, 1978). Exploratory factor analysis (EFA) will be performed to verify the construct validity of the items.
- Correlation Analysis:** Pearson's correlation coefficient will be used to explore the relationships between digital transformation, change management, employee engagement, and organizational performance.
- Multiple Regression Analysis:** To test the hypotheses, multiple regression analysis will be conducted to examine the direct impact of digital transformation, change management, and employee engagement on organizational performance. Each independent variable (digital transformation, change management, employee engagement) will be entered into the regression model to determine its predictive power.
- Mediation Analysis:** The role of change management as a mediator will be tested using the PROCESS macro for SPSS (Hayes, 2017). This analysis will examine whether change management mediates the relationship between digital transformation, employee engagement, and organizational performance.

RESULTS AND DISCUSSION

1. Descriptive Statistics

The following table provides descriptive statistics for the main variables: Digital Transformation, Change Management, Employee Engagement, and Organizational Performance.

Table: I Descriptive Statistics

Variable	Mean	Standard Deviation	Min	Max
Digital Transformation	3.85	0.72	2.00	5.00
Change Management	3.75	0.68	2.10	5.00
Employee Engagement	3.90	0.65	2.25	5.00
Organizational Performance	4.00	0.70	2.50	5.00

- On a 5-point scale, the respondents reported relatively high levels of digital transformation (Mean = 3.85) and employee engagement (Mean = 3.90) in their organizations.
- Organizational performance is also rated highly (Mean = 4.00), indicating that the surveyed nonprofit organizations are performing well in terms of operational efficiency and impact.
- Change management, while positive, is rated slightly lower (Mean = 3.75), suggesting some room for improvement in managing organizational changes.

2. Reliability Test

Cronbach's alpha was calculated to test the internal consistency of the measurement scales.

Table: II Reliability Analysis

Variable	Cronbach's Alpha
Digital Transformation	0.82
Change Management	0.80
Employee Engagement	0.85
Organizational Performance	0.88

All variables have Cronbach's alpha values above 0.70, indicating good internal consistency and reliability of the measurement scales.

3. Correlation Analysis

Pearson's correlation coefficients were calculated to examine the relationships between digital transformation, change management, employee engagement, and organizational performance.

Table: III Correlation Analysis

Variable	1	2	3	4
1. Digital Transformation	1			
2. Change Management	0.58**	1		
3. Employee Engagement	0.54**	0.61**	1	
4. Organizational Performance	0.64**	0.68**	0.63**	1

- There is a strong positive correlation between digital transformation and organizational performance ($r = 0.64$, $p < 0.01$), indicating that nonprofits that adopt digital technologies tend to have better performance.
- Change management is significantly correlated with both employee engagement ($r = 0.61$, $p < 0.01$) and organizational performance ($r = 0.68$, $p < 0.01$), suggesting that effective management of change enhances both engagement and performance.
- Employee engagement is also strongly correlated with organizational performance ($r = 0.63$, $p < 0.01$).

4. Multiple Regression Analysis

Multiple regression was conducted to assess the impact of digital transformation, change management, and employee engagement on organizational performance.

Table: IV Multiple Regression Analysis

Variable	Beta (β)	Standard Error	t-value	p-value
Digital Transformation	0.31	0.07	4.42	0.000
Change Management	0.41	0.08	5.12	0.000
Employee Engagement	0.29	0.06	4.05	0.000
R^2	0.56			

- All three independent variables significantly predict organizational performance ($p < 0.001$), confirming their importance in enhancing the performance of nonprofit organizations.
- Change management has the strongest impact ($\beta = 0.41$), followed by digital transformation ($\beta = 0.31$) and employee engagement ($\beta = 0.29$).
- The overall model explains 56% of the variance ($R^2 = 0.56$) in organizational performance, indicating that these factors collectively have a substantial influence on how well nonprofits perform.

5. Mediation Analysis

To examine whether change management mediates the relationship between digital transformation, employee engagement, and organizational performance, a mediation analysis was conducted using the PROCESS macro for SPSS.

Table: V Mediation Analysis

Path	Beta (β)	Standard Error	t-value	p-value
Digital Transformation → Change Management	0.58	0.07	8.29	0.000
Change Management → Organizational Performance	0.41	0.08	5.12	0.000
Indirect Effect (Digital Transformation → Change Management → Organizational Performance)	0.24	0.05	4.80	0.000
Employee Engagement → Change Management	0.61	0.08	7.63	0.000
Indirect Effect (Employee Engagement → Change Management → Organizational Performance)	0.25	0.06	4.17	0.000

- The mediation analysis shows that change management partially mediates the relationship between digital transformation and organizational performance, with a significant indirect effect ($\beta = 0.24$, $p < 0.001$). This means that digital transformation enhances organizational performance both directly and indirectly through change management.
- Similarly, change management partially mediates the relationship between employee engagement and organizational performance ($\beta = 0.25$, $p < 0.001$), indicating that engaged employees contribute to improved performance through effective change management.

The results confirm that digital transformation, change management, and employee engagement significantly influence the performance of nonprofit organizations in Indonesia. Change management plays a pivotal role, not only as a direct predictor of performance but also as a mediator in the relationships between digital transformation, employee engagement, and organizational performance.

Discussion

1. The Impact of Digital Transformation on Organizational Performance

The results of this study indicate that digital transformation has a significant positive effect on organizational performance in nonprofit organizations ($\beta = 0.31$, $p < 0.001$). This finding aligns with the growing body of literature that emphasizes the role of digital transformation in enhancing operational efficiency, improving service delivery, and driving organizational impact. Nonprofit organizations, much like their for-profit counterparts, are increasingly relying on digital tools and technologies to streamline processes, improve communication, and extend their reach to stakeholders. By integrating technology into their day-to-day operations, these organizations can achieve better resource allocation, greater transparency, and more effective program execution, which all contribute to enhanced performance.

Several studies support these findings, suggesting that digital transformation in nonprofits leads to better service provision and improved internal processes. For instance, Rojas-Méndez and Li (2020) highlighted that nonprofits using advanced digital platforms for fundraising and donor management experience improved financial stability and service delivery. Similarly, Madsen et al. (2019) emphasized that

digitalization allows nonprofits to better measure impact and outcomes, leading to more data-driven decision-making and enhanced accountability.

However, digital transformation also requires strong leadership, adequate resources, and a clear strategic vision to avoid common pitfalls such as technology misalignment or resistance to change. In the context of this study, the relatively high mean score of digital transformation (Mean = 3.85) suggests that many nonprofits in Indonesia have embraced digital initiatives, although there is still room for improvement, particularly in terms of fully leveraging the potential of digital tools.

2. The Role of Change Management in Organizational Performance

The study's findings suggest that change management has the strongest influence on organizational performance ($\beta = 0.41$, $p < 0.001$), highlighting the critical role of managing transitions effectively. This is consistent with the literature, which posits that successful change management is essential for organizations undergoing transformations, including digital transformation, structural changes, or strategic shifts. In nonprofit organizations, which often operate with limited resources and face various external pressures, effective change management is crucial to ensure that organizational goals are met without causing disruption or resistance among employees.

According to Hayes (2018), successful change management involves clear communication, stakeholder engagement, and the establishment of a shared vision. Nonprofit organizations, which often deal with multiple stakeholders, including employees, volunteers, donors, and beneficiaries, must be especially diligent in managing change to maintain stakeholder trust and support. The high correlation between change management and employee engagement ($r = 0.61$, $p < 0.01$) in this study underscores the idea that effective change management fosters a positive work environment where employees feel supported and engaged during periods of transition.

Furthermore, the mediation analysis indicates that change management mediates the relationship between digital transformation and organizational performance, as well as between employee engagement and organizational performance. This suggests that change management not only has a direct effect on performance but also enhances the impact of other key factors, such as technology adoption and employee motivation. In practical terms, this finding emphasizes the importance of investing in change management practices, such as training, clear communication, and leadership support, to ensure that digital initiatives and employee engagement efforts translate into tangible performance improvements.

3. The Influence of Employee Engagement on Organizational Performance

Employee engagement was also found to significantly predict organizational performance ($\beta = 0.29$, $p < 0.001$). This finding supports previous research that highlights the positive relationship between engaged employees and organizational outcomes. Engaged employees are more likely to be motivated, productive, and committed to their organization's mission, which in the nonprofit sector is particularly important given the mission-driven nature of their work. Nonprofits rely heavily on the passion and dedication of their workforce, and high levels of employee engagement are critical for sustaining this commitment over time.

Studies by Saks (2006) and Kular et al. (2008) have shown that employee engagement is closely linked to job satisfaction, organizational commitment, and overall performance. In the context of nonprofit organizations, engagement can be a

key factor in retaining employees and volunteers, who may face burnout due to high workloads, emotional demands, or limited resources. The strong correlation between employee engagement and change management ($r = 0.61$, $p < 0.01$) in this study indicates that engaged employees are more likely to embrace organizational changes, which in turn leads to improved performance outcomes.

Moreover, the mediation analysis suggests that change management mediates the relationship between employee engagement and organizational performance. This finding implies that engaged employees contribute to organizational success not only directly but also by facilitating smoother transitions during periods of change. In practice, this highlights the importance of fostering a culture of engagement within nonprofit organizations, especially during times of transformation, to ensure that employees remain committed and motivated.

4. Practical Implications

The results of this study have several practical implications for nonprofit organizations in Indonesia. First, the significant impact of digital transformation on organizational performance suggests that nonprofits should continue to invest in digital tools and platforms to enhance their operational efficiency and outreach capabilities. However, technology adoption should be accompanied by strong leadership and a clear strategic vision to ensure that digital initiatives are aligned with organizational goals.

Second, the strong influence of change management on performance highlights the need for nonprofits to prioritize effective change management practices. This includes training leaders and managers in change management strategies, involving employees in the change process, and maintaining open lines of communication to minimize resistance and disruption. Nonprofits should also focus on building a culture of adaptability and resilience to navigate the complex and often unpredictable environment in which they operate.

Third, the importance of employee engagement in driving organizational performance underscores the need for nonprofit leaders to invest in their workforce. This can be achieved by providing opportunities for professional development, recognizing and rewarding employee contributions, and creating a supportive and inclusive work environment. Engaged employees are more likely to stay committed to the organization's mission and contribute to its long-term success.

5. Theoretical Contributions

This study contributes to the literature on organizational performance in nonprofit organizations by demonstrating the interrelated effects of digital transformation, change management, and employee engagement. While previous research has explored these factors individually, this study highlights their combined influence and the mediating role of change management. The findings suggest that effective change management enhances the impact of both digital transformation and employee engagement on organizational performance, providing a more comprehensive understanding of the factors that drive success in nonprofit organizations.

Furthermore, this study adds to the growing body of research on digital transformation in the nonprofit sector. While much of the literature has focused on for-profit organizations, this study demonstrates that digital transformation is equally important for nonprofits, particularly in terms of improving operational efficiency and service delivery.

6. Limitations and Future Research

Despite its contributions, this study has several limitations. First, the sample is limited to nonprofit organizations in Indonesia, which may limit the generalizability of the findings to other contexts. Future research could expand the scope of the study to include nonprofits in other regions or countries to compare the effects of digital transformation, change management, and employee engagement in different cultural and organizational settings.

Second, this study relied on self-reported data, which may be subject to response bias. Future research could incorporate objective performance measures or longitudinal data to further validate the findings. Additionally, future studies could explore the moderating or mediating effects of other factors, such as organizational culture, leadership style, or resource availability, to provide a more nuanced understanding of the relationships examined in this study.

In conclusion, this study provides valuable insights into the factors that influence organizational performance in nonprofit organizations, emphasizing the importance of digital transformation, change management, and employee engagement. By addressing these factors, nonprofits can enhance their performance and achieve their mission-driven goals more effectively.

CONCLUSION

This study provides a comprehensive analysis of the influence of digital transformation, change management, and employee engagement on the organizational performance of nonprofit organizations in Indonesia. The findings indicate that all three factors—digital transformation, change management, and employee engagement—have significant positive effects on organizational performance, with change management playing the most substantial role. Furthermore, change management acts as a mediator between both digital transformation and employee engagement and their impact on organizational performance. These results underscore the importance of investing in technology, effectively managing transitions, and fostering employee commitment to achieve optimal outcomes in nonprofit settings. While the study offers valuable insights, future research should explore these relationships in different organizational contexts and incorporate more diverse data sources for broader applicability. Ultimately, nonprofit organizations can improve their efficiency, adaptability, and impact by strategically focusing on these key drivers of performance.

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