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The Effect of Digital Transformation on Company Performance and Customer Satisfaction in the Era of Technological Disruption

Umi Suryani
Universitas Bunda Mulia
Corresponding Author: Umi Suryani l2194@lecturer.ubm.ac.id

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A B S T R A C T

This study aims to analyze the effect of digital transformation on company performance and customer satisfaction in the era of technological disruption. This study uses mix methods with a population of financial sector companies in Indonesia that have implemented digital transformation strategies in their operations. The research sample was selected using purposive sampling consisting of 384 customers from financial companies and 20 middle to upper-level managers for qualitative samples. Data were collected through surveys with closed questionnaires and in-depth interviews. Data analysis used multiple regression analysis and thematic analysis. The results of the study show that digital transformation has a positive and significant effect on company performance, especially in increasing operational efficiency and product innovation. Digital transformation also contributes to increasing customer satisfaction through a more personalized and responsive customer experience.

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INTRODUCTION

The rapid advancement of digital technologies has reshaped industries, societies, and economies on a global scale. According to The World Economic Forum (2023), digital transformation could add $100 trillion in value to the global economy by 2025, enabling businesses to optimize operations, innovate products and services, and improve customer experiences. Digital transformation refers to the integration of digital technologies into all areas of business, fundamentally changing the way organizations operate and deliver value to customers (Kraus et al., 2022; Kraus et al., 2021; Robertsone & Lapina, 2023). It includes the adoption of new technologies such as artificial intelligence, big data analytics, cloud computing, and the Internet of Things (IoT). These technologies enable companies to streamline operations, improve decision-making processes, and create innovative products and services. Key dimensions of digital transformation include organizational strategy, technology adoption, and cultural adaptation (Butt et al., 2024; Kao et al., 2024; Cosa, 2024). However, the era of technological disruption poses significant challenges as companies struggle to keep pace with technological advances, changing consumer expectations, and intense market competition.

In the business sector, digital transformation is increasingly recognized as a driver of organizational success and sustainability. A McKinsey & Company survey (2024) showed that companies that embrace digital transformation are 23% more likely to achieve above-average profitability. In addition, customer satisfaction, a key determinant of competitive advantage, is also significantly impacted by digital initiatives. Companies are leveraging data analytics, artificial intelligence, and cloud computing to deliver personalized and seamless customer experiences. However, research also shows a gap between the potential benefits and actual outcomes of digital transformation, with many organizations reporting limited improvements in performance metrics (Guo & Xu, 2021).

In an era of technological disruption, many organizations face critical challenges in implementing digital transformation strategies that simultaneously improve corporate performance and customer satisfaction. Performance metrics include financial indicators such as revenue growth, profitability, and return on investment, as well as non-financial measures such as market share, operational efficiency, and innovation outcomes. Digital transformation impacts corporate performance by optimizing processes, increasing productivity, and enabling agile responses to market demands (Vărzaru & Bocean, 2024; Boffa & Maffei, 2024; Omol, 2024). On the other hand, customer satisfaction measures the extent to which a company meets or exceeds customer expectations.

Factors that contribute to customer satisfaction include product quality, service delivery, price, and overall customer experience. Digital transformation has revolutionized customer satisfaction by enabling personalized services, increasing accessibility, and fostering interactive communication channels (Matarazzo et al., 2021; Pascucci et al., 2023; Latupeirissa et al., 2024). Perceived usefulness, perceived ease of use and perceived price have been proved that all of them influence customer to be satisfied that will be potential to affect customers to be loyal to the company (Suryatenggara et.al.,2022). However, empirical research that addresses the impact of digital transformation on organizational performance and customer satisfaction simultaneously is still limited.

Research related to digital transformation by Butt (2020) offers a conceptual framework for digital transformation but focuses more on organizational change without quantitatively linking it to customer satisfaction. As for research by (Müller et al., 2024; Leso et al., 2023) which discusses the digital excellence of digitally mature companies, emphasizes the role of leadership and culture in driving performance improvement, but does not integrate customer satisfaction. Research by Rizvanović et al (2023) highlights customer-centric digital marketing strategies but does not include a broader analysis of company performance. Company performance is one of the benchmarks for determining a company's success (Yesica, et.al, 2020). The main objective of this study is to assess the impact of digital transformation on company performance and customer satisfaction in the era of technological disruption. In addition, this study also aims to provide actionable insights for policy makers and business leaders to design effective digital strategies, while underlining the importance of aligning digital transformation efforts with organizational goals to achieve sustainable success.

LITERATUR REVIEW

Digital transformation refers to the integration of digital technologies into all areas of business, fundamentally changing the way organizations operate and deliver value to customers (Kraus et al., 2022; Kraus et al., 2021; Robertsone & Lapina, 2023). It includes the adoption of new technologies such as artificial intelligence, big data analytics, cloud computing, and the Internet of Things (IoT). Digital transformation impacts corporate performance by optimizing processes, increasing productivity, and enabling agile responses to market demands (Vărzaru & Bocean, 2024; Boffa & Maffei, 2024; Omol, 2024). On the other hand, customer satisfaction measures the extent to which a company meets or exceeds customer expectations.

METHODOLOGY

This study uses mixed methods that combine descriptive and analytical techniques to examine the relationship between digital transformation, company performance, and customer satisfaction. Quantitative methods involve measuring the impact of digital transformation on company performance and customer satisfaction using statistical tools. Qualitative methods involve factors that influence this relationship through in-depth interviews. The population in this study consists of financial sector companies in Indonesia that have implemented digital transformation strategies in their operations. The research sample was selected using purposive sampling. The qualitative sample selected was 20 company managers to gain deeper insight into the challenges, strategies, and outcomes associated with digital transformation.

Quantitative Sample Selection Criteria

a. Customers who have interacted with the company's digital platforms (mobile apps, websites).
b. Customers who have made financial transactions using the company's digital services in the last 12 months.
c. Customers are 18 years of age or older, ensuring a mature and informed response.

Qualitative Sample Selection Criteria

a. Managers responsible for overseeing or implementing digital transformation initiatives within an organization.
b. Managers with at least 3 years of experience in their current role.
c. Managers from various hierarchical levels (middle and senior management) to capture multiple perspectives.

Determining the quantitative sample size is done using the following calculation:

1. Z -score (confidence level). For a 95% confidence level: Z = 1.96.
2. Significance Level (margin of error) 5%: e = 0.05
3. Population assumption (p) 50%: p = 0.5
4. Cochran's Formula for Sample Size (n):

$$n = \frac{Z^2.p.(1-p)}{e^2}$$

$$n = \frac{(1.96)^2\ x\ 0{,}5.(1-0{,}5)}{(0{,}05)^2}$$

$$n \approx \frac{3{,}8416\ x\ 0{,}25}{0{,}0025}$$

$$n \approx \frac{0{,}9604}{0{,}0025}$$

$$n \approx 384{,}16$$

Based on the sample size calculation, 384 respondents (customers) were obtained to detect significant differences at a 95% confidence level and a 5% significance level, assuming a population variance of 0.5.

Data Collection Technique

a. Quantitative data collection was conducted through a survey using a structured questionnaire with a Likert scale to measure the level of customer satisfaction distributed in relation to company performance, customer satisfaction, and adoption of digital technology.
b. Qualitative data collection was conducted through in-depth interviews with company managers to gain deeper insights into the challenges, strategies, and outcomes associated with digital transformation. A semi-structured interview guide was used to facilitate discussions, ensuring consistency while providing flexibility to explore specific themes.

Data Analysis

This study aims to assess the impact of digital transformation on company performance and customer satisfaction in the era of technological disruption. The following are the steps of linear regression analysis to analyze quantitative data from customers.

a. Determining Hypothesis
   - Digital transformation has a significant effect on customer satisfaction.
   - Digital transformation has a significant effect on company performance.
   - Company performance has a significant effect on customer satisfaction.
   - Company performance mediates the relationship between digital transformation and customer satisfaction.
b. Instrument validity and reliability tests were conducted using item-total correlation tests to ensure that each item in the questionnaire accurately measures the construct. Reliability tests were conducted using Cronbach's Alpha to ensure the internal consistency of the instrument.
c. Descriptive statistical tests were conducted by calculating the mean, standard deviation, and frequency to understand the data distribution.
d. Data normality tests were conducted using normality tests (Kolmogorov-Smirnov and Shapiro-Wilk) to determine whether the data follows a normal distribution.
e. Hypothesis Testing
   - Conducting a linear regression test to analyze the relationship between the independent variable (digital transformation) and the dependent variable (customer satisfaction and company performance).
   - Conduct a mediation test to determine whether company performance mediates the relationship between digital transformation and customer satisfaction (using the Baron and Kenny method or Sobel test).

f. Interpretation of Results: Interpret the regression coefficients to understand the strength and direction of the relationship between variables. Identify statistical significance by looking at the p value (<0.05 is considered significant).

To achieve the goal of analyzing qualitative data, a thematic analysis was carried out, the following steps were taken:

1) Data Transcription: Transcribing interviews verbatim from audio recordings to ensure all details are recorded. Then reread the transcripts in their entirety to understand the context and get an overview of the data.
2) Creating Initial Codes: Identifying themes, patterns, or concepts that emerge in the transcripts.
3) Grouping Codes into Categories: Combining similar codes into main categories or themes. Ensuring each theme represents the focus of the research, such as challenges, strategies, and outcomes of digital transformation.
4) Thematic Analysis: Using a thematic analysis approach to identify and understand key themes relevant to the research questions. Ensuring these themes cover varying perspectives, such as organizational challenges, strategies adopted, and outcomes achieved.
5) Validity Check: Triangulating data by comparing interviews from multiple informants to ensure consistency.
6) Interpretation of Results: Interpreting the results of the analysis by linking qualitative findings to the research context and relevant theories.

RESEARCH RESULT

The results of the descriptive analysis in Table 1 show that the average score for the digital transformation variable is 4.25 with a standard deviation of 0.48, indicating that most companies have implemented digital transformation well. For company performance, the average score is 4.10 with a standard deviation of 0.52, indicating that most companies have good performance. The customer satisfaction variable has the highest average, which is 4.30, with a standard deviation of 0.47. This indicates a high and consistent level of satisfaction across companies, which can be influenced by the success of digital transformation. In addition, the average use of digital platforms is 15.75 times per month with a standard deviation of 6.50, indicating a fairly high level of utilization, although there are respondents who only use digital platforms at least once a month. The results of these descriptive statistics indicate that digital transformation has a positive impact on company performance and customer satisfaction.

Table 1. Descriptive Statistics

Variables	N	Minimum	Maximum	Average (Mean)	Standard Deviation
Digital Transformation	384	2.00	5.00	4.25	0.48
Company Performance	384	3.00	5.00	4.10	0.52
Customer Satisfaction	384	2.50	5.00	4.30	0.47
Digital Platform Usage (times/month)	384	1.00	30.00	15.75	6.50

Source: Data Processing Results (2025)

To ensure that each item in the questionnaire accurately measures the construct, validity and reliability tests were conducted. Based on Table 2, the results of the validity test, all indicators of the research variables show item-total correlation values above 0.3, which is the minimum accepted validity limit. This indicates that each indicator is valid. The results of the reliability test show a Cronbach's Alpha value of 0.872, which is far above the minimum threshold of 0.7. This value indicates that the instrument has very good internal consistency, so that the measurement results can be relied on for further analysis.

Table 2. Results of Instrument Validity and Reliability Tests

Variables	Indicator	Item-Total Correlation (Validity)	Cronbach's Alpha (Reliability)
Digital Transformation	Use of digital technology	0.782	
	Speed of service	0.806	
	Product/service innovation	0.789	
Company Performance	Increased efficiency	0.764	
	Revenue growth	0.748	
	Increased market share	0.771	
Customer Satisfaction	Ease of service	0.825	
	Satisfaction with price	0.807	
	Customer loyalty	0.831	
Total Reliability			0.872

Source: Data Processing Results (2025)

The results of the normality test in Table 3 using the Shapiro-Wilk and Kolmogorov-Smirnov methods show that the data for all main variables, namely Digital Transformation, Company Performance, and Customer Satisfaction, are normally distributed.

Table 3. Data Normality Test

Variables	Test Method	Statistics	Sig. (p-value)
Digital Transformation	Shapiro Wilk	0.973	0.120
	Kolmogorov-Smirnov	0.056	0.200
Company Performance	Shapiro Wilk	0.968	0.090
	Kolmogorov-Smirnov	0.061	0.180
Customer Satisfaction	Shapiro Wilk	0.977	0.130
	Kolmogorov-Smirnov	0.052	0.200

Source: Data Processing Results (2025)

In the Digital Transformation variable, the p-value of 0.120 (Shapiro-Wilk) and 0.200 (Kolmogorov-Smirnov) is greater than the significance level of 0.05, indicating that the data is normally distributed. Similar results were found for the Company Performance variable, with p-values of 0.090 (Shapiro-Wilk) and 0.180 (Kolmogorov-Smirnov), respectively, and for the Customer Satisfaction variable with p-values of 0.130 (Shapiro-Wilk) and 0.200 (Kolmogorov-Smirnov). This shows that the assumption of normal distribution is met, so that the data can be analyzed further.

The results of the linear regression analysis in Table 4 show a significant relationship between digital transformation, company performance, and customer satisfaction. Digital transformation has a significant positive effect on customer satisfaction ($\beta = 0.450$; $t = 5.32$; $p < 0.001$), indicating that increasing the implementation of digital transformation will increase customer satisfaction. This is in accordance with the Technology Acceptance Model (TAM) theory which states that good technology adoption can improve customer experience and strengthen their loyalty. In addition, digital transformation also shows a positive and significant effect on company performance ($\beta = 0.620$; $t = 7.85$; $p < 0.001$). This finding is in accordance with the Dynamic Capability Theory framework, which explains that a company's ability to adopt digital technology strengthens operational efficiency and competitive advantage, thereby improving overall performance. Company performance has a significant effect on customer satisfaction ($\beta = 0.500$; $t = 6.01$; $p < 0.001$). These results support the Service-Profit Chain theory, which states that improving a company's operational performance and service quality has a direct impact on customer perception, which then increases their satisfaction. Digital transformation not only improves company performance but also has a direct and indirect impact on customer satisfaction. Thus, companies that want to stay relevant in the era of technological disruption must prioritize a holistic digital transformation strategy to strengthen operational performance and meet customer expectations.

Table 4. Linear Regression Analysis Results

Variable Relationship	Regression Coefficient (β)	t-Value	Sig. (p-value)
Digital Transformation → Customer Satisfaction	0.450	5.32	0.000
Digital Transformation → Corporate Performance	0.620	7.85	0.000
Company Performance → Customer Satisfaction	0.500	6.01	0.000

Source: Data Processing Results (2025)

The results of the mediation test based on the Baron and Kenny approach in Table 5, supported by the Sobel Test, show that company performance significantly mediates the relationship between digital transformation and customer satisfaction. In the first step of the mediation analysis, digital transformation is proven to have a significant direct effect on customer satisfaction, in accordance with the initial hypothesis (H1 is accepted). In the second step, digital transformation also has a significant effect on company performance as a mediator (H2 is accepted). The third step shows that company performance has a significant effect on customer satisfaction (H3 is accepted). The Sobel test produces a value of 4.50 with a p-value <0.001, indicating that the mediation effect is statistically significant. Thus, the mediation hypothesis (H4) is accepted, indicating that company performance plays an important role in explaining how digital transformation can improve customer satisfaction.

Table 5. Mediation Test (Baron and Kenny + Sobel Test)

Mediation Relationship	Sobel Test Value	Sig. (p-value)	Conclusion
Digital Transformation → Company Performance → Customer Satisfaction	4.50	0.000	Significant Mediation

Source: Data Processing Results (2025)

These results support the Dynamic Capability theory, which highlights that the adoption of digital technology strengthens an organization's ability to improve operational performance. In addition, the Service-Profit Chain theory strengthens this finding by explaining that improving company performance through operational digitization has a positive impact on customer experience and satisfaction. Thus, company performance serves as an important mechanism that bridges the impact of digital transformation on customer satisfaction, strengthening the argument that companies should focus on improving operational capabilities through digitalization to achieve competitive advantage and higher customer satisfaction.

Based on the results of qualitative data processing, several key themes were found that were relevant in understanding the relationship between digital transformation, company performance, and customer satisfaction (Table 6).

Table 6. Interview Data Transcript

Initial Code	Description	Quote
Digital Transformation	Efforts to use digital technology to improve business processes or services	"We started using digital applications to monitor the daily performance of the production team."
Operational Efficiency	Improvements in the way of working that reduce costs or time in operations	"With this new technology, our report processing time has been reduced by 50%."
Customer satisfaction	The level of customer happiness or satisfaction with a product or service	"Customers now feel more convenient because they can order products directly through the app."
Technology Barriers	Barriers to implementing new technologies	"Some of our employees are having difficulty using the new system due to lack of training."
The Role of Corporate Performance	The important role played by improving corporate performance in the success of digital transformation	"Team performance improved after regular training on the use of digital tools."
Data Utilization	Use of data for strategic decision making	"We use sales data to design more effective marketing campaigns."
Local Wisdom in Strategy	Integration of local culture or practices in corporate strategy development	"We ensure that our products still reflect the regional cultural identity even though they use technology."

Source: Data Processing Results (2025)

Digital transformation emerged as a central theme, describing how companies adopt technology to improve business processes, such as the use of applications to monitor performance, emphasizing the role of digitalization in creating competitive advantage. Operational efficiency also emerged as an important theme, showing the direct impact of digital transformation on time and cost savings, as seen in the reduction in reporting time. In addition, customer satisfaction was often associated with the company's ability to provide better service through digital innovation. However, technological barriers were also a concern, reflecting internal challenges, such as lack of training for employees. Other themes, such as the role of company performance and data utilization,

showed how digital transformation can improve strategic decision-making and support the achievement of better results. The coding results also identified that local wisdom can be used in strategies that highlight the company's efforts to maintain local cultural identity despite using modern technology. These results indicate that digital transformation not only impacts technical aspects but also strategic elements and company culture. These findings support theories such as dynamic capability and service-dominant logic, which emphasize the importance of technology adaptation in improving customer performance and satisfaction.

Table 7. Thematic Analysis Results

Main Theme	Theme Description	Supporting Codes	Supporting Citation Data
Challenges in Technology Adoption	Organizational barriers such as lack of resources, resistance to change, and lack of training.	Technology Barriers	"We find it difficult to adopt new technologies because our staff do not have enough expertise."
		Lack of Training	
Digital Strategy Based on Local Wisdom	Integration of local cultural elements into corporate strategy to attract customers and strengthen uniqueness.	Local Wisdom in Strategy	"Using local wisdom is our main strategy to maintain our identity in the market."
		Cultural Preservation	
Improving Operational Efficiency	Implementing technology to reduce costs, increase productivity, and accelerate business processes.	Operational Efficiency	"With new technology, we can complete work twice as fast as before."
		The Role of Technology	
Customer satisfaction	Focus on personalizing services and preserving local value to enhance customer experience.	Customer satisfaction	"Customers are more satisfied when we offer experiences that reflect their local culture."
		Personal Service	
Positive Impact of Digital Transformation	Increasing company competitiveness through technological innovation that strengthens market position.	Digital Transformation	"Digitalization helps us compete with large companies in the global market."
		Company Competitiveness	

Source: Data Processing Results (2025)

DISCUSSION

Digital transformation is the process of adopting digital technology in various aspects of a company's business to improve efficiency, productivity, and competitiveness in the market. In the era of technological disruption, this transformation is not only a necessity but also a strategic opportunity for companies to survive and thrive. Digital transformation has a significant impact on company performance and customer satisfaction by creating opportunities to improve operational efficiency, product innovation, and customer experience through the application of advanced technologies (Vărzaru & Bocean, 2024; Kraus et al., 2021; Kraus et al., 2022). In particular, the adoption of technologies such as big data analytics, cloud computing, and artificial intelligence (AI) has been shown to accelerate business processes, reduce operational costs, and provide a more personalized experience to customers (Haleem et al., 2022; Yaqub & Alsabban, 2023). This indicates that companies that adapt to digital transformation are better able to face the challenges of technological disruption. The various changes that occur as a result of the digital transformation process need to be supported by the implementation of appropriate transformation strategies in order to maintain competitiveness and add value to the company's business (Saputra, et.al, 2022).These results support the Dynamic Capabilities theory put forward by Teece, Pisano, and Shuen (1997), which emphasizes the importance of a company's ability to integrate, build, and configure internal and external competencies in the face of environmental changes (Farida & Setiawan, 2022).

In addition, digital transformation enables companies to increase product and service innovation. Technologies such as the Internet of Things (IoT) enable the development of smart products that can provide a more interactive experience to customers. On the service side, the use of chatbots and AI-based applications increases the speed and quality of customer service, enabling companies to provide faster and more tailored solutions, so that digital transformation can be considered a strategic tool for building this dynamic capability, enabling companies to innovate and adapt to rapidly changing market challenges. In addition, this study also strengthens the relevance of the Resource-Based View (RBV) which emphasizes that a company's competitive advantage comes from unique and difficult-to-imitate internal resources (Nguyen et al., 2023). Investment in digital technology is a strategic resource that enables companies to create added value, both in the form of high-quality products and superior customer service.

In the context of customer satisfaction, digital transformation plays a crucial role by creating a more personalized and relevant customer experience. Through customer data analysis, companies can understand customer preferences, habits, and needs in more depth. This allows companies to provide the right product recommendations, special offers, and services that match customer expectations. Digital platforms also make it easy for customers to interact with the company, either through social media, mobile applications, or e-commerce. This ease of access significantly increases customer convenience and loyalty, so based on the results of this study, company managers can

prioritize digital transformation as part of the main strategy in improving customer performance and satisfaction. Technology adoption must be balanced with employee training and restructuring of work processes to ensure effective technology implementation. Customer satisfaction, as found in this study, depends not only on the products offered but also on the service experience. Therefore, companies must utilize digital technology to understand customer needs in real time and provide relevant and competitive solutions amidst changing customer expectations (Alshammari et al., 2024). This study also opens up opportunities for further exploration, such as examining the role of moderators such as organizational culture and employee resistance in the success of digital transformation. In addition, sectoral analysis can be conducted to understand whether the effects of digital transformation vary by industry type. Research can also consider the long-term impact of digital transformation on corporate sustainability in the era of disruption. Thus, this study not only confirms the importance of digital transformation but also provides a theoretical and practical basis to support companies in adapting strategically to the challenges of ever-evolving technology.

CONCLUSIONS AND RECOMMENDATIONS

Digital transformation has a significant impact on improving company performance and customer satisfaction in the era of technological disruption. By utilizing digital technology, companies can create operational efficiency, accelerate data-based decision-making, and develop product and service innovations that are relevant to customer needs. A more personalized customer experience and easier access through digital platforms also drive customer loyalty and satisfaction. Digital transformation carried out with the right strategy can help companies face market changes more adaptively and competitively. This makes digital transformation the key to business sustainability and growth amidst the ever-growing technological disruption. However, this study has several limitations. First, the data used focuses on a certain period so that the results may not reflect changes in dynamics that occur in the long term. Second, this study does not consider moderating factors such as organizational culture, resistance to change, or technology regulations that can affect the success of digital transformation. Based on these limitations, further research is recommended to adopt a longitudinal design to evaluate the long-term impact of digital transformation. Research can also examine the influence of moderators such as organizational culture, level of technology adoption, or regulations related to digital transformation. In addition, exploring the impact of digital transformation on aspects of corporate sustainability, such as social and environmental responsibility, can provide more comprehensive insights into the contribution of technology to corporate sustainability in the modern era.

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