

ABSTRAK

Perkembangan teknologi digital yang pesat telah merevolusi lanskap bisnis global, termasuk industri farmasi. Dalam konteks ini, peran middle manager menjadi krusial sebagai penghubung strategis antara manajemen puncak dan lini operasional dalam mendorong adopsi teknologi digital. Penelitian ini menggunakan kombinasi dari teori Kepemimpinan Transformasional, *Resource-Based View (RBV)*, Kinerja Organisasi dan *Technology Acceptance Model (TAM)* untuk mengkaji pengetahuan, keterampilan, organisatoris, transformasional middle manager dan pemasaran digital. Penelitian ini bertujuan untuk menganalisis pengaruh pengetahuan teknologi, keterampilan penggunaan, dan organisatoris terhadap keberhasilan pemasaran digital perusahaan farmasi di Jawa Timur, serta menguji peran moderasi kepemimpinan transformasional middle manager dalam hubungan tersebut. Pendekatan kuantitatif digunakan dengan metode sensus terhadap 200 middle manager dari perusahaan farmasi kategori principal dan distributor. Data dikumpulkan melalui kuesioner yang telah diuji validitas dan reliabilitasnya, kemudian dianalisis menggunakan *Structural Equation Modeling (SEM)* dengan pendekatan *Partial Least Squares (PLS)* melalui *software Smart PLS*. Hasil penelitian menunjukkan bahwa pengetahuan, keterampilan, dan organisatoris berpengaruh positif terhadap pemasaran digital. Selain itu, kepemimpinan transformasional middle manager terbukti memperkuat hubungan tersebut. Temuan ini memberikan kontribusi empiris bagi aspek organisatoris seperti struktur kerja yang agile, budaya inovatif, dan sistem penghargaan berbasis kinerja digital.

Kata kunci: Pengetahuan, keterampilan, organisatoris, transformasional middle manager dan pemasaran digital

ABSTRACT

The rapid development of digital technology has revolutionized the global business landscape, including the pharmaceutical industry. In this context, the role of middle managers is crucial as strategic links between top management and operational lines in driving digital technology adoption. This study employs a combination of Transformational Leadership theory, the Resource-Based View (RBV), Organizational Performance, and the Technology Acceptance Model (TAM) to examine knowledge, skills, organizational factors, transformational middle managers, and digital marketing. This study aims to analyze the influence knowledge, skill, and organizational on the success of digital marketing in pharmaceutical companies in East Java, as well as to examine the moderating role of transformational leadership among middle managers in these relationships. A quantitative approach was employed using a census method involving 200 middle managers from both principal and distributor pharmaceutical companies. Data were collected through validated and reliable questionnaires, and analyzed using Structural Equation Modeling (SEM) with a Partial Least Squares (PLS) approach via SmartPLS software. The results indicate knowledge, skills, and organizational positively affect digital marketing performance. Moreover, transformational leadership among middle managers significantly strengthens these relationships. These findings contribute empirical evidence to the literature and emphasize the importance of enhancing digital competencies of middle managers through strategic training, as well as reinforcing organizational aspects such as agile structures, innovative culture, and performance-based digital reward systems.

Keywords: Knowledge, skills, organizational, middle manager transformational and digital marketing.