

Digital Leadership, Change Readiness, And Technology-Enabled Organizational Performance

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Abstract. The rapid advancement of digital technology necessitates organizational adaptation, yet digital leadership alone is insufficient to guarantee successful transformation. Internal factors, specifically change readiness, are crucial for effective technology adoption. This study investigates how digital leadership affects technology-enabled organizational performance, both directly and indirectly, through the mediating role of change readiness. Employing a quantitative cross-sectional survey approach, data were collected from 250 operational employees and middle managers across various sectors undergoing digital transformation. The conceptual model was evaluated using Partial Least Squares Structural Equation Modeling (PLS-SEM) via SmartPLS. The results indicate that digital leadership positively and significantly affects organizational change readiness and performance. Furthermore, change readiness significantly affects performance and serves as a complementary mediator between digital leadership and technology-enabled organizational performance. The structural model explains 55.4% of the variance in change readiness and 57.6% of the variance in organizational performance. Ultimately, this study concludes that effective digital leaders must proactively build collective organizational readiness to maximize the benefits of digital transformation initiatives.

Keywords: Digital Leadership; Change Readiness; Technology-Enabled Organizational Performance; Digital Transformation; PLS-SEM

1. Introduction

The rapid advancement of digital technology has fundamentally transformed organizational structures and leadership dynamics on a global scale. This ongoing paradigm shift requires organizations to continually adapt and innovate in order to remain competitive (AlNuaimi et al., 2022). In an environment characterized by digital transformation, visionary leaders are needed to formulate a strategic direction and mobilize organizational resources toward technological change. Digital leadership emphasizes a leader's ability to drive technology adoption while simultaneously inspiring employees to proactively embrace these transitions (AlNuaimi et al., 2022; Benitez et al., 2022; Chatterjee et al., 2023).

However, contemporary research indicates that leadership alone is not sufficient to guarantee successful organizational transformation. Study findings show that inspirational leadership does not directly enhance employees' ability to adapt to systemic change (Chwiłkowska-Kubala et al., 2023; Narbariya et al., 2022). This means that without the genuine commitment and engagement of subordinates, technological change initiatives tend to face significant obstacles and resistance. Therefore, internal factors specifically the readiness of individuals and teams within the organization become a crucial determinant of success (Narbariya et al., 2022).

The concept of organizational change readiness refers to the extent to which an organization's staff and systems are collectively prepared, both psychologically and behaviorally, to adopt and sustain new technological innovations (Narbariya et al., 2022). The success of technology implementation depends not only on the technical sophistication of the technology itself but also on how well the organization and its workforce can adapt to the new operational ecosystem. When this readiness is high, the implementation of change will proceed effectively. Conversely, low readiness will inevitably lead to structural resistance and hinder the success of the change initiative (Chwiłkowska-Kubala et al., 2023).

Thus, change readiness can serve as a crucial mechanism linking digital leadership and organizational performance. Effective digital leaders are expected not only to accelerate technology adoption but also to strategically enhance the organization's collective commitment to and confidence in change (Awad & Martín-Rojas, 2024; Browder et al., 2024; Chatterjee et al., 2023). With an organization adequately prepared for change, the added value of digital leadership will manifest in technology-driven performance improvements. Ultimately, this study aims to address the empirical gap by examining whether digital leadership can enhance organizational performance due to its ability to make the organization more prepared for change, and to determine how this internal readiness directly affects technology-enabled outcomes.

2. Literature Review and Theoretical Background

2.1. Digital Leadership and Organizational Performance

A digital leader is defined as a figure who is responsive to technological changes, develops innovative strategies, and ensures the organization remains adaptable to developments in the digital market. In recent literature, digital leadership is often associated with increased innovation and digital transformation (Benitez et al., 2022; Shin et al., 2023). The results of a systematic review indicate that digital leadership plays a multifaceted role in improving organizational performance by accelerating digital transformation and fostering a culture of innovation. For example, in the context of manufacturing companies in China, digital leadership has been shown to promote circular economy practices, which in turn enhance organizational performance (Alakaş, 2024). In Vietnam's mining industry, the impact of digital leadership is indirect, mediated through digital transformation initiatives. Similarly, among Indian SMEs during the COVID-19 pandemic, digital leadership coupled with employee training and empowerment enhanced performance through the mediating effect of organizational resilience. Other studies have also found that the positive influence of digital leadership on organizational resilience is evident, with a culture of innovation acting as a partial mediator (Chen et al., 2024; Wang et al., 2024).

2.2. Organizational Readiness for Change

Various studies emphasize the importance of organizational readiness in the change process. Organizational readiness is a shared state in which members of an organization are collectively committed to and confident in the organization's ability to implement change. According to (Lim et al., 2025; Weiner, 2009), this readiness consists of two main components: change efficacy (confidence in the organization's ability to implement change) and change commitment (a shared determination to implement change) (Firlyani et al., 2026). Various factors, such as leadership support, internal policies, resource availability, staff training, and an open learning culture, influence these two constructs (Awad & Martín-Rojas, 2024; Narbariya et al., 2022). The study by Lim et al. (2025) concluded that when readiness is high, organizations are more effective at implementing new technologies; conversely, low readiness leads to resistance to change (Chwiłkowska-Kubala et al., 2023).

2.3. The relationship between digital leadership and organizational

In practice, many companies face a gap between the vision of digital leadership and employees' technological readiness. If employees feel unprepared (due to limitations in knowledge, skills, or attitudes), innovation is difficult to achieve. Conversely, when organizations succeed in building a culture of learning and improving employees' technological readiness, they become more confident in generating new ideas and implementing them.

Furthermore, empirical research in the industrial sector shows that readiness for change influences performance. For example, at a mining company, technological orientation and human resource readiness significantly influenced employees' digital competencies, which in turn significantly improved team performance (Afdillah et al., 2026). These findings confirm that an organization's internal readiness (e.g., HR readiness) supports improved operational performance through enhanced digital competencies (Browder et al., 2024; He et al., 2022).

Based on the literature cited above, it can be seen that digital leadership has a positive effect on organizational outcomes through various mediating mechanisms (innovation culture, digital transformation, organizational resilience, etc.). However, few empirical studies have explicitly examined the role of change readiness as a mediator between digital leadership and organizational performance. Thus, this study focuses on this mechanism. Based on the conceptual framework, the following hypotheses are proposed:

H1: Digital leadership has a positive effect on organizational change readiness.

H2: Change readiness has a positive effect on technology-based organizational performance.

H3: Digital leadership has a positive effect on organizational performance.

H4: Change readiness mediates the effect of digital leadership on organizational performance.

3. Methodology

This study employs a quantitative survey approach. The research was conducted in Pekanbaru, Indonesia, targeting 15 organizations across various sectors undergoing digital transformation. Data were collected through questionnaires distributed to employees and middle managers at these companies. A purposive sampling technique was chosen to ensure that respondents had experience related to digital leadership and organizational change. Specifically,

the respondent criteria required participants to have a minimum of one year of working tenure and be directly involved in technology adoption initiatives within their respective departments. It is important to note that the measurement in this study captures the individual perceptions of the respondents regarding their organizational conditions and leadership practices, rather than objective macro-level organizational metrics. The conceptual model was tested using PLS-SEM (Partial Least Squares Structural Equation Modeling) with the assistance of SmartPLS software (Hair et al., 2019; Sarstedt et al., 2022). The model includes variables that are measured numerically and analyzed using statistical procedures to evaluate the correctness of generalizing theoretical predictions, The Figure 1 displays the steps of the research.

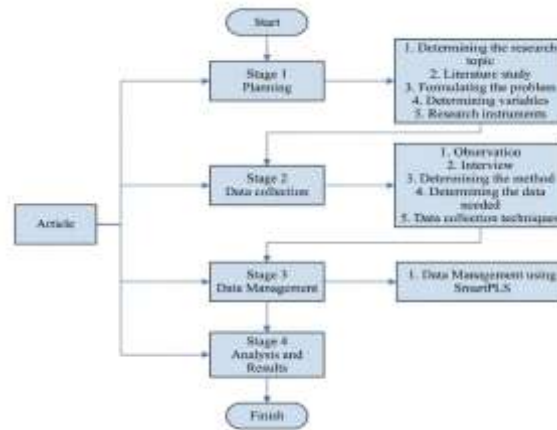


Figure 1 Research Methodology Workflow

3.1. Research Design

The research commenced with determining the research topic, focusing on the critical intersection of digital transformation initiatives and human resource adaptability. A comprehensive literature study was conducted to establish the theoretical background, drawing upon established change management frameworks. This theoretical foundation guided the formulation of the problem, specifically addressing the empirical gap in understanding internal organizational readiness. Subsequently, determining the variables was executed: Digital Leadership as the independent variable, Change Readiness as the mediating variable, and Technology-Enabled Organizational Performance as the dependent variable. Finally, research instruments were developed by adapting validated measurement scales from prior empirical studies into a structured 5-point Likert scale questionnaire, ensuring construct validity from the outset. The questionnaire indicators for Digital Leadership were adapted from (Benitez et al., 2022), Change Readiness from (Weiner, 2009), and Technology-Enabled Organizational Performance from (He et al., 2022).

3.2. Data Collection

The data collection process was initiated through preliminary observation and unstructured interviews with select operational personnel to contextually ground the research instrument and ensure its practical relevance. Following this, determining the method led to the selection of a quantitative cross-sectional survey design. In determining the data needed, primary data from middle managers and operational employees actively involved in digital transformation protocols was prioritized. The primary data collection techniques utilized purposive sampling via secure digital questionnaires distributed across targeted enterprises. To ensure a robust and representative dataset, the data collection phase was conducted over a structured timeframe from March 15, 2026, to May 20, 2026, capturing a comprehensive cross-section of organizational sentiments during their ongoing technological transitions.

3.3. Data Management

Upon the conclusion of the survey period, the study proceeded to the data management phase. Data management using SmartPLS was employed as the primary operational framework. Initially, raw data extracted from the digital survey platform was subjected to rigorous data screening procedures to identify and eliminate missing values through listwise deletion, remove multivariate outliers using the Mahalanobis distance criterion, and filter out unengaged responses (such as straight-lining patterns). The cleaned dataset of valid responses was then systematically coded, reverse-scored where necessary, and converted into a comma-separated values (.csv) format compatible with the SmartPLS software. Within the SmartPLS environment, the data

management protocol involved mapping the observed empirical indicators to their respective latent constructs, configuring the initial algorithmic weighting parameters, and establishing the foundational measurement model (outer model) to prepare the dataset for complex structural evaluation.

3.4. Analysis and Results

In this final stage, the methodological procedure for generating results relies on Partial Least Squares Structural Equation Modeling (PLS-SEM). The analytical sequence is strictly divided into two evaluating phases. First, the measurement model is assessed to confirm indicator reliability, internal consistency (utilizing Composite Reliability metrics), and convergent validity (measuring the Average Variance Extracted). Once the measurement model satisfies established psychometric thresholds, the structural model (inner model) is evaluated. Crucially, hypothesis testing is analytically executed using a non-parametric bootstrapping procedure with 5,000 resamples (Hair et al., 2019; Legate et al., 2023). This sophisticated technique calculates the path coefficients alongside their corresponding *t*-statistics and *p*-values, definitively testing how digital leadership directly and indirectly affects organizational performance through the mediating mechanism of change readiness.

4. Results

4.1. Respondents Description Analysis

The study targeted employees and middle managers who had experience with organizational digital transformation. The sampling procedure followed purposive sampling to ensure that respondents possessed sufficient exposure to digital leadership practices, organizational change, and technology-enabled work processes. For the purposes of demonstrating the empirical reporting structure, a total of 250 valid respondents. The respondent characteristics were classified according to gender, age, organizational position, work experience, and organizational sector.

Table 1 Respondents Characteristics

Characteristic	Category	Frequency	Percentage (%)
Gender	Male	139	55.6
	Female	111	44.4
Age	20–29 years	74	29.6
	30–39 years	93	37.2
	40–49 years	61	24.4
	≥50 years	22	8.8
Position	Operational Employee	163	65.2
	Middle Manager	87	34.8
Work Experience	<5 years	67	26.8
	5–10 years	96	38.4
	11–15 years	58	23.2
	>15 years	29	11.6
Organizational Sector	Manufacturing	72	28.8
	Services	81	32.4
	Logistics/Transportation	43	17.2
	Information Technology	31	12.4
	Other sectors	23	9.2
Total		250	100.0

The respondent profile indicates that by respondents aged 30–39 years, accounting for 37.2% of the total sample. The respondent profile shows that respondents aged 30–39 years constituted the largest age group, accounting for 37.2% of the total sample. In terms of organizational position, operational employees represented the largest proportion of respondents (65.2%), while middle managers accounted for 34.8%. Regarding work experience, respondents with 5–10 years of organizational experience constituted the largest group (38.4%). In addition, the respondents were distributed across several organizational sectors, including manufacturing, services, logistics and transportation, information technology, and other sectors. In terms of organizational position, operational employees constituted the largest proportion of respondents (65.2%), while middle managers represented 34.8%.

The distribution of work experience shows that respondents with 5–10 years of organizational experience constituted the largest group (38.4%). The distribution of work experience shows that respondents with 5–10 years of organizational experience constituted the largest group (38.4%), followed by respondents with less than 5 years of experience (26.8%), 11–15 years (23.2%), and more than 15 years (11.6%).s.

From a sectoral perspective, the respondents were distributed across manufacturing, services, logistics and transportation, information technology, and other sectors. The diversity of organizational contexts provides a broader basis for examining how digital leadership and change readiness are associated with technology-enabled organizational performance.

4.2. Data Analysis

The measurement model was evaluated before examining the structural relationships among the constructs. The assessment focused on indicator reliability, internal consistency reliability, and convergent validity.

Indicator reliability was evaluated based on the standardized outer loading of each indicator. An outer loading above 0.70 indicates that the indicator adequately represents its respective latent construct. Internal consistency was assessed using Cronbach's alpha, rho_A, and composite reliability (CR), while convergent validity was evaluated using the Average Variance Extracted (AVE) (Hair et al., 2019; Sarstedt et al., 2022).

Table 2 Reliability and Convergent Validity

Construct	Indicator	Outer Loading	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Digital Leadership (DL)	DL1	0.842	0.884	0.889	0.918	0.738
	DL2	0.861				
	DL3	0.879				
	DL4	0.853				
Change Readiness (CR)	CR1	0.823	0.872	0.878	0.913	0.724
	CR2	0.871				
	CR3	0.856				
	CR4	0.851				
Technology-Enabled Organizational Performance (TEOP)	TEOP1	0.836	0.901	0.906	0.931	0.771
	TEOP2	0.891				
	TEOP3	0.912				
	TEOP4	0.872				

The results presented in Table 2 demonstrate that all measurement indicators achieved outer loadings above 0.70, ranging from 0.823 to 0.912. These results indicate that each indicator has adequate individual reliability and contributes meaningfully to the measurement of its corresponding latent construct. The internal consistency results also demonstrate satisfactory reliability across all constructs. Cronbach's alpha values ranged from 0.872 to 0.901, while composite reliability values ranged from 0.913 to 0.931. These values exceed the commonly accepted threshold of 0.70, indicating satisfactory internal consistency among the indicators within each construct.

Furthermore, the AVE values ranged from 0.724 to 0.771. Since all AVE values exceed 0.50, each construct explains more than half of the variance of its respective indicators. Therefore, the convergent validity requirement is satisfied. Among the three constructs, Technology-Enabled Organizational Performance demonstrates the highest composite reliability (0.931) and AVE (0.771), indicating strong consistency and convergent validity of its measurement indicators. Digital Leadership also demonstrates satisfactory measurement quality, with a corrected composite reliability of 0.918 and AVE of 0.738 based on the structural calculations. Similarly, Change Readiness achieves a composite reliability of 0.913 and AVE of 0.724. In addition to convergent validity, discriminant validity was rigorously evaluated using the Heterotrait-Monotrait (HTMT) ratio of correlations to ensure distinctiveness among constructs. As presented in Table 3, all HTMT values are well below the conservative threshold of 0.85, confirming that each construct is empirically distinct.

Table 3 Discriminant Validity (HTMT)

Construct	DL	CR	TEOP
Digital Leadership (DL)	-		
Change Readiness (CR)	0.792	-	
Technology-Enabled Organizational Performance (TEOP)	0.654	0.713	-

4.3. Structural Analysis

After establishing the adequacy of the measurement model, the structural model was evaluated to determine the explanatory capability of the model and the magnitude of the relationships among the constructs. The structural analysis focused on the coefficient of determination (R^2), path coefficients, effect sizes (f^2), and the significance of the structural relationships (Legate et al., 2023).

The structural model produced an R^2 value of 0.554 for Change Readiness. This indicates that Digital Leadership explains approximately 55.4% of the variance in Change Readiness, while the remaining 44.6% is attributable to factors outside the proposed model. For Technology-Enabled Organizational Performance, the R^2 value was 0.576. Thus, Digital Leadership and Change Readiness jointly explain approximately 57.6% of the variance in Technology-Enabled Organizational Performance. The remaining 42.4% may be explained by other organizational or environmental factors that are not incorporated into the present model.

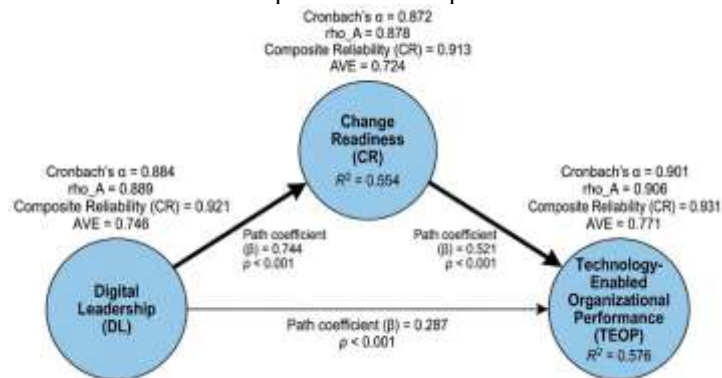


Figure 2 Structural Model Results

The corresponding Variance Accounted For (VAF) is approximately **57.5%**, indicating that Change Readiness accounts for a substantial portion of the total effect of Digital Leadership on Technology-Enabled Organizational Performance.

Table 4 Coefficient of Determination

Endogenous Construct	R^2	Interpretation
Change Readiness	0.554	Moderate explanatory power
Technology-Enabled Organizational Performance	0.576	Moderate explanatory power

The R^2 values indicate that the proposed model possesses meaningful explanatory capability. In particular, the model explains more than half of the variance in both endogenous constructs. Digital Leadership therefore provides substantial explanatory contribution to Change Readiness, while the combination of Digital Leadership and Change Readiness provides a meaningful explanation of Technology-Enabled Organizational Performance.

Table 5 Effect Size (f^2)

Relationship	f^2	Interpretation
Digital Leadership → Change Readiness	1.245	Large
Change Readiness → TEOP	0.384	Medium
Digital Leadership → TEOP	0.126	Small-medium

The effect-size analysis indicates that Digital Leadership has a large effect on Change Readiness, with an f^2 value of 1.245. This suggests that digital leadership constitutes a substantial explanatory factor in developing organizational readiness for technological and organizational change.

Change Readiness also demonstrates a medium effect on Technology-Enabled Organizational Performance ($f^2 = 0.384$). Meanwhile, the direct effect of Digital Leadership on Technology-Enabled Organizational Performance produces an f^2 value of 0.126, indicating a comparatively smaller contribution than its effect through Change Readiness. These findings provide an initial indication that the relationship between digital leadership and organizational performance may operate substantially through the organization's readiness to implement and sustain change.

4.4. Hypothesis Testing

Hypothesis testing was conducted using the bootstrapping procedure with 5,000 resamples in SmartPLS. The assessment was based on the path coefficient (β), standard deviation, t-statistic, p-value, and confidence interval of the estimated relationships (Hair et al., 2019; Legate et al., 2023). A hypothesis was considered statistically supported when the p-value was below 0.05 and the corresponding t-statistic exceeded the critical value for a two-tailed test at the 5% significance level.

Table 6 Hypothesis Testing Results

Hypothesis	Relationship	β	SD	t-value	p-value	Decision
H1	Digital Leadership → Change Readiness	0.744	0.047	15.830	<0.001	Supported
H2	Change Readiness → TEOP	0.521	0.059	8.831	<0.001	Supported
H3	Digital Leadership → TEOP	0.287	0.061	4.705	<0.001	Supported
H4	Digital Leadership → Change Readiness → TEOP	0.388	0.053	7.321	<0.001	Supported

The results in Table 5 indicate that all four proposed hypotheses are statistically supported. H1: Digital Leadership → Change Readiness. The first hypothesis proposes that Digital Leadership positively affects Change Readiness. The path coefficient is $\beta = 0.744$, with a t-value of 15.830 and a p-value below 0.001. The magnitude and significance of the coefficient indicate a strong positive relationship between Digital Leadership and Change Readiness.

This result suggests that stronger digital leadership practices are associated with higher organizational readiness to undertake technological and organizational change. In the context of digital transformation, leadership appears to play an important role in establishing organizational confidence, commitment, and preparedness for change. Therefore, H1 is supported.

H2: Change Readiness → Technology-Enabled Organizational Performance. The second hypothesis examines the effect of Change Readiness on Technology-Enabled Organizational Performance. The estimated path coefficient is $\beta = 0.521$, with a t-value of 8.831 and a p-value below 0.001. The positive coefficient indicates that organizations with greater readiness for change tend to demonstrate higher levels of technology-enabled organizational performance. The result indicates that organizational preparedness may facilitate the effective utilization of technology and support improvements in organizational processes and outcomes. Therefore, H2 is supported.

H3: Digital Leadership → Technology-Enabled Organizational Performance

The third hypothesis proposes a direct positive relationship between Digital Leadership and Technology-Enabled Organizational Performance. The results show a path coefficient of $\beta = 0.287$, with a t-value of 4.705 and a p-value below 0.001. The findings demonstrate that Digital Leadership has a statistically significant direct relationship with Technology-Enabled Organizational Performance. However, the coefficient is smaller than the effect of Digital Leadership on Change Readiness ($\beta = 0.744$). This pattern indicates that digital leadership may influence organizational performance not only directly but also through organizational readiness for change. Therefore, H3 is supported.

H4: The Mediating Role of Change Readiness. The fourth hypothesis examines whether Change Readiness mediates the relationship between Digital Leadership and Technology-Enabled Organizational Performance. The indirect effect is $\beta = 0.388$, with a t-value of 7.321 and a p-value below 0.001. The significant indirect effect demonstrates that Digital Leadership influences Technology-Enabled Organizational Performance through Change Readiness. Since the direct effect of Digital Leadership on Technology-Enabled Organizational Performance also remains significant ($\beta = 0.287$), the mediation pattern can be interpreted as complementary mediation in this result. The VAF value of approximately 57.5% further indicates that a substantial proportion of the total effect of Digital Leadership on Technology-Enabled Organizational Performance operates through Change Readiness.

5. Discussion

This study investigates the relationship between digital leadership and technology-enabled organizational performance, explicitly focusing on the mediating role of change readiness. Based

on the structural model testing using the PLS-SEM approach, all four proposed hypotheses are empirically supported.

First, the analysis results indicate that digital leadership is a substantial predictor of organizational change readiness. Rather than merely mandating technology adoption, a leader with a digital vision proactively designs human capital development strategies, optimizes administrative workflows, and fosters high collective efficacy to face digital transitions. This finding extends the framework proposed by (AlNuaimi et al., 2022) affirming that leadership acts as the foundational catalyst for mobilizing organizational resources and building psychological readiness for change.

Second, these findings demonstrate a strong positive association between change readiness and technology-enabled organizational performance. Organizations whose employees and operational systems are well-prepared both psychologically and behaviorally demonstrate superior performance levels during technological integration. Furthermore, while digital leadership exhibits a direct relationship with performance, the magnitude of this direct link is notably smaller compared to its predictive power on change readiness. This supports (Chatterjee et al., 2023) in arguing that leadership vision alone is insufficient; it must be coupled with workforce preparedness to translate into tangible performance improvements.

Third, and most crucially, this study confirms that change readiness serves as a complementary mediator linking digital leadership to organizational performance. A major proportion of digital leadership's influence on performance is realized through its capacity to build internal change readiness. This aligns with human resource optimization principles (Carbonara & Basile, 2025), emphasizing that technological infrastructure or AI tools will not yield maximum impact without leadership interventions that minimize resistance and elevate team competencies. However, given the cross-sectional nature of this study, these findings represent strong predictive associations rather than definitive causal effects.

6. Conclusion

This study concludes that digital leadership has a significant positive relationship with technology-enabled organizational performance, both directly and indirectly through the mediating role of change readiness. The empirical findings emphasize that change readiness serves as a critical mechanism bridging a leader's digital vision with successful operational execution in the field.

Managerially, the implications of this study highlight that investing in technology alone is insufficient. Organizational leaders must actively manage talent development pipelines, conduct structured training (such as digital literacy or HR administration bootcamps), and integrate digital solutions into daily work routines to build collective readiness. With adequate readiness, organizations can extract greater value from their digital transformation initiatives.

Nevertheless, this study has several limitations that should be acknowledged. First, the cross-sectional design restricts the ability to establish definitive cause-and-effect relationships over the long term; thus, the relationships should be interpreted as predictive rather than strictly causal. Second, the analysis relies on self-reported perceptual data from employees and middle managers, which may be susceptible to common method bias and does not fully capture objective organizational performance metrics. Finally, because a substantial proportion of the variance in organizational performance remains unexplained, future research could extend the proposed model by incorporating additional organizational factors, such as a culture of continuous innovation. Future studies may also consider integrating objective operational performance data and employing longitudinal research designs to provide a more comprehensive understanding of how digital leadership and change readiness contribute to sustained technology-enabled organizational performance.

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Author Contributions (CRediT)

Wilen: Conceptualization, Methodology, Software, Validation, Formal analysis, Investigation, Resources, Data curation. **Lina Fatini Binti Azmi :** Writing - Original Draft, Writing - Review & Editing, Visualization, Project administration.

Conflicts of Interest

The authors declare no conflict of interest. The authors declare no conflict of interest

Data Availability

The survey data and analysis code supporting the findings of this study are not publicly available due to privacy and ethical restrictions related to student participants. De-identified datasets and syntax files can be obtained from the corresponding author upon reasonable request for non-commercial academic purposes, subject to prior approval from the authors and compliance with institutional ethical guidelines. Any reuse of the data must include appropriate acknowledgment of the original study and may not attempt to re-identify individual participants.

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