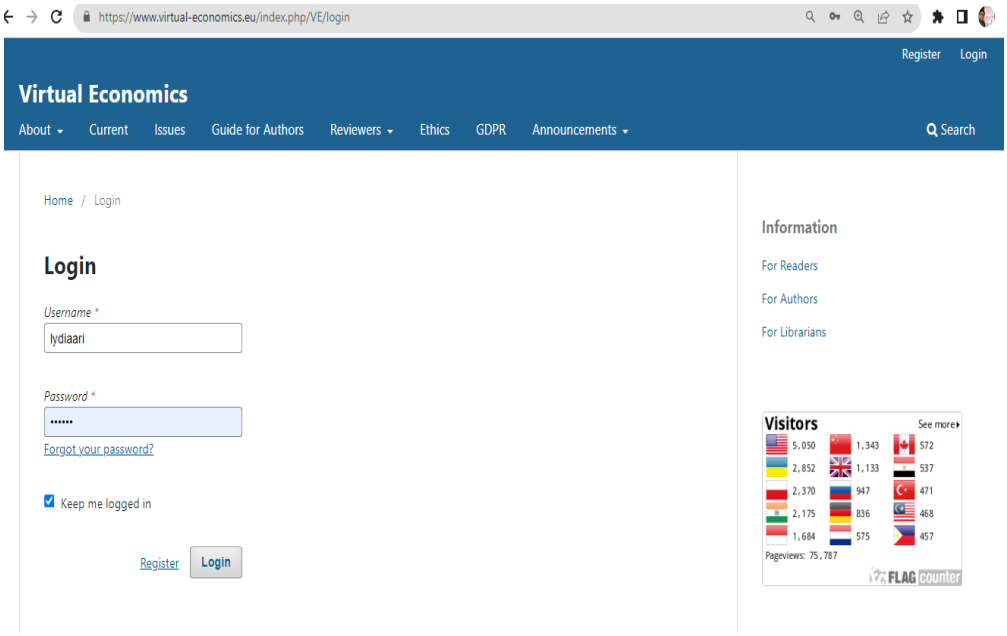
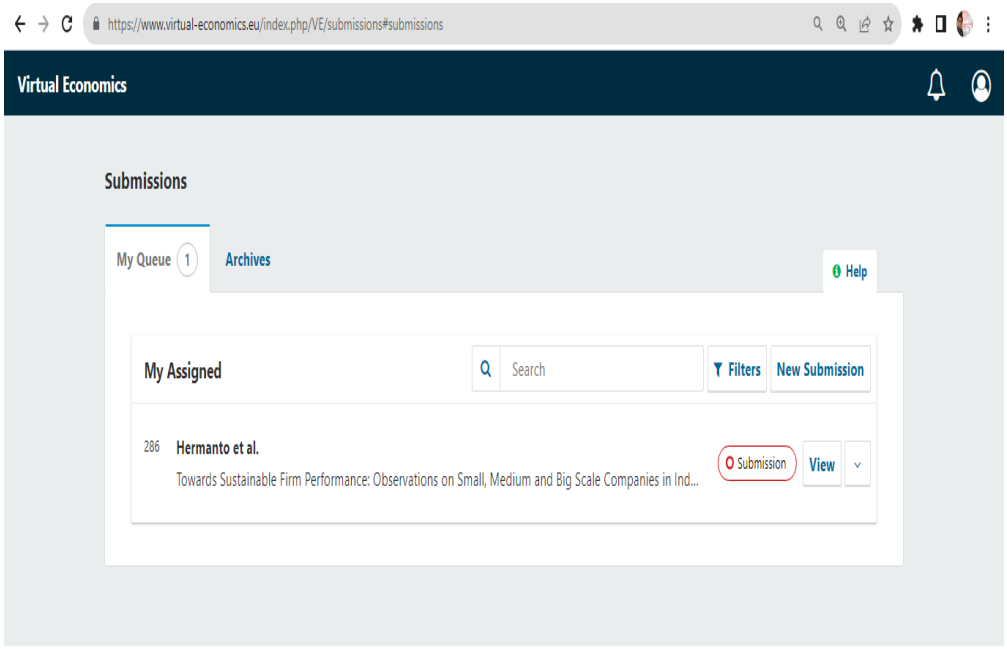
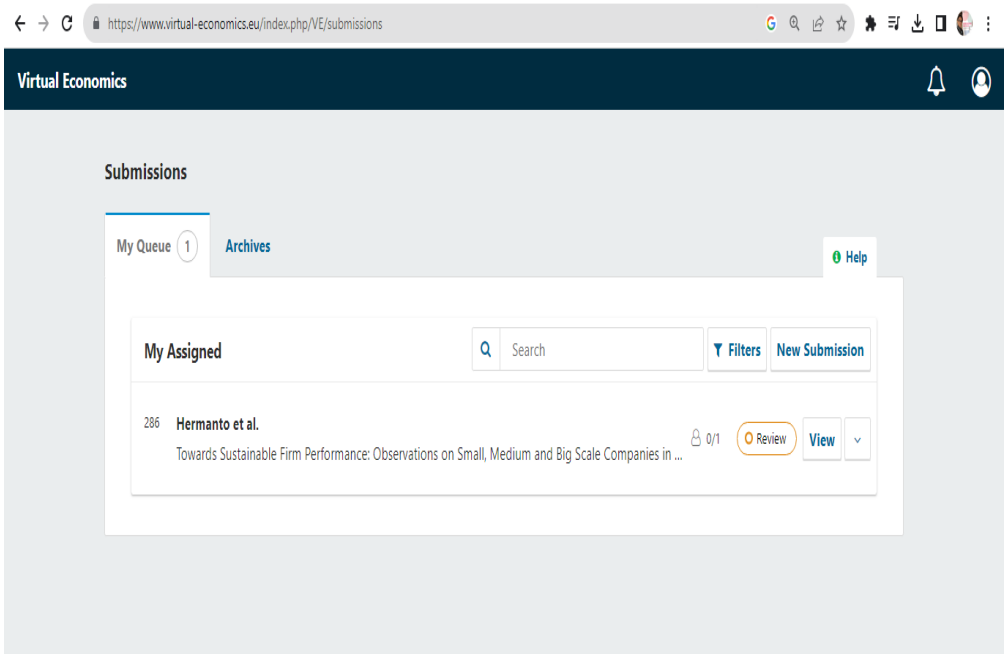
www.virtual-economics.eu **ISSN 2657-4047** ***(online)***

VIRTUAL ECONOMICS







[VE]: considering paper: Major revision Kotak Masuk ×

editor@virtual-economics.eu
kepada aloysiusindra97, lydiaari, saya ▾

28 Jan 2024, 22.58 (2 jam yang lalu)

Dear Authors,

Thank you for submitting your manuscript.
Manuscript number: A286-2023
Title: Towards Sustainable Firm Performance: Observations on Small, Medium and Big Scale Companies in Indonesia

We received the results of review.
Please revise the manuscript according to the referees' comments and send the revised paper no later than the 5th of February.

Reviewers' comments:

1. I suggest changing the title of the paper as follows: **Digitalization Impact on Sustainable Firm Performance of Small, Medium and Big Scale Companies.**
2. The abstract should be modified. The authors should add the empirical results and policy implications and delete the unnecessary sentences such as: "Looking ahead, future publications will explore the limitations of this study. Also, theoretical contributions open up space for managerial actors to prioritize more complex ideas, solutions, and alternatives in strengthening mastery in the technology."
3. The introduction should be modified by adding the paper's aims, originality and structure.
4. Literature review should be cardinally enlarge. Each paragraph justified the relevant hypothesis should be enlarged. Please see the following paper, which could help toimproved the literature review:

Chen, Y., Xu, S., Lyulyov, O., & Pimonenko, T. (2023). China's digital economy development: incentives and challenges. Technological and Economic Development of Economy, 29 (2), 518-538.

Kwilinski, A. (2023). E-Commerce and Sustainable Development in the European Union: A Comprehensive Analysis of SDG2, SDG12, and SDG13. Forum Scientiae Oeconomia, 11(3), 87–107. https://doi.org/10.23762/FSO_VOL11_NO3_5
Kwilinski, A., Lyulyov, O., & Pimonenko, T. (2023). Unlocking sustainable value through digital transformation: An examination of ESG performance. Information, 14(8), 444.
Lyulyov, O., Pimonenko, T., Saura, J. R., & Barbosa, B. (2024). How do e-governance and e-business drive sustainable development goals?. Technological Forecasting and Social Change, 199, 123082.
Sadigov, R. (2022). Impact of Digitalization on Entrepreneurship Development in the Context of Business Innovation Management. Marketing and Management of Innovations, 1, 167-175. https://doi.org/10.21272/mmi.2022.1-12
Shpak, N., Karpyak, A., Rybytska, O., Gvozd, M., & Sroka, W. (2023). Assessing the Business Models of Ukrainian IT Companies. Forum Scientiae Oeconomia, 11(1), 13–48. https://doi.org/10.23762/FSO_VOL11_NO1_2
Tatli, H. S., Yavuz, M. S., & Ongel, G. (2023). The Mediator Role of Task Performance in the Effect of Digital Literacy on Firm Performance. Marketing and Management of Innovations, 14(2), 75-86. https://doi.org/10.21272/mmi.2023.2-08
Teja Kusuma, G. A. ., Setia Sapta, I. K. ., Dauh Wijana, I. M. ., Paulus Tahu, G. ., & Putu Indiani, N. L. . (2022). Building SMEs' passion for utilising digital media: a study of SMEs during the COVID-19 pandemic. Forum Scientiae Oeconomia, 10
(3), 151–168. https://doi.org/10.23762/FSO_VOL10_NO3_8
Topcuoglu, E., Oktaysoy, O., Uygungil-Erdogan, S., Kaygin, E., & Karafakioglu, E (2023). The Mediating Role of Job Security in The Impact of Digital Leadership on Job Satisfaction and Life Satisfaction Marketing and Management of Innovations, 1, 122-132.
https://doi.org/10.21272/mmi.2023.1-11
Trofymenko, M., Bulatova, O., Trofymenko, A., & Vyshniakov, O. (2023). Digital Development and Technological Innovations: Inequality and Asymmetry. Marketing and Management of Innovations, 14(3), 215–229. https://doi.org/10.21272/mmi.2023.3-19
Zhghenti, T., & Chkareuli, V. (2021). Enhancing online business sector: digital trust formation process. Marketing and Management of Innovations, 2, 87-93.
https://doi.org/10.21272/mmi.2021.2-07

5. 2.6 Model should be moved to 3. Research Methodology. Besides, don't allocate the separate sub-section, it is too little information. Add the social and demigraphic portrait of the
respondents. Show the list of quesrions in the Appendix. Explain the core stage of the investigation.
6. Conclusion. Add the policy implicatons, limitations and further directions for investigations.

In general, the paper should be structured considering the Journal requirements and template. As a recommendation, I suggest using Professional and Academic English.

Comments from the Technical Editor::
Please, use the template for the paper's formatting (https://www.virtual-economics.eu/index.php/VE/about/submissions).
Revise citations throughout the whole text. Citations in the text should be numbered in order of appearance in the text (including citations in tables and legends) and listed individually at the end of the paper. [1–2].

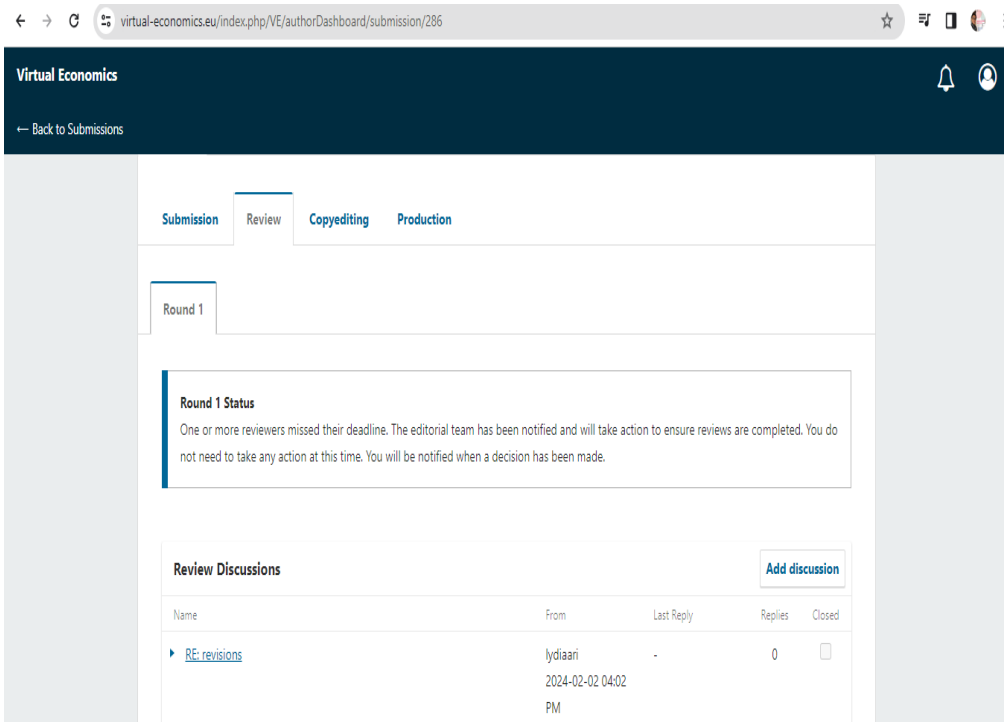
Please provide a cover letter to explain, point by point, the details of the revisions to the manuscript and your responses to the referees' comments.

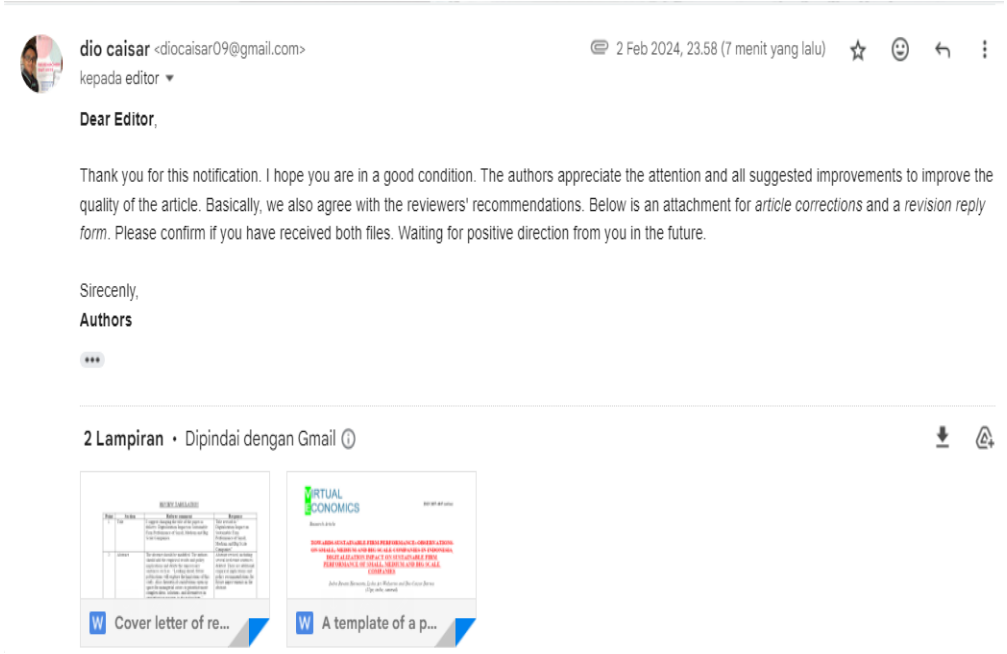
If you found addressing certain comments in the review reports impossible, please include an explanation in your rebuttal.
The revised version will be sent to the editors and reviewers.

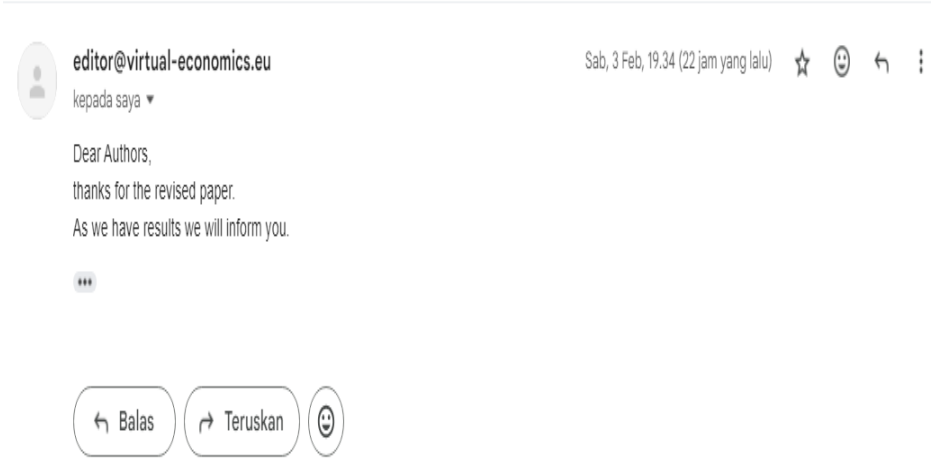
Do not hesitate to contact us if you have any questions regarding the revision of your manuscript.
We look forward to hearing from you soon.

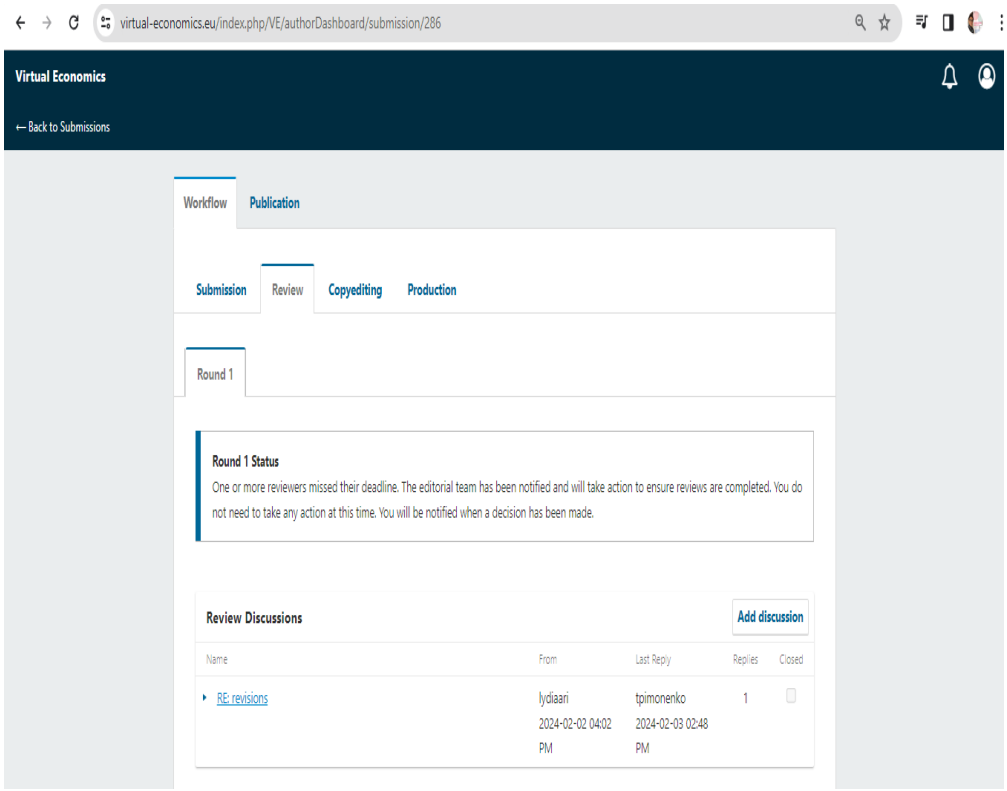
Best regards,

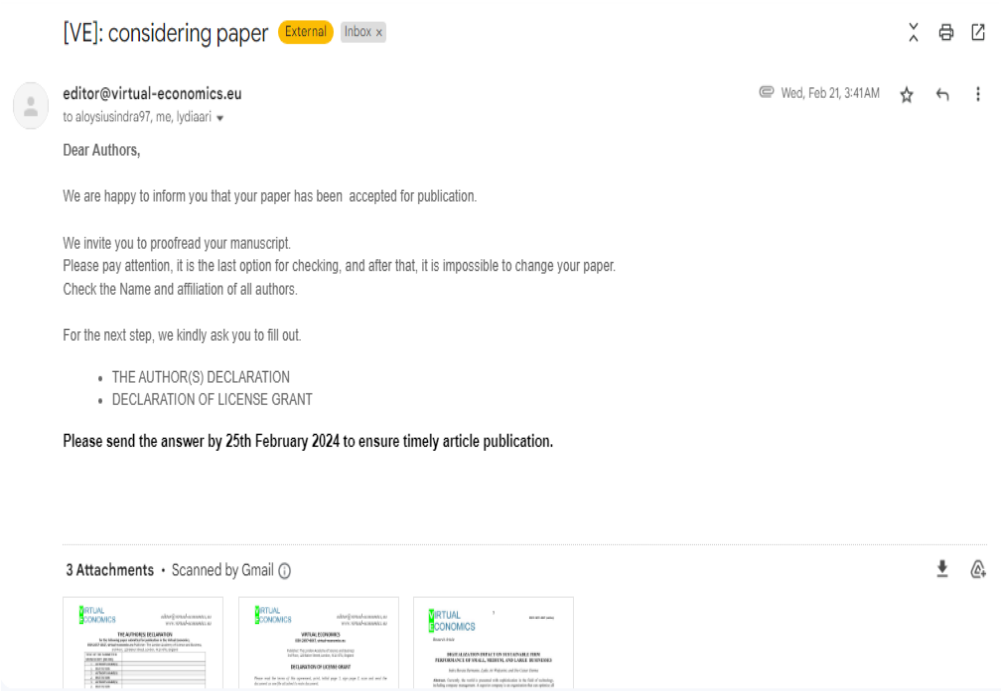
Editorial Team of *Virtual Economics*
The London Academy of Science and Business
London, UK


virtual-economics.eu/index.php/VE/authorDashboard/submission/286
Virtual Economics
← Back to Submissions
Submission
Review
Copyediting
Production
Round 1
Round 1 Status
One or more reviewers missed their deadline. The editorial team has been notified and will take action to ensure reviews are completed. You do not need to take any action at this time. You will be notified when a decision has been made.
Review Discussions
Add discussion
Name
From
Last Reply
Replies
Closed
RE: revisions
lydiaari
2024-02-02 04:02 PM
-
0


dio caisar <diocaisar09@gmail.com>
kepada editor
2 Feb 2024, 23.58 (7 menit yang lalu)
Dear Editor,
Thank you for this notification. I hope you are in a good condition. The authors appreciate the attention and all suggested improvements to improve the quality of the article. Basically, we also agree with the reviewers' recommendations. Below is an attachment for article corrections and a revision reply form. Please confirm if you have received both files. Waiting for positive direction from you in the future.
Sirecenly,
Authors
2 Lampiran • Dipindai dengan Gmail
Cover letter of re...
A template of a p...


editor@virtual-economics.eu
Sab, 3 Feb, 19.34 (22 jam yang lalu)
kepada saya
Dear Authors,
thanks for the revised paper.
As we have results we will inform you.
Balas
Teruskan


virtual-economics.eu/index.php/VE/authorDashboard/submission/286
Virtual Economics
← Back to Submissions
Workflow
Publication
Submission
Review
Copyediting
Production
Round 1
Round 1 Status
One or more reviewers missed their deadline. The editorial team has been notified and will take action to ensure reviews are completed. You do not need to take any action at this time. You will be notified when a decision has been made.
Review Discussions
Add discussion
Name
From
Last Reply
Replies
Closed
RE: revisions
lydiaari
2024-02-02 04:02 PM
tpimonenko
2024-02-03 02:48 PM
1



[VE]: considering paper External Inbox ×

editor@virtual-economics.eu Wed, Feb 21, 3:41AM
to aloysiusindra97, me, lydiaari

Dear Authors,

We are happy to inform you that your paper has been accepted for publication.

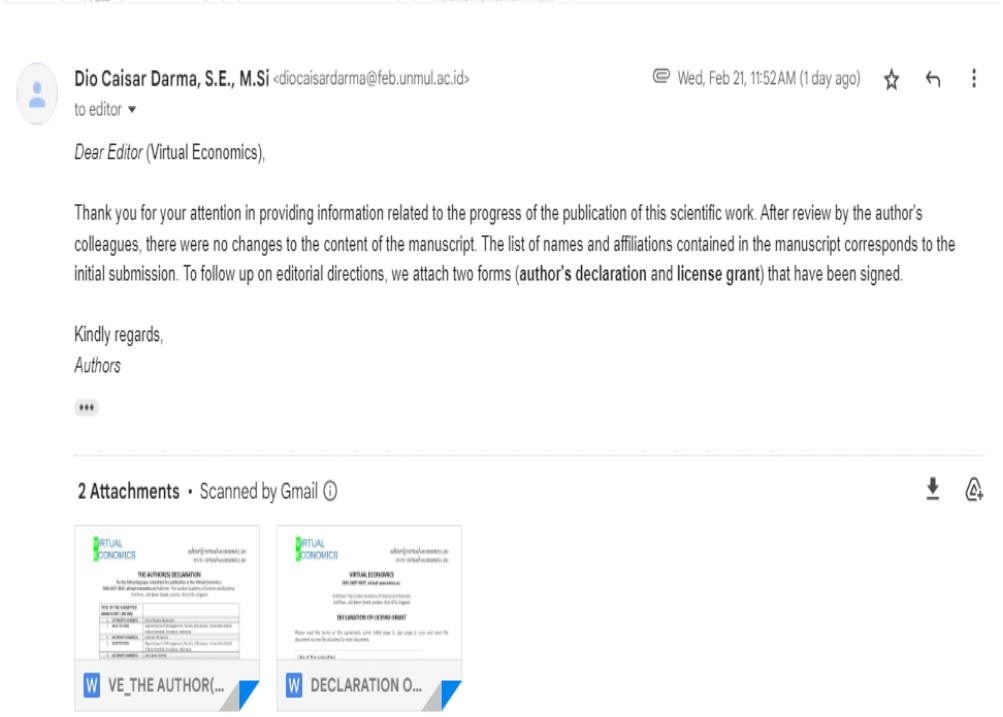
We invite you to proofread your manuscript.
Please pay attention, it is the last option for checking, and after that, it is impossible to change your paper.
Check the Name and affiliation of all authors.

For the next step, we kindly ask you to fill out.

- THE AUTHOR(S) DECLARATION
- DECLARATION OF LICENSE GRANT

Please send the answer by 25th February 2024 to ensure timely article publication.

3 Attachments • Scanned by Gmail



Dio Caisar Darma, S.E., M.Si <diocaisardarma@feb.unmul.ac.id> Wed, Feb 21, 11:52AM (1 day ago)
to editor

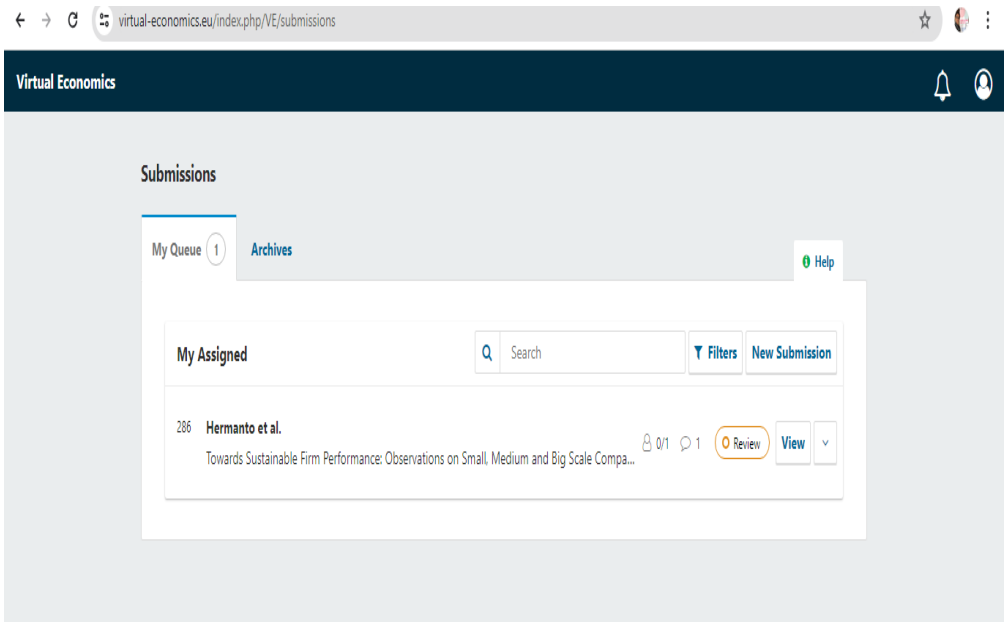
Dear Editor (Virtual Economics),

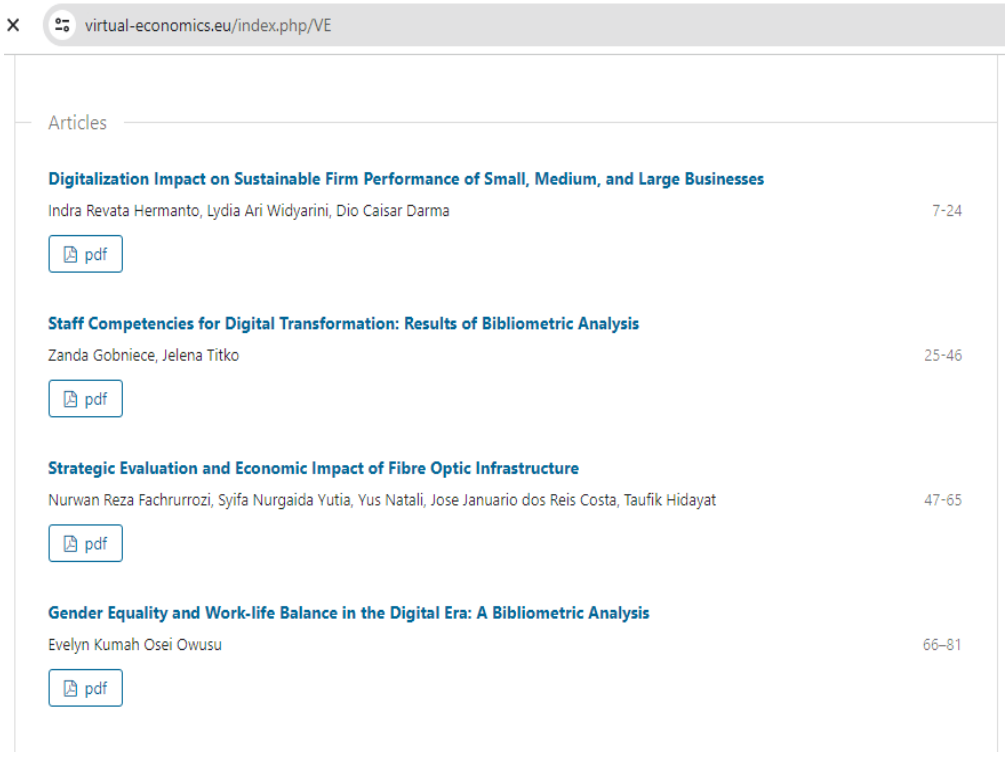
Thank you for your attention in providing information related to the progress of the publication of this scientific work. After review by the author's colleagues, there were no changes to the content of the manuscript. The list of names and affiliations contained in the manuscript corresponds to the initial submission. To follow up on editorial directions, we attach two forms (**author's declaration** and **license grant**) that have been signed.

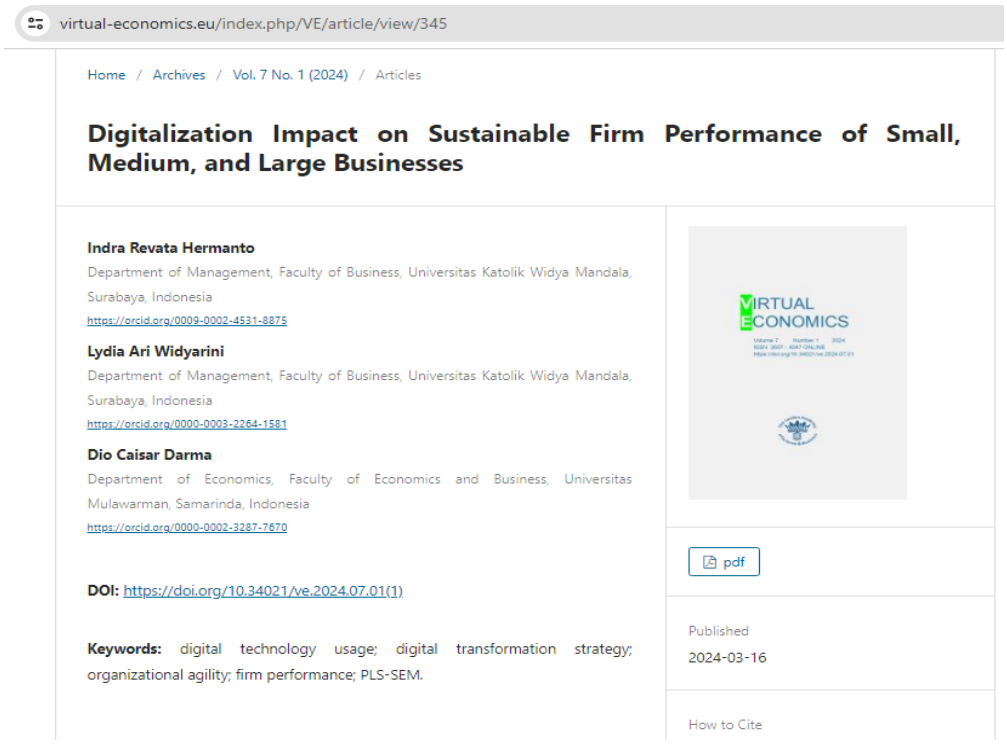
Kindly regards,
Authors

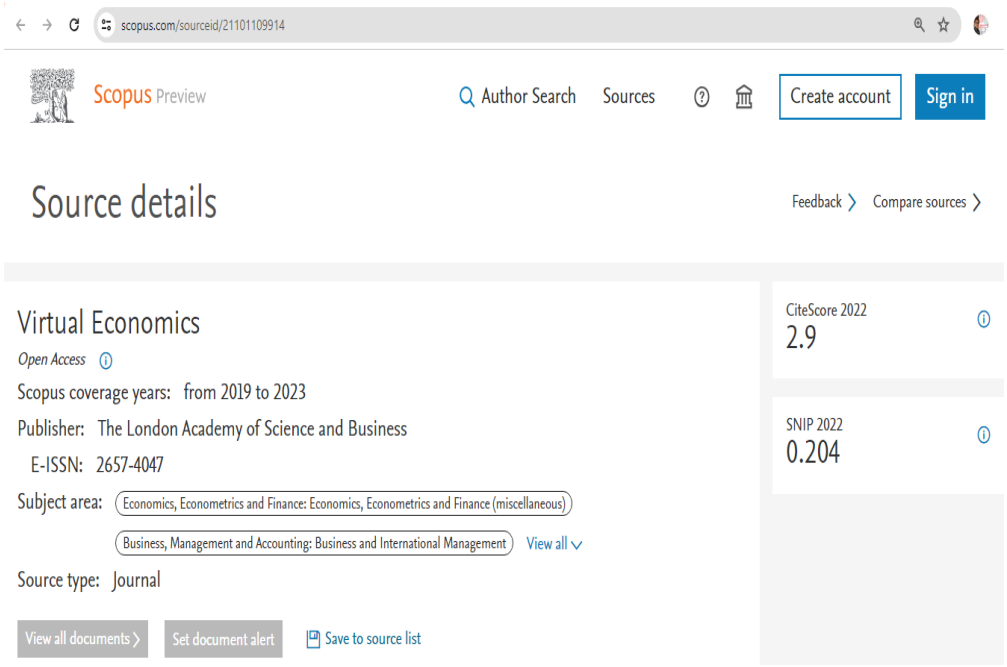
2 Attachments • Scanned by Gmail

VE_THE AUTHOR(... DECLARATION O...


virtual-economics.eu/index.php/VE/submissions
Virtual Economics
Submissions
My Queue 1
Archives
Help
My Assigned
Search
Filters
New Submission
286 Hermanto et al.
Towards Sustainable Firm Performance: Observations on Small, Medium and Big Scale Compa...
0/1
1
0 Review
View


virtual-economics.eu/index.php/VE
Articles
Digitalization Impact on Sustainable Firm Performance of Small, Medium, and Large Businesses
Indra Revata Hermanto, Lydia Ari Widyarini, Dio Caisar Darma
7-24
pdf
Staff Competencies for Digital Transformation: Results of Bibliometric Analysis
Zanda Gobniece, Jelena Titko
25-46
pdf
Strategic Evaluation and Economic Impact of Fibre Optic Infrastructure
Nurwan Reza Fachrurrozi, Syifa Nurgaida Yutia, Yus Natali, Jose Januario dos Reis Costa, Taufik Hidayat
47-65
pdf
Gender Equality and Work-life Balance in the Digital Era: A Bibliometric Analysis
Evelyn Kumah Osei Owusu
66–81
pdf


virtual-economics.eu/index.php/VE/article/view/345
Home / Archives / Vol. 7 No. 1 (2024) / Articles
Digitalization Impact on Sustainable Firm Performance of Small, Medium, and Large Businesses
Indra Revata Hermanto
Department of Management, Faculty of Business, Universitas Katolik Widya Mandala, Surabaya, Indonesia
https://orcid.org/0009-0002-4531-8875
Lydia Ari Widyarini
Department of Management, Faculty of Business, Universitas Katolik Widya Mandala, Surabaya, Indonesia
https://orcid.org/0000-0003-2264-1581
Dio Caisar Darma
Department of Economics, Faculty of Economics and Business, Universitas Mulawarman, Samarinda, Indonesia
https://orcid.org/0000-0002-3287-7670
DOI: https://doi.org/10.34021/ve.2024.07.01(1)
Keywords: digital technology usage; digital transformation strategy; organizational agility; firm performance; PLS-SEM.
VIRTUAL ECONOMICS
pdf
Published
2024-03-16
How to Cite


scopus.com/sourceid/21101109914
Scopus Preview
Author Search
Sources
Create account
Sign in
Source details
Feedback
Compare sources
Virtual Economics
Open Access
Scopus coverage years: from 2019 to 2023
Publisher: The London Academy of Science and Business
E-ISSN: 2657-4047
Subject area: Economics, Econometrics and Finance: Economics, Econometrics and Finance (miscellaneous)
Business, Management and Accounting: Business and International Management
View all
Source type: Journal
View all documents
Set document alert
Save to source list
CiteScore 2022
2.9
SNIP 2022
0.204

REVIEW TABULATION

Point	Section	Referee comment	Response
1.	Title	I suggest changing the title of the paper as follows: Digitalization Impact on Sustainable Firm Performance of Small, Medium and Big Scale Companies.	Title revised to " Digitalization Impact on Sustainable Firm Performance of Small, Medium and Big Scale Companies"
2.	Abstract	The abstract should be modified. The authors should add the empirical results and policy implications and delete the unnecessary sentences such as: "Looking ahead, future publications will explore the limitations of this study. Also, theoretical contributions open up space for managerial actors to prioritize more complex ideas, solutions, and alternatives in strengthening mastery in the technology."	Abstract revised, including several irrelevant sentences deleted. There are additional empirical implications and policy recommendations for future improvements in the abstract.
3.	Introduction	The introduction should be modified by adding the paper's aims, originality and structure.	The research objective, originality, and structure of the paper to support the background in the entry at the end of the introduction.
4.	Literature review	Literature review should be cardinally enlarge. Each paragraph justified the relevant hypothesis should be enlarged. Please see the following paper, which could help toimproved the literature review: • Chen, Y., Xu, S., Lyulyov, O., & Pimonenko, T. (2023). China's digital economy development: incentives and challenges. Technological and Economic Development of Economy, 29 (2), 518-538. • Kwilinski, A. (2023). E-Commerce and Sustainable Development in the European Union: A Comprehensive Analysis of SDG2, SDG12, and SDG13. Forum Scientiae Oeconomia, 11(3), 87–107. https://doi.org/10.23762/FSO_VOL11_NO3_5 • Kwilinski, A., Lyulyov, O., & Pimonenko, T. (2023). Unlocking sustainable value through digital transformation: An examination of ESG performance. Information, 14(8), 444. • Lyulyov, O., Pimonenko, T., Saura, J. R., & Barbosa, B. (2024). How do e-governance and e-business drive sustainable development	To enlarge the scope of the hypothesis, we follow the suggested citations. These ten articles are related to the topic written. Reviewer-recommended publications are included in the references.

		goals?. Technological Forecasting and Social Change, 199, 123082. • Sadigov, R. (2022). Impact of Digitalization on Entrepreneurship Development in the Context of Business Innovation Management. Marketing and Management of Innovations, 1, 167-175. https://doi.org/10.21272/mmi.2022.1-12 • Shpak, N., Karpyak, A., Rybytska, O., Gvozd, M., & Sroka, W. (2023). Assessing the Business Models of Ukrainian IT Companies. Forum Scientiae Oeconomia, 11(1), 13–48. https://doi.org/10.23762/FSO_VOL11_NO1_2 • Tatli, H. S., Yavuz, M. S., & Ongel, G. (2023). The Mediator Role of Task Performance in the Effect of Digital Literacy on Firm Performance. Marketing and Management of Innovations, 14(2), 75-86. https://doi.org/10.21272/mmi.2023.2-08 • Teja Kusuma, G. A. ., Setia Sapta, I. K. ., Dauh Wijana, I. M. ., Paulus Tahu, G. ., & Putu Indiani, N. L. (2022). Building SMEs' passion for utilising digital media: a study of SMEs during the COVID-19 pandemic. Forum Scientiae Oeconomia, 10(3), 151–168. https://doi.org/10.23762/FSO_VOL10_NO3_8 • Topcuoglu, E., Oktaysoy, O., Uygungil-Erdogan, S., Kaygin, E., & Karafakioglu, E (2023). The Mediating Role of Job Security in The Impact of Digital Leadership on Job Satisfaction and Life Satisfaction Marketing and Management of Innovations, 1, 122-132. https://doi.org/10.21272/mmi.2023.1-11 • Trofymenko, M., Bulatova, O., Trofymenko, A., & Vyshniakov, O. (2023). Digital Development and Technological Innovations: Inequality and Asymmetry. Marketing and Management of Innovations, 14(3), 215–229. https://doi.org/10.21272/mmi.2023.3-19 • Zhghenti, T., & Chkareuli, V. (2021). Enhancing online business sector: digital trust formation process. Marketing and Management of Innovations, 2, 87-93. https://doi.org/10.21272/mmi.2021.2-07	
5.	Research Methodology	2.6 Model should be moved to 3. Research Methodology. Besides, don't allocate the separate sub-section, it is too little information.	2.6 (Model) was moved to a separate section in "Research

		Add the social and demographic portrait of the respondents. Show the list of quesrions in the Appendix. Explain the core stage of the investigation.	Methodology" by adding several previous citations proposed by the reviewers. In addition, respondent profiles are included in 3.1: Sample, where the authors describe conditions in the field. Then, the list of questionnaire is displayed in the Appendix.
6.	Conclusion	Add the policy implicatons, limitations and further directions for investigations.	Policy implications, limitations and directions for further investigation are displayed in the Conclusion (last paragraph).
7.	Proofreading	In general, the paper should be structured considering the Journal requirements and template. As a recommendation, I suggest using Professional and Academic English.	The authors have used language services (English). The translator's certificate is proven attached via email.
8.	Technical editor	Please, use the template for the paper's formatting (https://www.virtual-economics.eu/index.php/VE/about/submissions). Revise citations throughout the whole text. Citations in the text should be numbered in order of appearance in the text (including citations in tables and legends) and listed individually at the end of the paper, i.e [1–2].	Latest templates are customized and adopted.

www.virtual-economics.eu **ISSN 2657-4047** ***(online)***

Research Article

Comment [i-[1]]: In general, the paper should structured considering the Journal requirements and template. As a recommendation, I suggest us Professional and Academic English.

~~TOWARDS SUSTAINABLE FIRM PERFORMANCE: OBSERVATIONS ON SMALL, MEDIUM AND BIG SCALE COMPANIES IN INDONESIA~~ DIGITALIZATION IMPACT ON SUSTAINABLE FIRM PERFORMANCE OF SMALL, MEDIUM AND BIG SCALE COMPANIES

Comment [i-[2]]: I suggest changing the title o the paper as follows: Digitalization Impact on Sustainable Firm Performance of Small, Medium and Big Scale Companies.

Indra Revata Hermanto, Lydia Ari Widyarini and Dio Caisar Darma
(12pt, italic, centred)

Abstract. Currently, the world is presented with sophistication in the field of technology, including company management. A superior company is an organization that can optimize all aspects. Speaking of existence, one of the essential pillars that support company sustainability is technology adoption. Referring to this premise, this study is structured to elaborate on the elements that determine firm performance (FP). These elements are designed into three factors: (1) digital technology usage/DTU, (2) digital transformation strategy/DTS, and (3) organizational agility/OA. ~~The~~ This study concentrated on ~~160~~ 159 samples compiled from small, medium and big scale companies. Nonprobability sampling and purposive sampling data were extracted via PLS-SEM. Quantitative findings found that DTU has positive implications for DTS, OA, and FP. ~~Then,~~ Empirical studies prove that DTS and OA also have a positive impact on FP. The current empirical investigation concludes that the increase in digital technology usage further develops digital transformation strategy, organizational agility, and firm performance. Also, improvements in digital transformation strategy or organizational agility can improve firm performance. ~~Looking ahead, future publications will explore the limitations of this study. Also, theoretical contributions~~Policy implications open up space for managerial actors to prioritize more complex ideas, solutions, and alternatives in strengthening mastery in the technology.

Comment [i-[3]]: The abstract should be modified. The authors should add the empirical results and policy implications and delete the unnecessary sentences such as: "Looking ahead, future publications will explore the limitations of this study. Also, theoretical contributions open up space for managerial actors to prioritize more complex ideas, solutions, and alternatives in strengthening mastery in the technology."

Keywords*:* digital technology usage; digital transformation strategy; organizational agility; firm performance; PLS-SEM.

Authors:

Indra Revata Hermanto
Departement of Management, Faculty of Business, Universitas Katolik Widya Mandala, Surabaya, Indonesia
E-mail: aloysiusindra97@gmail.com
https://orcid.org/0009-0002-4531-8875

Lydia Ari Widyarini
Departement of Management, Faculty of Business, Universitas Katolik Widya Mandala, Surabaya, Indonesia
E-mail: lydiaari@ukwms.ac.id
https://orcid.org/0000-0003-2264-1581

Dio Caisar Darma
Department of Economics, Faculty of Economics and Business, Universitas Mulawarman, Samarinda, Indonesia
diocaisardarma@feb.unmul.ac.id
https://orcid.org/0000-0002-3287-7670

Corresponding author: Lydia Ari Widyarini, lydiaari@ukwms.ac.id

Citation: Hermanto, I. R., Widyarini, L. A., & Darma, D. C. (2023). Title of the paper. *Virtual Economics, XX*(X), XX-XX. https://doi.org/10.34021/ve.20XX.XX.XX(X)

Received: Month XX, 20XX. Revised: Month XX, 20XX. Accepted: Month XX, 20XX.

www.virtual-economics.eu **ISSN 2657-4047** ***(online)***

1. Introduction

Comment [i-[4]]: The introduction should be modified by adding the paper's aims, originality a structure.

The world is facing a post-pandemic, known as COVID-19, where economic conditions are still affected by the COVID-19 pandemic. The International Monetary Fund ~~[1]~~ projects that the global economy will decline by 4.4% due to the COVID-19 pandemic [1]. In other words, this outbreak has generated a negative reaction to world polemics, especially uncertainty over business, economic, financial, and job uncertainties across sectors [2]. Indonesia's economic situation also experienced a slowdown. BPS [3] released that in the first quarter, Indonesia's economic growth in 2020 was 2.92%, but in the second quarter, Indonesia's economy grew negatively, reaching 5.59%, and in the third quarter, it grew negatively by 3.49%. Entering the fourth quarter, Indonesia's economic growth began to improve, although it remained minus around 2.21%. From the information above, it shows that post-pandemic economic growth is quite heavy, but it is starting to increase. COVID-19 itself has encouraged the majority of companies to create changes during a pandemic when companies were required to work from home (WFH) and triggered companies to co-exist with digital technology to support company operations during WFH. Companies are starting to look for various strategies so that firm performance can survive and even increase. Firm performance is the ultimate goal of every company and is crucial for top management [4–; 5]. Firm performance is considered important because it shows the success of a company. Many components affect business performance, but the most important thing is whether the company is able to identify its resources by investigating business opportunities and barriers [6]. The ability of companies to explore these two patterns can be called dynamic capabilities.

Dynamic capabilities are the company's ability to build, configure, and integrate external and internal competencies to deal with different environments [7–9]. This scheme is designed with orientation and puts the company first in making the right decisions and perspectives in the midst of a complex position [10]. Ellström et al. ~~[11]~~ and Ghosh et al. ~~[12]~~ predict that dynamic capabilities can be implemented into digital transformation in companies [11; 12]. Digital transformation is needed to combine sensing, seizing, and transforming as in dynamic capabilities, with the hope that companies will not make mistakes in making decisions about digital technology that will be integrated into the company [13]. The use of digital technology is faced with existing competition, where companies are committed to research related to digital technology that can be dedicated to try competition in dynamic groups.

Four papers from Akkaya & Iqbal ~~[14]~~, Awwad et al. ~~[15]~~, Baškarada & Koronios ~~[16]~~ and Gyemang & Emeagwali ~~[17]~~ reported that dynamic capabilities can support organizational agility to overcome uncertain market conditions [14–17]. Speed is the key for companies to increase their competitive advantage, especially in a constantly shifting environment [18]. In the context of dynamic capabilities, digital technology usage is bridging companies to achieve competitive advantage [19]. Companies are encouraged to carry out digital transformation in order to survive at the level of global competition. The concept of digital transformation has been popularized and has become a business medium to signify the disruptive implications of digital technology for business and, more broadly, to show the power of today's companies to work more intensely [20]. Digital technology usage is considered to bring companies closer to more actively highlighting digital transformation. Apart from surviving the competition, digital transformation is also implemented amid the

VUCA (volatility, uncertainty, complexity, and ambiguity), which is in the post-COVID-19 recovery phase.

Verhoef et al. ~~[21]~~ emphasized that companies need to have speed in capturing market movements [21]. Ideally, companies will win the competition if they operate flexibly. Digitalization has had a very impressive impact on the world, especially in the VUCA condition. In principle, digitalization has disruptive properties, so speed is required in creating, accommodating, and changing business models in order to survive in the digital economy [22–; 23]. Companies assess technology investment as a weapon to compete by increasing productivity, profit, and quality of operations [24]. The use of digital technology has been well understood since the era of globalization. The use of digital technology in business is a determining factor in its contribution to management, service, company performance, and production.

Currently, the use of digital technology in Indonesia is in the experimental stage. Several business sectors, such as food and beverage, service, trade, manufacturing, transportation, real estate, agriculture, and fisheries, are making use of digital technology. This is inseparable from a recent survey which shows that the food and beverage business sector has dominance in terms of using digital technology to find suppliers and reach consumers [25]. The trading business sector occupies the second position for the utilization of digital technology, and the transportation business sector is in the last position for the utilization of digital technology. Various business fields in Indonesia have utilized digital technology in finding suppliers, reaching consumers, digitizing businesses, and market analysis. This is articulated in digital technology usage which is used in an effort to boost company value. Several studies have linked the relationship between digital technology usage and firm performance in the financial services industry, mining industry, and SMEs [26–29]. The use of digital technology does not guarantee increased firm performance. Several companies in Indonesia that use digital technology as their operations continue to lay off their employees. Respati ~~[30]~~ detected that in 2021 there were several companies in Indonesia that carried out mass dismissals of their employees, including Shopee Indonesia, LinkAja, Tanihub, Zenius, SiCepat, GoTo, Indosat, and many more [30]. Referring to the literature, phenomena, and empirical constructions described above, a study was designed to discuss the role of technology utilization on company performance.

The originality of this study lies in developing a landscape for firms performance which is influenced by digital technology usage, digital transformation strategy, and organizational agility. Variables that influence firms performance have been found in several past articles. However, the connections between the proposed concepts have not been fully optimally highlighted [31–34]. Moreover, to reveal the performance of a company, complexity is needed that can not only be understood from the financial scope, but also corporate governance based on skills in utilizing technology, determining strategies accurately, being competitive according to market changes, and adapting in response to changing times. The structure of the paper is grouped into five phases with the following main material: (1) Introduction, (2) Literature review and hypothesis development, (3) Research methodology, (4) Results and discussion, and (5) Conclusion.

2. Literature Review and ~~Hypothesis Framework~~Hypothesis Development

Comment [i-[5]: Literature review should be cardinally enlarge. Each paragraph justified the relevant hypothesis should be enlarged. Please s the following paper, which could help toimprove the literature review:
Chen, Y., Xu, S., Lyulyov, O., & Pimonenko, T. (202 China's digital economy development: incentives and challenges. Technological and Economic Development of Economy, 29 (2), 518-538.
Kwilinski, A. (2023). E-Commerce and Sustainable Development in the European Union: A Comprehensive Analysis of SDG2, SDG12, and SDG13. Forum Scientiae Oeconomia, 11(3), 87–1 https://doi.org/10.23762/FSO_VOL11_NO3_5
Kwilinski, A., Lyulyov, O., & Pimonenko, T. (2023) Unlocking sustainable value through digital transformation: An examination of ESG performance. Information, 14(8), 444.
Lyulyov, O., Pimonenko, T., Saura, J. R., & Barbos B. (2024). How do e-governance and e-business drive sustainable development goals?. Technolog Forecasting and Social Change, 199, 123082.
Sadigov, R. (2022). Impact of Digitalization on Entrepreneurship Development in the Context of Business Innovation Management. Marketing and Management of Innovations, 1, 167-175. https://doi.org/10.21272/mmi.2022.1-12
Shpak, N., Karpyak, A., Rybytska, O., Gvozd, M., & Sroka, W. (2023). Assessing the Business Models Ukrainian IT Companies. Forum Scientiae Oeconomia, 11(1), 13–48. https://doi.org/10.23762/FSO_VOL11_NO1_2
Tatli, H. S., Yavuz, M. S., & Ongel, G. (2023). The Mediator Role of Task Performance in the Effect Digital Literacy on Firm Performance. Marketing Management of Innovations, 14(2), 75-86. https://doi.org/10.21272/mmi.2023.2-08
Teja Kusuma, G. A. ., Setia Sapta, I. K. ., Dauh Wijana, I. M. ., Paulus Tahu, G. ., & Putu Indiani, L. . (2022). Building SMEs' passion for utilising dig media: a study of SMEs during the COVID-19 pandemic. Forum Scientiae Oeconomia, 10 (3), 151–168. https://doi.org/10.23762/FSO_VOL10_NO3_8
Topcuoglu, E., Oktaysoy, O., Uygungil-Erdogan, S. Kaygin, E., & Karafakioglu, E (2023). The Mediatin Role of Job Security in The Impact of Digital Leadership on Job Satisfaction and Life Satisfactio Marketing and Management of Innovations, 1, 12 132. https://doi.org/10.21272/mmi.2023.1-11
Trofymenko, M., Bulatova, O., Trofymenko, A., & Vyshniakov, O. (2023). Digital Development and Technological Innovations: Inequality and Asymmetry. Marketing and Management of Innovations, 14(3), 215–229. https://doi.org/10.21272/mmi.2023.3-19
Zhghenti, T., & Chkareuli, V. (2021). Enhancing online business sector: digital trust formation process. Marketing and Management of Innovations, 2, 87-93. https://doi.org/10.21272/mmi.2021.2-07

2.1. Digital Technology Usage – Digital Transformation Strategy

The use of digital technology in a digital transformation strategy has a significant impact [31–; 362]. Digital technology plays a crucial role in the company's digital transformation. Digital technology usage can change products, processes, services, business models, and competitive ecosystems [3337]. Tsou & Chen [34] respond to the significant effect of digital technology usage on digital strategy transformation [38]. Besides that, Martínez-Caro et al. [35] argue that digital technology usage can help companies carry out digital transformation [39]. Basically, digital technology opens up new opportunities within companies that have an impact on their competitiveness cycle [36][40]. Examining its exclusive implications for the company, the following hypothesis is developed:
Hypothesis 1. *Digital technology usage increases digital transformation strategies positively*.

2.2. Digital Technology Usage – Organizational Agility

Digital technology has an impact on organizational agility. Organizational agility is defined as the speed with which a company captures change and maximizes existing opportunities [3741]. Oliveira-Dias [38] speculates that the relationship between information and digital technology in industry 4.0 affects supply chain speed [42]. On the other hand, Saputra et al. [39] and Zhang et al. [40] claim that digital technology capability has a positive correlation with organizational agility, where the use of digital technology helps companies increase organizational agility to capture new opportunities in the market and face new obstacles [43; 44]. From here, the following hypothesis is proposed:
Hypothesis 2. *Digital technology usage positively increases organizational agility*.

2.3. Digital Technology Usage – Firm Perfomance

Digital technology products are issued to support company performance. A survey by Zhu & Kraemer [41] concluded that inclusive use of IT can stimulate enterprise inclusiveness [45]. The presence of IT has brought significant changes to products, company structures, processes, and infrastructure [3438]. Gillani et al. [27] estimate that digital manufacturing technology fosters firm performance. The use of digital technology encourages companies to channel new business models that can improveenhancing company performance in facing dynamic market conditions and future threats [42 4346; 47]. Companies take advantage of digital technologies such as blockchains, AI, and cloud platforms to get hidden big data, which can be used to improve increase processes and create new business models that can help companies penetrate new markets or improve positions in existing markets. Through the foundations and fundamental ideas, the following hypotheses are assumed:
Hypothesis 3. *Digital technology usage positively increases firm performance*.

2.4. Digital Transformation Strategy – Firm Performance

Trends towards digital transformation that have succeeded in systematically bridging the company's performance Vial [44] linked the link between digital transformation and corporate structure, where the results also bring more competitiveness [48]. Warner & Wäger [45] proved the results that digital transformation strategy is one of the solutions for companies to

improve company performance and increase their competitive advantage in the market [49]. A digital transformation strategy can create new business models, organizational structures, and processes within the company. Understanding the relationship between the two aspects above, the next hypothesis is proposed as follows:
Hypothesis 4. *Digital transformation strategy positively increases firm per*formance.

2.5. Organizational Agility – Firm Performance

Organizational agility affects company performance. Recently, Troise et al. [46] confirmed that the speed with which an organization triggers opportunities has an impact on financial performance, product innovation, and company performance innovation [50]. According to Liu & Yang [47], organizational agility can improve financial performance and the company's ability to quickly capture opportunities and take advantage of them [51]. In addition, new ideas or innovations are easier to apply to agile companies, so they can improve company performance. Ravichandran [48] actually emphasized that organizational agility has a relationship with firm performance [52]. Furthermore, Çakmak [49] found that organizational agility helps companies get a better position in the market and increase profits [53]. In a theoretical landscape that has interactions between the two, the final hypothesis is written as follows:
Hypothesis 5. *Organizational agility positively increases firm per*formance.

2.6. Model

The research model is integrated into one exogenous variable, namely digital technology usage (DTU) and three endogenous variables, including digital transformation strategy (DTS), organizational agility (OA), and firm performance (FP). Further development is intended to test the effect of DTU on DTS, OA, and FP. Then, the second test focuses on the effect between DTS and OA on FP. Figure 1 displays the theoretical framework.

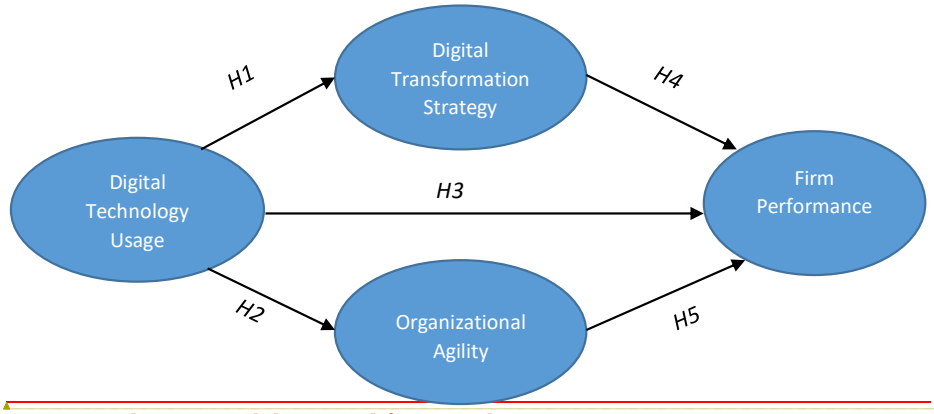


Figure 1. The proposed theoretical framework
Source: developed by Authors

Comment [i-[6]: 2.6 Model should be moved 3. Research Methodology. Besides, don't allocat the separate sub-section, it is too little informatio Add the social and demigraphic portrait of the respondents. Show the list of quesrions in the Appendix. Explain the core stage of the investigation.

Formatted: Font: Times New Roman, 12 pt, Font color: Text 1

3. Research Methodology

3.1. Sample

The sample used in this study amounted to ~~160~~ 159 units. The sample volume is calculated by multiplying the number of variables by the indicators of each construct [50]. The number of indicators is 32. The sampling technique is connected with the non-probability sampling and purposive sampling methods. The sample is concentrated in small, medium, and big (SMB) companies engaged in food and beverage, showroom and workshop, beauty and health, education, logistics and distribution, export and import, and others in Indonesia. The sample was selected based on reports from the Boston Consulting Group (BCG) and Telkom regarding the use of digital technology by several business sectors.

~~The approach to collecting data is interviewing. Enumerators distribute data using Google Forms to respondents. Filling in the questionnaire is described via a Likert scale into five points: score 1 = strongly disagree (minimum) to score 5 = strongly agree (maximum). Each statement submitted has its own specifications according to the indicators.~~Table 1 details the profile of respondents based on age, line of business and occupation, position level, type of business, number of employees, and age of company. First, respondents aged 22-30 years were 22.02%, respondents aged 31-40 years were 23.28%, while those aged 41-50 years were 28.94%, and some were respondents aged over 50 years 25, 79%. This shows that the majority of respondents in the sample are currently aged 41-50 years. Second, the largest number of respondents was in other business fields (22.79%). Then, continued with the food and beverage sector (16.46%), the logistics and distribution business sector (15.83%), and the fewest are those operating in the education sector (7.6%). Third, 39.63% of respondents were business owners, 15.73% of respondents held positions as commissioners, 16.36% of respondents were in the ranks of directors, and 28.31% held positions as managers. Basically, most respondents are at a high level as business owners.

Table 1. Portrait of Social Demographic

No.	Characteristics	Quantity	Cumulative (%)
1.	Age		
	▪ 22–30	35	22.02
	▪ 31–40	37	23.28
	▪ 41–50	46	28.94
	▪ >50	41	25.79
	▪ *Total*	*159*	*100*
2.	Field of Work and Business		
	▪ Food and drink	26	16.46
	▪ Beauty and health	23	14.56
	▪ Export and import	21	13.3
	▪ Showroom and workshop	16	10.13
	▪ Logistics and distribution	25	15.83
	▪ Education	12	7.6
	▪ Others	36	22.79
	▪ *Total*	*159*	*100*
3.	Position level		
	▪ Manager	45	28.31
	▪ Director	26	16.36
	▪ Commissioner	25	15.73

Formatted: Space After: 0 pt, Line spacing: single
Formatted Table
Formatted: Space After: 0 pt, Line spacing: single
Formatted: Space After: 0 pt, Line spacing: single
Formatted: Space After: 0 pt, Line spacing: single
Formatted: Space After: 0 pt, Line spacing: single
Formatted: Space After: 0 pt, Line spacing: single
Formatted: Space After: 0 pt, Line spacing: single
Formatted: Space After: 0 pt, Line spacing: single

	▪ Owner	63	39.63
	▪ *Total*	*159*	*100*
4.	Type of business		
	▪ Trading Business/UD	9	5.67
	▪ Commanditaire Vennootschap/CV	23	14.47
	▪ Incorporated Company/PT	106	66.67
	▪ Individual	21	13.21
	▪ *Total*	*159*	*100*
5.	Number of employees		
	▪ 5–99	95	59.75
	▪ 100–499	43	27.05
	▪ >500	21	13.21
	▪ *Total*	*159*	*100*
6.	Age of the company or business		
	▪ 1–5	30	18.87
	▪ 5–10	46	28.94
	▪ >10	83	52.21
	▪ *Total*	*159*	*100*

Formatted: Space After: 0 pt, Line spacing: single

Formatted: Space After: 0 pt, Line spacing: single

Formatted: Space After: 0 pt, Line spacing: single

Formatted: Space After: 0 pt, Line spacing: single

Formatted: Space After: 0 pt, Line spacing: single

Formatted: Space After: 0 pt, Line spacing: single

Source: Own.

Fourth, Table 1 also finds that there are four categories of work in different businesses operated by respondents, where 66.67% of respondents work in PT, 14.47% of respondents are CV, 13.21% work in individual businesses, and 5.67% of respondents work in UD. The majority of respondents work for incorporated companies. Fifth, from the scope of employees, 59.75% of respondents work in companies that have an average of 5-99 employees, 27.05% of respondents in companies that employ 100-499 employees, and 13.21% of respondents in companies with a composition of more than 500 employees. Uniquely, this implies that most respondents come from small-scale companies with 5-99 employees. Sixth, there are 52.21% of respondents who work in companies with a company age of more than 10 years, 28.94% of respondents in companies that are 5-10 years old, and 18.87% of respondents work in companies with an operational age of 1-5 years. Thus, the company age factor greatly determines the respondent's work experience and skills.

3.2. Data processing

The approach to collecting data is interviewing. Enumerators distribute data using Google Forms to respondents. Filling in the questionnaire is described via a Likert scale into five points: score 1 = strongly disagree (minimum) to score 5 = strongly agree (maximum). Each statement submitted has its own specifications according to the indicators. The data were dissected with partial least square-structural equation modeling (PLS-SEM). PLS-SEM is enabled to partially explore the relationship between variables. There are five stages in PLS-SEM, including the outer model (reliability and validity), inner model (path coefficient), fit model, effect size, and coefficient of determination.

3.3. Model

The research model is integrated into one exogenous variable, namely digital technology usage (DTU) and three endogenous variables, including digital transformation strategy (DTS),

organizational agility (OA), and firm performance (FP). Further development is intended to test the effect of DTU on DTS, OA, and FP. Then, the second test focuses on the effect between DTS and OA on FP. Figure 1 displays the theoretical framework. This paper is an extension and refinement adopted from previous scientific work which concentrates on digital transformation across cases, such as business, government, corporate organizations to the macro scale [e.g; 54–60].

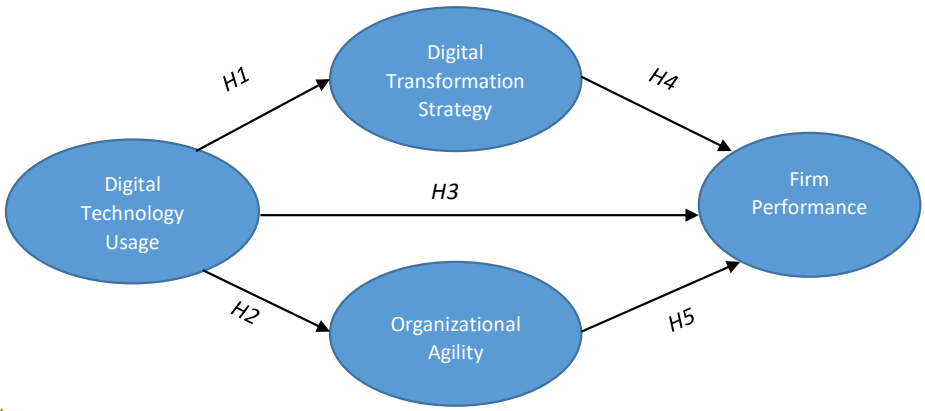


Figure 1. The Proposed Theoretical Framework
Source: developed by Authors.

Formatted: Font: Times New Roman, 12 pt, Font color: Text 1

4. Results and Discussion

4.1. Outer Model

In this phase, outer model testing is applied to diagnose internal consistency, discriminant validity, and convergent validity [5161]. Internal consistency is part of the outer model test to identify the reliability of a variable. A variable is considered reliable if it meets a composite reliability score of > 0.6 and a Cronbach's alpha score > 0.7. On the one hand, convergent validity aims to analyze the validity score of the indicator. Automatically, an indicator is classified as valid if the outer loading value is > 0.7. Then, discriminant validity looks at the average variance extracted (AVE). The feasibility of the model is reflected in the AVE score, where the condition is AVE > 0.5. Table 1 2 summarizes the outer model through internal consistency, discriminant validity, and convergent validity.

Table 12. Summary of Internal Consistency Test, Convergent Validity, and Discriminant Validity

Variables	Dimension	Indicators	Outer loading	Coefficient	Cronbach's alpha	AVE
Digital Technology Usage	DL*	DL1	0.788	0.922	0.7	0.762
		DL2	0.821			
	IET*	IET1	0.838	0.929	0.77	0.813
		IET2	0.836			
	SI*	SI1	0.845	0.933	0.726	0.785

		SI2	0.808			
Digital Transformation Strategy	DSS*	DSS1	0.875	0.969	0.855	0.775
		DSS2	0.84			
		DSS3	0.844			
	DS~~Z~~*	DS~~Z~~1	0.819	0.962	0.841	0.758
		DS~~Z~~2	0.856			
		DS~~Z~~3	0.838			
	DT*	DT1	0.835	0.957	0.864	0.786
		DT2	0.859			
		DT3	0.851			
Organizational Agility	DTC*	DTC1	0.769	0.945	0.762	0.677
		DTC2	0.83			
		DTC3	0.729			
	IC*	IC1	0.881	0.967	0.895	0.762
		IC2	0.811			
		IC3	0.823			
		IC4	0.861			
	RC*	RC1	0.808	0.964	0.827	0.744
		RC2	0.851			
		RC3	0.832			
Firm Performance	FP*	FP1	0.785	0.971	0.843	0.68
		FP2	0.838			
		FP3	0.792			
		FP4	0.787			
	MP*	MP1	0.829	0.958	0.833	0.673
		MP2	0.818			
		MP3	0.842			

Source: ~~Own~~data output.
Abbreviations: ~~~~DL = *Distributed Ledger*, IET = *Information Exchange and Transaction*, SI = *Shared ~~Information~~Infrastructure*, DSS = *Digital Strategy Sensing*, DS~~Z~~ = *Digital ~~Strategy~~ Seizing*, DT = *Digital ~~Transformation~~Transforming*, DTC = *Digital Technology Capability*, IC = *Innovation Capability*, RC = *Relational Capability*, FP = *Financial Performance*, and MP = *Marketing Performance*.

Formatted: Left

Overall, Table ~~1~~ 2 explains that all variables are classified as reliable by calculating the composite coefficient and Cronbach's alpha. Likewise with the dimensions of each indicator, where the statistical output shows valid results based on the outer loading score. Other findings found that the discriminant validity of this model is quite feasible because the AVE score shows more than the designed standard. In detail, the magnitude of each of these measures shows the largest versus the smallest score. As a comparison, on a reliable standard that uses composite coefficients, the highest is the DSS1 dimension (0.969) on the DTS variable, while the lowest is the DL1 dimension on the DTU variable (0.922). Surprisingly, the DL1 dimension with the lowest composite coefficient score also has the smallest Cronbach's alpha score of 0.7. Contrary to what is obtained from the IC1 dimension on the OA variable, which has the largest Cronbach's alpha score of 0.895. Additionally, through the indicators for each variable, it is calculated that the highest outer loading value is IC1 on the OA variable with a score of 0.881, while DTC3 (0.729) on the same variable is actually the lowest. Finally, for the model strength of the dimensions that make up the variables based on the AVE criteria, it was noted that the largest IET (0.813) on the DTU variable and MP (0.673) on the FP variable became the smallest AVE scores.

4.2. Inner Model

After passing the outer model criteria, testing the inner model, which synergizes with the path coefficient and partial test, is continued. The path coefficient shows the direction of the relationship between the two variables. The score on the path coefficient is shown by the original sample. If it gets closer to +1, then there is a positive relationship; if the score on the original sample is close to -1, then there is a negative relationship. Partial causality testing is determined by the direct effect. The direct effect is evaluated with a p-value; if the p-value is <0.05, then the exogenous variable has a strong bond with the endogenous variable. Table ~~2~~ 3 reflects the path coefficient of the relationship for each variable.

Table ~~2~~3. A Summary of Path Coefficient

Lingkages	Original sample	T-value	ρ-value	Hypothesis	Remarks
DTU → DTS	0.947	130.992	0.000	H1	Accepted
DTU → OA	0.913	58.89	0.009	H2	Accepted
DTU → FP	0.204	2.163	0.031	H3	Accepted
DTS → FP	0.216	2.09	0.037	H4	Accepted
OA → FP	0.529	6.883	0.000	H5	Accepted

Source: ~~Own~~data output.

The three proposed hypotheses described in the previous chapter have been accepted, where DTU has a significant effect on DTS (ρ = 0.000), OA (ρ = 0.009), or FP (ρ = 0.031). This is in line with the two accepted hypotheses because DTS has a significant effect on FP (ρ = 0.037), and OA also has a significant effect on FP (ρ = 0.000). When compared, the most dominant relationship of the five pathways is causality between DTU to DTS and OA to FP. In particular, the relationship between the relationship variables is positive. Even so, the strongest correlation with respect to the original sample score (close to +1) is between DTU to DTS (0.947) and OA (0.913). From other linkages, such as OA to FP, it is classified as a moderate relationship, where the result is 0.529, while the two small relationships occur between DTU and DTS to FP with scores of 0.204 and 0.216, respectively.

4.3. Coefficient of Determination, Model Fit, and Effect Size

The coefficient of determination (R^2) is a measuring tool to test the suitability of the model [~~52~~62]. The benefit of R^2 is that it maps the amount of variance in the endogenous variables explained by all exogenous variables. The value of R^2 has a value between 0 and 1, and the higher the value, the greater the level of suitability of the model. Testing the fit model is reflected in Q^2 through the blindfolding test [~~53~~63]. Table ~~3~~ 4 summarizes the results of R^2 and model fit.

Table ~~3~~4. Coefficient of Determination and Model Fit

Exogenous variables	R-Square	R-Square Adjusted	SSO	SSE	Q^2
DTU	0.897	0.897	1.431	517.411	0.638
DTS	0.86	0.858	1.113	488.149	0.561
OA	0.833	0.832	1.590	705.224	0.556

Source: ~~Own~~data output.

The effect size test identifies the effect of exogenous variables on endogenous variables. In PLS, the effect size is represented by the score f^2. Hair et al. ~~[51]~~ indicated three categories in f^2, including: 0.02 (weak influence), 0.15 (moderate influence), and 0.35 (strong influence) [64]. Testing through effect size is described below (see Table ~~4~~5).

Table ~~4~~5. Effect Size

Exogenous variables	FP	Remarks
DTU	8.732	Very strong
DTS	4.988	Very strong
OA	0.028	Weak

Source: data output.

In essence, the determination in the model that includes DTS, FP, or OA is able to influence FP with a strong capacity. The three R^2 scores for this study model are 0.897, 0.86, and 0.833. The varying effect size values reflect an unstable effect, especially in the relationship between OA and FP, with a score of 0.028. On the one hand, both DTU and DTS succeeded in influencing FP systematically, with scores reaching 8.732 and 4.988, respectively.

4.4. ~~Discussion~~Justification

First, the study verifies that digital technology usage has a positive effect on digital transformation strategies. There are similarities with the scientific work of Audretsch & Belitski ~~[54]~~ which revealed that digital transformation strategies are supported by digital technology usage such as social, mobile, the internet of things, analytics, and platforms [65]. Starting from past research by Fichman et al. ~~[55]~~ and Teece et al. ~~[56]~~ regarding digital technology usage that stimulates digital transformation strategies such as production processes, services, business models, and the company's competitive environment [66; 67]. Digital technology usage opens up new opportunities for making a corporate strategy to increase the company's competitiveness. Digital technology usage, such as big data, social media, and analytics, can help companies perform sensing, seizing, and transformation in the theory of dynamic capability.

Second, the study output confirms that digital technology usage has a positive effect on organizational agility. Interestingly, the relationship between information and digital technology in industry 4.0 on supply chain speed results in the fact that information and digital technology have a positive effect on the speed of a company's supply chain. Organizational agility has one indicator, namely digital technology capability. This indicator is used to determine the level of adoption of digital technology within the company. The scientific magazines of Abubakre et al. ~~[57]~~, Berisha-Shaqiri & Berisha-Namani ~~[58]~~, Pérez-Aróstegui et al. ~~[59]~~ and Riedl et al. ~~[60]~~ think that digital technology capability has a positive effect on organizational agility, so this shows that adaptation to digital technology will shape the organizational agility of a company expansively [68–71]. Then, by instilling organizational agility in companies, they can seek and capture new opportunities that exist in the market.

Third, it was found that digital technology usage has a positive effect on firm performance. There are similarities in these results with the manuscripts reviewed by Guo et al. ~~[61]~~ and

Wang et al. ~~[62]~~ concerning the use of digital manufacturing technology having a significant influence on firm performance [72; 73]. The use of digital technology drives companies to create a new business model that can improve company performance in dynamic market conditions. Companies can take advantage of digital technologies such as blockchains, artificial intelligence (AI), the cloud, and the internet of things (IoT) to obtain big data that can be used to ~~improve~~ increase firm performance. The big data obtained can be used to seek new opportunities and create new corporate strategies. Digital technology can also be used to increase sales by utilizing social media, e-commerce, and other digital platforms. Experiences from Kristensson ~~[63]~~ and Zhang et al. ~~[64]~~ revealed that digital technology usage supports the creation of value, which can have a positive impact on increasing organizational performance [74; 75].

Fourth, there is relevance between the digital transformation strategy and firm performance, which has a positive effect. Since the development of digital technology, many companies have begun to take advantage of it to increase their competitive advantage. Digital transformation strategies are carried out by companies to get maximum results to ~~improve~~enhancing company performance. The digital transformation strategy has three stages: digital sensing, digital seizing, and digital transformation [~~45~~48]. The first stage of digital sensing is for companies to look for opportunities, identify consumer desires, and make strategies for using digital technology. The second stage is digital seizing, which requires companies to conduct trials using digital technology within the company. The final stage is digital transformation, which is the company's foundation for implementing digital technology into the company by educating employees about the use of digital technology and creating digital business models.

Fifth, it is explained that organizational agility has a positive effect on firm performance. The role of organizational agility has a significant effect on firm performance. The paper highlighted by Mulyono & Syamsuri ~~[65]~~ explains that organizational agility has a positive impact on firm performance [76]. Organizational speed increases the company's strength in the competition. Organizational agility assists companies in utilizing knowledge to improve firm performance [~~66~~77]. Following up on the existing evidence that organizational agility has a digital technology capability. This dimension discusses the use of digital technology by companies to improve company performance by innovating products or services using digital technology and increasing customer satisfaction. The second dimension of organizational agility is relational capability, which discusses the relationship between the company and its partners, who are ready to help the company if a problem occurs. The last dimension is innovation capability; this dimension enables companies to drive innovation, invites employees to think creatively at work, and assesses the company's ability to tolerate the risks that exist from innovation.

Digital transformation strategy and organizational agility are needed in digital technology usage because the existence of organizational agility in getting opportunities to carry out digital transformations by utilizing digital technology can improve company performance [~~34~~37]. Technically, digital transformation strategy, organizational agility, and digital technology usage are links in firm performance. Existing hypothesis testing is also synchronized with the publications of AlNuaimi et al. ~~[67]~~ and D'Oliveira Andrade et al. ~~[68]~~

regarding digital transformation strategy and organizational agility, and digital technology usage supports firm performance [78; 79].

5. Conclusions

Comment [i-[7]: Conclusion. Add the policy implicatons, limitations and further directions for investigations.

The objective of this paper is to identify the causality between digital technology usage, organizational agility, and digital transformation strategy on firm performance. For case studies of companies at the SMB level in Indonesia, the findings conclude that digital technology usage significantly influences digital strategy transformation, organizational agility, and firm performance. In fact, it was also found that improvements in digital transformation strategy and organizational agility had a significant impact on firm performance.

This study has several weaknesses. Looking ahead, the next recommendations could explore the limitations of this study. First, the studies addressing SMB-scale business clusters are not concentrated in one area, so there is too much to learn. Lack of control over variables such as the intensity of digital technology use and the type of digital technology applied. As a result, the data collected is not homogeneous. Second, the duration of data collection is contemporary, so the observational data is not large. Furthermore, the limitations of the study are evident from the very diverse sample of business categorizations, so there is a possibility that the findings highlighted are less effective. Subsequent research is suggested to focus on one type of business in Indonesia. This study is only in its initial stages and needs to be developed further. Besides that, the study only highlights the use of digital technology but does not describe in detail the type of digital technology being investigated, so that papers for future agendas can specifically discuss the type of digital technology applied. Take examples like AI and other programs or projects.

For the long term, for example, when dealing with the COVID-19 crisis, the competent authorities and managerial actors need to consider policies, controls, and accurate steps that lead to system improvements. By realizing and prioritizing technology in the system, company performance can be maximized. Also, internal regulations must optimize human resources in synergy with the use of technology that is more appropriate according to the development of the era. In this way, there are further policy implications as a pioneer in internal or external assessments regarding the integration of managerial resources into digital technology that enables universal business expansion.

Funding: This study received no external funding from other institutions.

Author Contributions: Conceptualization, I.R.H and L.A.W.; methodology, I.R.H.; software, D.C.D; validation, I.R.H., L.A.W., and D.C.D.; formal analysis, L.A.W.; investigation, I.R.H.; writing-original draft preparation, I.R.H and L.A.W.; writing-review and editing, D.C.D.; visualization, L.A.W and D.C.D.; supervision, L.A.W.; administration, D.C.D. All authors have read and agreed to the published version of the manuscript.

Data Availability Statement: Not applicable.

Acknowledgements: We pay attention and appreciate the professional comments from reviewers.

Conflicts of Interest: The authors declare no conflict of interest in this manuscript.

References

Comment [i-[8]: Please, use the template for the paper's formatting (https://www.virtual-economics.eu/index.php/VE/about/submissions) Revise citations throughout the whole text. Citations in the text should be numbered in order appearance in the text (including citations in tabl and legends) and listed individually at the end of paper, i.e [1–2].

1. International Monetery Fund. (2020). World economic outlook. Retrieved from https://www.imf.org/en/Publications/WEO/Issues/2020/09/30/world-economic-outlook-october-2020
2. Ratnasari, S. L., Rahmawati, R., Ramadania, R., Darma, D. C., & Sutjahjo, G. (2021). Ethical work climate in motivation and moral awareness perspective: The dilemma by the Covid-19 crisis?. *Journal Public Policy and Administration*, *20*(4), 398-409. https://doi.org/10.13165/VPA-21-20-4-04
3. BPS. (2021). Statistik e-Commerce [In english: e-Commerce statistics]. Retrieved from https://www.bps.go.id/publication/2021/12/17/667821e67421afd2c81c574b/statistik-e-commerce-2021.html
4. Tseng, S.-M., & Lee, P. S. (2014). The effect of knowledge management capability and dynamic capability on organizational performance. *Journal of Enterprise Information Management*, *27*(2), 158–179. https://doi.org/10.1108/JEIM-05-2012-0025
5. Agyabeng-Mensah, Y., Ahenkorah, E., Afum, E., & Owusu, D. (2020). The influence of lean management and environmental practices on relative competitive quality advantage and performance. *Journal of Manufacturing Technology Management*, *31*(7), 1351–1372. https://doi.org/10.1108/JMTM-12-2019-0443
6. Teece, D. J. (2007). Explicating dynamic capabilities: The nature and microfoundations of (sustainable) enterprise performance. *Strategic Management Journal*, *28*(13), 1319–1350. https://doi.org/10.1002/smj.640
7. Bleady, A., Hasaballah, A. H. A., & Ibrahim, S. B. (2018). Dynamic capabilities theory: Pinning down a shifting concept. *Academy of Accounting and Financial Studies Journal*, *22*(2), 1–16.
8. Samsudin, Z. binti, & Ismail, M. D. (2019). The concept of theory of dynamic capabilities in changing environment. *International Journal of Academic Research in Business and Social Sciences*, *9*(6), 1071–1078. http://dx.doi.org/10.6007/IJARBSS/v9-i6/6068
9. Teece, D. J. (2023). The evolution of the dynamic capabilities framework. In: *Adams, R., Grichnik, D., Pundziene, A., Volkmann, C. (eds) Artificiality and Sustainability in Entrepreneurship*. FGF Studies in Small Business and Entrepreneurship. Springer, Cham. https://doi.org/10.1007/978-3-031-11371-0_6
10. Teece, D., Peteraf, M., & Leih, S. (2016). Dynamic capabilities and organizational agility: Risk, uncertainty, and strategy in the innovation economy. *California Management Review*, *58*(4), 13–35. https://doi.org/10.1525/cmr.2016.58.4.13
11. Ghosh, S., Hughes, M., Hodgkinson, I., & Hughes, P. (2022). Digital transformation of industrial businesses: A dynamic capability approach. *Technovation*, *113*, 102414. https://doi.org/10.1016/j.technovation.2021.102414
12. Ellström, D., Holtström, J., Berg, E., & Josefsson, C. (2022). Dynamic capabilities for digital transformation. *Journal of Strategy and Management*, *15*(2), 272–286. https://doi.org/10.1108/JSMA-04-2021-0089
13. Li, L., Tong, Y., Wei, L., & Yang, S. (2022). Digital technology-enabled dynamic capabilities and their impacts on firm performance: Evidence from the COVID-19 pandemic. *Information & Management*, *59*(8), 103689. https://doi.org/10.1016/j.im.2022.103689
14. Akkaya, B., & Iqbal, Q. (2021). Linking dynamic capabilities and market performance of SMEs: The moderating role of organizational agility. *Istanbul Business Research*, *50*(2), 197–214. https://doi.org/10.26650/ibr.2021.50.961237
15. Awwad, A. S., Ababneh, O. M. A., & Karasneh, M. (2022). The mediating impact of IT capabilities on the association between dynamic capabilities and organizational agility: The case of the Jordanian IT sector. *Global Journal of Flexible Systems Management*, *23*(6), 315–330. https://doi.org/10.1007/s40171-022-00303-2
16. Baškarada, S., & Koronios, A. (2018). The 5S organizational agility framework: A dynamic capabilities perspective. *International Journal of Organizational Analysis*, *26*(2), 331–342. https://doi.org/10.1108/IJOA-05-2017-1163

17. Gyemang, M. D., & Emeagwali, O. L. (2020). The roles of dynamic capabilities, innovation, organizational agility and knowledge management on competitive performance in telecommunication industry. *Management Science Letters*, *10*(7), 1533–1542. https://doi.org/10.5267/j.msl.2019.12.013
18. Thomran, M., Alshallaqi, M., Al-Mamary, Y. H., & Abdulrab, M. (2022). The key enablers of competitive advantage formation in small and medium enterprises: The case of the Ha'il region. *Frontiers in Psychology*, *13*, 1030405. https://doi.org/10.3389/fpsyg.2022.1030405
19. McLaughlin, S. A. (2017). Dynamic capabilities: Taking an emerging technology perspective. International *Journal Manufacturing Technology and Management*, *31*(1/2/3), 62–81. https://doi.org/10.1504/IJMTM.2017.082014
20. Thomran, M., Alshallaqi, M., Al-Mamary, Y. H., & Abdulrab, M. (2022). The key enablers of competitive advantage formation in small and medium enterprises: The case of the Ha'il region. *Frontiers in Psychology*, *13*, 1030405. https://doi.org/10.3389/fpsyg.2022.1030405
21. Verhoef, P. C., Broekhuizen, T., Bart, Y., Bhattacharya, A., Dong, J. Q., Fabian, N., & Haenlein, M. (2021). Digital transformation: A multidisciplinary reflection and research agenda. *Journal of Business Research*, *122*, 889–901. https://doi.org/10.1016/j.jbusres.2019.09.022
22. Sommarberg, M., & Mäkinen, S. J. (2019). A method for anticipating the disruptive nature of digitalization in the machine-building industry. *Technological Forecasting and Social Change*, *146*, 808–819. https://doi.org/10.1016/j.techfore.2018.07.044
23. Moreau, F. (2013). The disruptive nature of digitization: The case of the recorded music industry. *International Journal of Arts Management*, *15*(2), 18–31.
24. Nambisan, S., Wright, M., & Feldman, M. (2019). The digital transformation of innovation and entrepreneurship: Progress, challenges and key themes. *Research Policy*, *48*(8), 103773. https://doi.org/10.1016/j.respol.2019.03.018
25. Katadata. (2022). Ini sektor UMKM yang banyak manfaatkan teknologi digital [In english: This is the MSME sector that makes a lot of use of digital technology]. Retrieved from https://databoks.katadata.co.id/datapublish/2022/11/14/ini-sektor-umkm-yang-banyak-manfaatkan-teknologi-digital
26. Baker, H., Kaddumi, T. A., Nassar, M. D., & Muqattash, R. S. (2023). Impact of financial technology on improvement of banks' financial performance. *Journal of Risk and Financial Management*, *16*(4), 230. https://doi.org/10.3390/jrfm16040230
27. Gillani, F., Chatha, K. A., Sadiq Jajja, M. S., & Farooq, S. (2020). Implementation of digital manufacturing technologies: Antecedents and consequences. *International Journal of Production Economics*, *229*, 107748. https://doi.org/10.1016/j.ijpe.2020.107748
28. Heredia, J., Castillo-Vergara, M., Geldes, C., Gamarra, F. M. C., Flores, A., & Heredia, W. (2022). How do digital capabilities affect firm performance? The mediating role of technological capabilities in the "new normal". *Journal of Innovation & Knowledge*, *7*(2), 100171. https://doi.org/10.1016/j.jik.2022.100171
29. Masoud, R., & Basahel, S. (2023). The effects of digital transformation on firm performance: The role of customer experience and IT innovation. *Digital*, *3*(2), 109–126. https://doi.org/10.3390/digital3020008
30. Respati, A. R. (2022). Daftar 14 perusahaan teknologi yang lakukan PHK massal pada 2022 [In english: List of 14 tech companies to undertake mass layoffs by 2022]. https://money.kompas.com/read/2022/11/21/114201626/daftar-14-perusahaan-teknologi-yang-lakukan-phk-massal-pada-2022?page=all
31. Sadigov, R. (2022). Impact of digitalization on entrepreneurship development in the context of business innovation management. *Marketing and Management of Innovations*, *1*(1), 167–175. https://doi.org/10.21272/mmi.2022.1-12
32. Tatli, H. S., Yavuz, M. S., & Ongel, G. (2023). The mediator role of task performance in the effect of digital literacy on firm performance. *Marketing and Management of Innovations*, *14*(2), 75–86. https://doi.org/10.21272/mmi.2023.2-08
33. Kusuma, G. A. T., Sapta, I. K. S., Wijana, I. M. D., Tahu, G. P., & Indiani, N. L. P. (2022). Building SMEs' passion for utilising digital media: A study of SMEs during the COVID-19 pandemic. *Forum Scientiae Oeconomia*, *10*(3), 151–168. https://doi.org/10.23762/FSO_VOL10_NO3_8
34. Zhghenti, T., & Chkareuli, V. (2021). Enhancing online business sector: Digital trust formation process. *Marketing and Management of Innovations*, *12*(2), 87–93. https://doi.org/10.21272/mmi.2021.2-07
35. Matt, C., Hess, T., & Benlian, A. (2015). Digital transformation strategies. *Business & Information Systems Engineering*, *57*(5), 339–343. https://doi.org/10.1007/s12599-015-0401-5

Formatted: Font: (Default) Times New Rom 10 pt, Italic

36. Slavković, M., Pavlović, K., Mamula Nikolić, T., Vučenović, T., & Bugarčić, M. (2023). Impact of digital capabilities on digital transformation: The mediating role of digital citizenship. *Systems*, *11*(4), 172. https://doi.org/10.3390/systems11040172
37. Rachinger, M., Rauter, R., Müller, C., Vorraber, W., & Schirgi, E. (2019). Digitalization and its influence on business model innovation. *Journal of Manufacturing Technology Management*, *30*(8), 1143–1160. https://doi.org/10.1108/JMTM-01-2018-0020
38. Tsou, H-T., & Chen, J-S. (2021). How does digital technology usage benefit firm performance? Digital transformation strategy and organisational innovation as mediators. *Technology Analysis and Strategic Management*, *35*(9), 1114–1127. https://doi.org/10.1080/09537325.2021.1991575
39. Martínez-Caro, E., Cegarra-Navarro, J. G., & Alfonso-Ruiz, F. J. (2020). Digital technologies and firm performance: The role of digital organisational culture. *Technological Forecasting and Social Change*, *154*, 119962. https://doi.org/10.1016/j.techfore.2020.119962
40. Shahadat, M. M. H., Chowdhury, A. H. M. Y., Nathan, R. J., & Fekete-Farkas, M. (2023). Digital technologies for firms' competitive advantage and improved supply chain performance. *Journal of Risk and Financial Management*, *16*(2), 94. https://doi.org/10.3390/jrfm16020094
41. Ridwandono, D., & Subriadi, A. P. (2019). IT and organizational agility: A critical literature review. *Procedia Computer Science 161*, 151–159. https://doi.org/10.1016/j.procs.2019.11.110
42. Oliveira-Dias, D., Maqueira-Marín, J. M., & Moyano-Fuentes, J. (2022). The link between information and digital technology of industry 4.0 and agile supply chain: Mapping current research and establishing new research avenues. *Computer and Industrial Engineering*, *167*, 108000. https://doi.org/10.1016/j.cie.2022.108000
43. Saputra, N., Sasanti, N., Alamsjah, F., & Sadeli, F. (2022). Strategic role of digital capability on business agility during COVID-19 era. *Procedia Computer Science*, *197*, 326–335. https://doi.org/10.1016/j.procs.2021.12.147
44. Zhang, H., Ding, H., & Xiao, J. (2023). How organizational agility promotes digital transformation: An empirical study. *Sustainability*, *15*(14), 11304. https://doi.org/10.3390/su151411304
45. Zhu, K., & Kraemer, K. L. (2005). Post-adoption variations in usage and value of e-business by organizations: Cross-country evidence from the retail industry. *Information Systems Research*, *16*(1), 61–84. https://doi.org/10.1287/isre.1050.0045
46. Caputo, A., Pizzi, S., Pellegrini, M. M., & Dabić, M. (2021). Digitalization and business models: Where are we going? A science map of the field. *Journal of Business Research*, *123*, 489–501. https://doi.org/10.1016/j.jbusres.2020.09.053
47. Li, F. (2020). The digital transformation of business models in the creative industries: A holistic framework and emerging trends. *Technovation*, *92–93*, 102012. https://doi.org/10.1016/j.technovation.2017.12.004
48. Vial, G. (2019). Understanding digital transformation: A review and a research agenda. *The Journal of Strategic Information Systems*, *28*(2), 118–144. https://doi.org/10.1016/j.jsis.2019.01.003
49. Warner, K. S. R., & Wäger, M. (2018). Building dynamic capabilities for digital transformation: An ongoing process of strategic renewal. Long Range Planning, 52(3), 326–349. https://doi.org/10.1016/j.lrp.2018.12.001
50. Troise, C., Vincenzo C., Abby G., & Nicholas O. (2022). How can SMEs successfully navigate VUCA environment: The role of agility in the digital transformation era. *Technological Forecasting and Social Change*, *174*, 121227. https://doi.org/10.1016/j.techfore.2021.121227
51. Liu, H. M., & Yang, H.F. (2019). Managing network resource and organizational capabilities to create competitive advantage for SMEs in a volatile environment. *Journal of Small Business and Entrepreneurship*, *57(*S2), 155–171. https://doi.org/10.1111/jsbm.12449
52. Ravichandran, T. (2018). Exploring the relationships between IT competence, innovation capacity and organizational agility. *Journal of Strategic Information Systems*, *27*(1), 22. https://doi.org/10.1016/j.jsis.2017.07.002
53. Çakmak, Z. (2023). Adapting to environmental change: The importance of organizational agility in the business landscape. *Florya Chronicles of Political Economy*, *9*(1), 42-53.
54. Chen, Y., Xu, S., Lyulyov, O., & Pimonenko, T. (2023). China's digital economy development: Incentives and challenges. *Technological and Economic Development of Economy*, *29*(2), 518–538. https://doi.org/10.3846/tede.2022.18018
55. Kwilinski, A. (2023). E-Commerce and sustainable development in the European Union: A comprehensive analysis of SDG2, SDG12, and SDG13. *Forum Scientiae Oeconomia*, *11*(3), 87–107. https://doi.org/10.23762/FSO_VOL11_NO3_5

56. Kwilinski, A., Lyulyov, O., & Pimonenko, T. (2023). Unlocking sustainable value through digital transformation: An examination of ESG performance. *Information*, *14*(8), 444. https://doi.org/10.3390/info14080444
57. Lyulyov, O., Pimonenko, T., Saura, J. R., & Barbosa, B. (2024). How do e-governance and e-business drive sustainable development goals?. *Technological Forecasting and Social Change*, *199*, 123082. https://doi.org/10.1016/j.techfore.2023.123082
58. Shpak, N., Karpyak, A., Rybytska, O., Gvozd, M., & Sroka, W. (2023). Assessing the business models of Ukrainian IT companies. *Forum Scientiae Oeconomia*, *11*(1), 13–48. https://doi.org/10.23762/FSO_VOL11_NO1_2
59. Topcuoglu, E., Oktaysoy, O., Uygungil-Erdogan, S., Kaygin, E., & Karafakioglu, E (2023). The mediating role of job security in the impact of digital leadership on job satisfaction and life satisfaction. *Marketing and Management of Innovations*, *14*(1), 122–132. https://doi.org/10.21272/mmi.2023.1-11
60. Trofymenko, M., Bulatova, O., Trofymenko, A., & Vyshniakov, O. (2023). Digital development and technological innovations: Inequality and asymmetry. *Marketing and Management of Innovations*, *14*(3), 215–229. https://doi.org/10.21272/mmi.2023.3-19
61. Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate data analysis, Seventh Ed*. New Jersey: Prentice Hall.
62. Hair, J. F., Hult, G. T. M., Ringle, C., & Sarstedt, M. (2017). *A primer on partial least squares structural equation modeling (PLS-SEM), 2nd Ed*. Washington D.C: SAGE Publications.
63. Ramadania, R., Ratnawati, R., Juniwati, J., Afifah, N., Heriyadi, H., & Darma, D. C. (2022). Impulse buying and hedonic behaviour: A mediation effect of positive emotions. *Virtual Economics*, *5*(1), 43–64. https://doi.org/10.34021/ve.2022.05.01(3)
64. Hair, J. F., Hult, G. T. M., Ringle, C., & Sarstedt, M. (2014). A primer on partial least squares structural equation modeling (PLS-SEM). London: SAGE Publications.
65. Audretsch, D. B., & Belitski, M., (2021). Knowledge complexity and firm performance: Evidence from the European SMEs. *Journal of Knowledge Management*, *25*(4), 693–713. https://doi.org/10.1108/JKM-03-2020-0178
66. Fichman, R., Santos, B., & Zheng, E. (2014). Digital innovation as a fundamental and powerful concept in the information systems curriculum. *MIS Quarterly*, *38*(2), 329–353. https://doi.org/10.25300/MISQ/2014/38.2.01
67. Teece, D. J., Pisano, G., & Shuen, A. (1997). Dynamic capabilities and strategic management. *Strategic Management Journal*, *18*(7), 509–533. https://doi.org/10.1002/(SICI)1097-0266(199708)18:7<509::AID-SMJ882>3.0.CO;2-Z
68. Abubakre, M., Zhou, Y., & Zhou, Z. (2022). The impact of information technology culture and personal innovativeness in information technology on digital entrepreneurship success. *Information Technology & People*, *35*(1), 204–231. https://doi.org/10.1108/ITP-01-2020-0002
69. Berisha-Shaqiri, A., & Berisha-Namani, M. (2015). Information technology and the digital economy. *Mediterranean Journal of Social Sciences*, *6*(6), 78–83. https://doi.org/10.5901/mjss.2015.v6n6p78
70. Pérez-Aróstegui, M. N., Bustinza-Sánchez, F., & Barrales-Molina, V. (2015). Exploring the relationship between information technology competence and quality management. *BRQ Business Research Quarterly*, *18*(1), 4–17. https://doi.org/10.1016/j.brq.2013.11.003
71. Riedl, R., Benlian, A., Hess, T., Stelzer, D., & Sikora, H. (2017). On the Relationship Between Information Management and Digitalization. *Business and Information Systems Engineering*, *59*(6), 475–482. https://doi.org/10.1007/s12599-017-0498-9
72. Guo, X., Li, M., Wang, Y., & Mardani, A. (2023). Does digital transformation improve the firm's performance? From the perspective of digitalization paradox and managerial myopia. *Journal of Business Research*, *163*, 113868. https://doi.org/10.1016/j.jbusres.2023.113868
73. Wang, H., Cao, W., & Wang, F. (2022). Digital transformation and manufacturing firm performance: Evidence from China. *Sustainability*, *14*(16), 10212. https://doi.org/10.3390/su141610212
74. Kristensson, P. (2019). Future service technologies and value creation. *Journal of Services Marketing*, *33*(4), 502–506. https://doi.org/10.1108/JSM-01-2019-0031
75. Zhang, P., Zhou, E., Lei, Y., & Bian, J. (2021). Technological innovation and value creation of enterprise innovation ecosystem based on system dynamics modelling. *Mathematical Problems in Engineering*, *2021*, 5510346. https://doi.org/10.1155/2021/5510346

76. Mulyono, H., & Syamsuri, A. R. (2023). Organizational agility, open innovation, and business competitive advantage: Evidence from culinary SMEs in Indonesia. *International Journal of Social Science and Business*, *7*(2), 268–275. https://doi.org/10.23887/ijssb.v7i2.54083
77. Audretsch, D. B., & Belitski, M. (2021). Towards an entrepreneurial ecosystem typology for regional economic development: The role of creative class and entrepreneurship. *Regional Studies*, *55*(4), 735–756. https://doi.org/10.1080/00343404.2020.1854711
78. AlNuaimi, B. K., Singh, S. K., Ren, S., Budhwar, P., & Vorobyev, D. (2022). Mastering digital transformation: The nexus between leadership, agility, and digital strategy. Journal of Business Research, 145, 636–648. https://doi.org/10.1016/j.jbusres.2022.03.038
79. D'Oliveira Andrade, C. R., Gonçalo, C. R., & Santos, A. M. (2022). Digital transformation with agility: The emerging dynamic capability of complementary services. *Revista de Administração Mackenzie*, *23*(6), 1–47. https://doi.org/10.1590/1678-6971/eRAMD220063.en

Appendix

Table A-1. Descriptive Statistics Recapitulation of Constructs and Indicator Variables

Formatted Table

DTU	Statement	Mean	Indication
Information Exchange and Transaction/IET			
IET1	Our company has a fast transaction and information process	3.63	Agree
IET2	Our company has a transaction system that is easy to apply	3.7	Agree
Distributed Ledger/DL			
DL1	Our company develops information security systems for consumers	3.73	Agree
DL2	This company builds a good information security system network	3.67	Agree
Shared Infrastructure/SI			
SI1	Companies target digital technology to share information across departments or across divisions	3.74	Agree
SI2	Our company has a digital technology connection	3.6	Agree
Mean average		*3.68*	*Agree*
DTS	**Statement**	**Mean**	**Indication**
Digital Strategy Sensing/DSS			
DSS1	Before implementing widespread use of digital technology with successful experiments in one or several company divisions	3.66	Agree
DSS2	Our company adopts digital technology into its strategy and corporate goals	3.73	Agree
DSS3	Our company responds to change by utilizing digital technology	3.65	Agree
Digital Seizing/DS			
DS1	Our company collaborates with external parties in developing digital technology	3.69	Agree
DS2	The company has designed a digital business model	3.72	Agree
DS3	Our company increases the knowledge of company employees about digital technology	3.6	Agree
Digital Transforming/DT			
DT1	This company makes good use of digital technology	3.7	Agree
DT2	Our company encourages digital technology to expand product or service innovation	3.68	Agree
DT3	Our company prioritizes the latest digital technology to provide customer satisfaction	3.83	Agree

Mean average		*3.7*	*Agree*
OA	**Statement**	**Mean**	**Indication**
Digital Technology Capabilities/DTC			
DTC1	Our company can support digital technology well	3.82	Agree
DTC2	The company synergizes digital technology in developing product or service innovations	3.57	Agree
DTC3	This company encourages the latest digital technology to provide customer satisfaction	3.7	Agree
Relational Capabilities/RC			
RC1	This company has partners who help solve company problems	3.61	Agree
RC2	The company is here to help uncover and solve problems when needed	3.7	Agree
RC3	Our company has partners who are always committed to offering new alternatives	3.84	Agree
Innovation Capabilities/IC			
IC1	Our company innovates	3.68	Agree
IC2	The company offers new access, including creativity support	3.81	Agree
IC3	Our company is always looking for new ideas	3.59	Agree
IC4	Our company can tolerate the risks of innovation	3.71	Agree
Mean average		*3.7*	*Agree*
FP	**Statement**	**Mean**	**Indication**
Financial Performance/FP			
FP1	Our company is experiencing sales growth	3.63	Agree
FP2	The company succeeded in retaining consumers continuously	3.55	Agree
FP3	The company is experiencing progress in profitability	3.75	Agree
FP4	Revenue at the company grew better than before	3.62	Agree
Marketing Performance/MP			
MP1	Compared to the previous period, our company succeeded in entering new markets faster than competitors	3.8	Agree
MP2	Our company succeeded in introducing new products or services to the market faster than competitors	3.62	Agree
MP3	Compared to the previous period, our company has a larger market share than competitors	3.67	Agree
Mean average		*3.66*	*Agree*

Source: data output.
Abbreviations: DTS = *Digital Technology Usage*, DTS = *Digital Transformation Strategy*, OA = *Organizational Agility*, and FP = *Firm Performance*.

Formatted: Font: 10 pt