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DIGITAL TRANSFORMATION MANAGEMENT AND ORGANIZATIONAL PERFORMANCE: THE MEDIATING ROLE OF ORGANIZATIONAL AGILITY AND THE MODERATING EFFECT OF TECHNOLOGICAL READINESS

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Abstract

This study examined the relationship between digital transformation management and organizational performance, while considering the mediating role of organizational agility and the moderating effect of technological readiness. A quantitative research design was applied, and data were collected from a sample of 320 employees working in technology-driven and service-based organizations. Structural equation modelling was used to test the proposed hypotheses and examine direct, mediating, and moderating relationships. The results revealed that digital transformation management significantly influenced organizational performance ($\beta = 0.61$, $p < 0.001$). Organizational agility also showed a significant positive effect on performance ($\beta = 0.47$, $p < 0.001$). Mediation analysis confirmed that organizational agility partially mediated the relationship between digital transformation and performance, with an indirect effect of $\beta = 0.29$ ($p < 0.001$). Furthermore, technological readiness significantly moderated the relationship between digital transformation and organizational agility ($\beta = 0.21$, $p = 0.001$), indicating a stronger effect at higher levels of readiness. The model explained a substantial proportion of variance in organizational performance ($R^2 = 0.58$), demonstrating strong explanatory power. The findings concluded that digital transformation alone was insufficient for achieving superior performance unless supported by organizational agility and technological readiness. Organizations that integrated digital capabilities with agile structures and advanced technological infrastructure achieved higher efficiency, adaptability, and overall performance. The study contributed to the growing literature on digital transformation by providing an integrated framework that combined mediation and moderation mechanisms within a single model.

Keywords: Digital Transformation, Organizational Agility, Organizational Performance, Structural Equation Modelling, Technological Readiness, Transformation Management

1. Introduction

In recent years, digital transformation has become a critical issue for firms looking to thrive in rapidly evolving and technology-enabled markets. It went beyond the use of digital technologies; it also involved changes in business processes, strategies and value creation. Previous studies suggested that digital transformation transformed the structure and improved efficiency, allowing companies to adapt to the fast-changing market demands (Michelotto et al., 2024). Companies across sectors heavily invested in digital technologies to enhance productivity, innovation, and customer interactions.

Performance continued to be a critical focus in the digital age, with firms seeking to leverage investments in technologies for improved performance. Research showed that digital transformation played a

pivotal role in enhancing performance by driving innovation, agility, and efficiency (Fitriani et al., 2026; Hanum et al., 2026). The link between digital transformation and performance was often not straightforward, implying the existence of intermediary factors that influenced this link.

Organizational agility received increasing attention as an important capability that helped organizations respond to environmental changes. This was defined as the capacity of organizations to perceive, react and reconfigure resources. Research evidence indicated that organizational agility was a dynamic capability that improved the effectiveness of digital transformation initiatives (Zheng, 2025; Danielsen et al., 2026). Organizations with agility showed greater responsiveness, adaptability and innovation, leading to better performance. Another key factor that influenced the outcomes of digital transformation initiatives was technological readiness. This captured the degree to which organizations had the technological infrastructure, capabilities and culture needed to execute digital initiatives. Previous research suggested that firms with greater technological readiness experienced enhanced digital transformation outcomes and performance (Rahmadani et al., 2025; Michelotto et al., 2024). It was crucial to understand the effects of the interactions of digital transformation, organizational agility, and technological readiness for both theory and practice.

Background of the Study

Digital technologies like artificial intelligence, big data, and cloud computing have rapidly evolved and reshaped the global business environment. Digital technologies were widely embraced to improve efficiency and gain competitive advantage. Studies indicated that digital transformation was no longer a choice but imperative for survival in uncertain times. Organizational agility emerged to address challenges of digital transformation. It allowed organisations to adapt to changes through flexibility and innovation. Research showed that agility had several components, such as operational, strategic and employee agility, which all positively impacted organizational performance (Danielsen et al., 2026; Zheng, 2025). Technological readiness was identified as a key component of digital transformation. It involved availability of digital infrastructure, skills of employees, and support systems. Research highlighted that a lack of technological readiness posed significant challenges in successful execution of digital initiatives (Michelotto et al., 2024).

More recent research highlighted the inter-relationships between digital transformation, agility, and performance. Digital transformation initiatives boosted organizations' capabilities, and agility served as the mechanism that turned these capabilities into performance (Fitriani et al., 2026; Hanum et al., 2026). This emerging research stream pointed to the need for a holistic approach that considered the mediating and moderating effects in studies on digital transformation.

Research Problem

Despite the vast amount of literature on digital transformation, there remained conflicting evidence of the effect on organizational performance. While some reported a positive relationship, other research indicated that digital investments were not always beneficial. This suggested other factor affected the success of digital transformation efforts. There were few empirical research studies that considered the mediating effect of organizational agility, and the moderating effect of technological readiness, in the same model. They were often analysed separately, with a lack of insight into their joint impact on organisational performance. Filling this gap was critical for a more complete understanding of the impact of digital transformation on an organisation's performance.

Objectives of the Study

1. To examine the impact of digital transformation management on organizational performance
2. To analyse the mediating role of organizational agility in the relationship between digital transformation and performance
3. To investigate the moderating effect of technological readiness on digital transformation outcomes

Research Questions

Q1. How did digital transformation management influence organizational performance?

Q2. Did organizational agility mediate the relationship between digital transformation and organizational performance?

Q3. How did technological readiness moderate the relationship between digital transformation and organizational agility?

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Significance of the Study

This study extended the literatures on digital transformation by bringing digital transformation, agility and technological readiness together. It advanced the theory of dynamic capabilities by showing that agility served as a mediator and technological readiness as a moderator of the digital transformation outcomes. The results contributed to the theoretical understanding of the underlying dynamics among these variables and resolved existing gaps in the literature. The research provided insights for practitioners. It emphasised the need to build agile organisational structures and improve technological readiness to reap the rewards of digital transformation efforts. Firms that synchronized their technological readiness and agility strategies performed better and gained a competitive edge.

Hypotheses Development

H1: Digital transformation management significantly influenced organizational performance.

H2: Digital transformation management significantly influenced organizational agility.

H3: Organizational agility significantly influenced organizational performance.

2. Literature Review

Digital Transformation and Organizational Performance

In recent years, digital transformation was emerging as a key factor in enhancing organizational performance. This process entailed the use of digital tools to enhance organizational productivity, innovation and decision-making. Existing studies suggested that digital transformation boosted value creation by transforming business models and driving competitive advantages (Vial 2019; Verhoef et al 2021). Firms implementing digital strategies showed enhanced efficiency and market competitiveness. The new paradigm of digital transformation has been increasingly applied to the processes of organizations, incorporating modern technologies like artificial intelligence (AI) into decision-making, leadership, and management processes. Recent studies reveal that AI-enabled strategic decision-making improves organizational agility, efficiency and performance by facilitating data-driven, responsive, and adaptive management approaches (Iram et al., 2025). Similarly, the application of AI in leadership and management enhances services and performance in institutions, especially in complex organizational settings where technology-based governance is crucial (Malik & Rafiq-uz-Zaman, 2025). Still, the adoption of digital transformation initiatives depends on technology readiness and supportive policy settings, as uncertainty in AI governance policies can inhibit institutional adaptation and affect performance (Rafiq-uz-Zaman, 2025a; 2025b). Further, the use of AI in management practices shows its capacity to streamline processes, resource allocation, and improve administrative efficiency, confirming its importance in facilitating digital transformation.

At the human and organisational level, leadership and working conditions play a crucial role in affecting performance outcomes, especially in knowledge-driven jobs where disengagement issues (including quiet quitting) can hinder productivity and organisational performance (Asif & Rafiq-uz-Zaman, 2026). This highlights the role of agility, as companies need to respond to technological advancements as well as human resource issues. In turn, uncertainty-driven decision making is essential for organizations to be agile and responsive to environmental changes (Rafiq-uz-Zaman & Jabeen, 2024). Taken together, these research findings highlight the role of digital transformation, facilitated by technological readiness and supportive organisational agility, in improving organisational performance, as well as the importance of organisational agility as a mediator and the moderating role of contextual and behavioural factors.

The link between digital transformation and performance was also examined by its effects on innovation and customer interactions. Firms leveraged digital technologies to innovate and create new products and services and improve customer experience through analytics. Research evidence indicated that firms leveraging digital technologies enjoyed improved firm productivity and innovation performance (Nadkarni & Prügl, 2021; Kraus et al., 2022). These studies revealed the impact of digital initiatives on firms.

Digital transformation enhanced firm resilience and agility in the face of uncertainty. Organisations with digital capabilities were better able to adapt to changes and challenges. Studies stressed the importance of digital transformation enhancing flexibility and sustainability (Warner & Wäger, 2019; Li et al., 2023).

Intermediating Effects of Organizational Agility

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Organizational agility emerged as an important factor that allowed businesses to quickly adapt to the changing environment. It involved the ability to perceive opportunities, decide and reconfigure resources effectively. Research has shown that organizational agility was critical in improving the success of digital transformation (Asif & Bashir, 2026; Teece et al., 2016; Roberts & Grover, 2012). Organizational agility enabled organizations to be more responsive and innovative in volatile markets.

The moderating effect of organizational agility on the link between digital transformation and performance was a focal point of recent studies. The view was put forward that digital transformation would not necessarily lead to better performance without agile processes and structures. Research findings demonstrated agility's role in converting digital capabilities to performance (Ravichandran, 2018; Queiroz et al., 2021). This suggested the need for flexibility and agility in driving successful digital transformation.

Agility was defined as a multi-dimensional concept, comprising operational, strategic and workforce agility. These allowed companies to make the most of digital technologies and adapt. Studies indicated that firms with greater agility levels had better links between digital strategies and performance (Shams et al., 2021; Tallon et al., 2019).

Moderating Role of Technological Readiness

Readiness for technology was seen as a critical element in the success of digital transformation. It represented the degree to which organisations had the infrastructure, skills and technological know-how to implement digital innovations. Research showed firms with greater technological readiness were better at implementing digital strategies (Parasuraman, 2000; Oliveira & Martins, 2011). This implied that readiness was a key enabler of digital transformation.

Technological readiness impacted the relationship between digital transformation and agility. Those with superior technology readiness were more likely to effectively use technology to improve agility. Studies showed technological readiness enhanced the positive relationship between digital transformation and agility (Mikalef et al., 2020; Dubey et al., 2020). This moderating effect highlighted the need for technological resource alignment with the corporate strategy. Technological readiness impacted innovation and competitiveness. Organizations with advanced technology and skilled workforce were more innovative and flexible. Evidence indicated technological readiness improved the impact of digital transformation through collaboration and information exchange (Cenamor et al., 2019; Bharadwaj et al., 2013).

3. Research Methodology

Research Design

This research used a quantitative approach to investigate the links between digital transformation management, agility, technological readiness and performance. Data were gathered through cross-sectional survey. The quantitative approach allowed statistical hypothesis testing and objective assessment of the variables.

Population and Sampling

The population of this study were employees of technology-based and service-based organisations. These companies were involved in digital transformation projects and were therefore relevant for the study. The study used purposive sampling to identify individuals with suitable knowledge and expertise in digital transformation practices. A sample of 320 respondents was achieved, offering adequate sample size for statistical analysis. The respondents included persons from different levels of management and operations to get the representative sample.

Data Collection Method

Data were collected using a questionnaire. The questionnaire was sent via online surveys (e-mail and Google Form) to make it convenient for the respondents to complete. Respondents were voluntary, and their responses were kept confidential. We sent out 350 questionnaires and received 320 valid responses, which were used for analysis; the response rate was excellent.

Measurement of Variables

Researcher used scales adapted from published research to measure the constructs used in the study, ensuring validity. Digital transformation management was assessed using indicators of the degree of digital integration in the organisation. Organizational agility was evaluated using measures of responsiveness,

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flexibility and adaptability. Technology readiness was assessed through indicators of technological infrastructure, skills and capabilities. Business performance was measured in terms of financial and non-financial performance. The variables were measured using a five-point Likert scale.

Data Analysis Techniques

SPSS software and Structural Equation Modelling (SEM) via SmartPLS were used to analyse the data. Data were described using descriptive statistics and tested for reliability and validity. Correlations were used to explore variable interrelationships. SEM was used to examine the direct, indirect and moderating effects of our model. Significance of path coefficients and indirect effects were examined using the bootstrap.

4. Results and Analysis

Descriptive Statistics

Descriptive statistics were used to summarize the central tendency and variability of the study variables, including digital transformation management, organizational agility, technological readiness, and organizational performance. Mean values indicated the overall perception of respondents, while standard deviation reflected the level of dispersion in responses.

Table 1

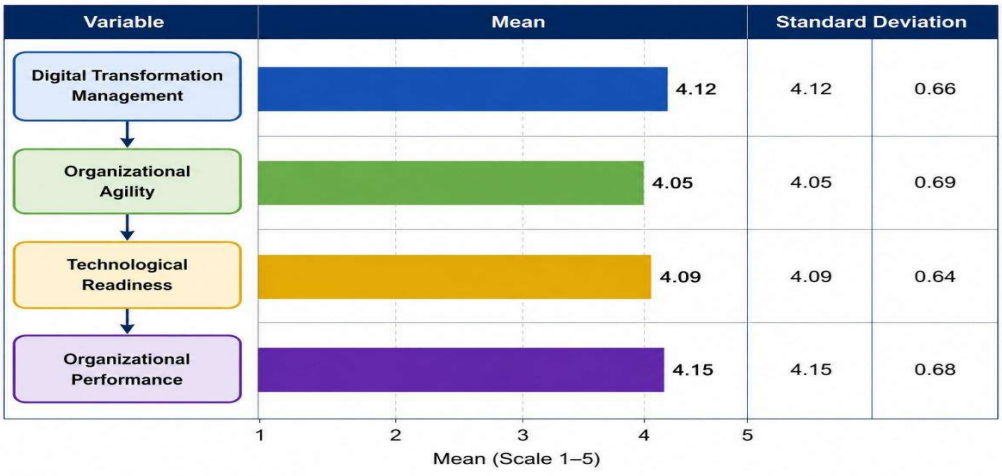
Descriptive Statistics of Study Variables

Variable	Mean	Standard Deviation
Digital Transformation Management	4.12	0.66
Organizational Agility	4.05	0.69
Technological Readiness	4.09	0.64
Organizational Performance	4.15	0.68

These findings revealed that, all variables exhibited high mean scores of above 4.00, which means that respondents strongly agreed on the existence of digital transformation practices, agility, technological preparedness and performance in their respective organizations. The highest mean value was reported in organizational performance (4.15), indicating the respondents viewed their organizations as reporting good performance both financially and otherwise. The values of standard deviation were between 0.64 and 0.69, which indicated a moderate variability in responses. This implied that the data were reasonably stable and participants had common perceptions regarding the constructs which the research was aimed at measuring. The least variability was observed in technological readiness (0.64) as it indicates a more coherent consensus in views on technological capabilities in organizations. The descriptive results revealed that the organizational climate was positive with digital transformation initiatives that were consistent with agility and technological readiness. These findings were preliminary indications of the further statistical analysis that the key variables were properly defined and were quantifiable in the chosen sample.

Figure 1

Descriptive Statistics of Study Variables



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Correlation Analysis

Correlation analysis was conducted to examine the strength and direction of relationships among the study variables. Pearson correlation coefficients were calculated to determine whether significant associations existed between digital transformation management, organizational agility, technological readiness, and organizational performance.

Table 2

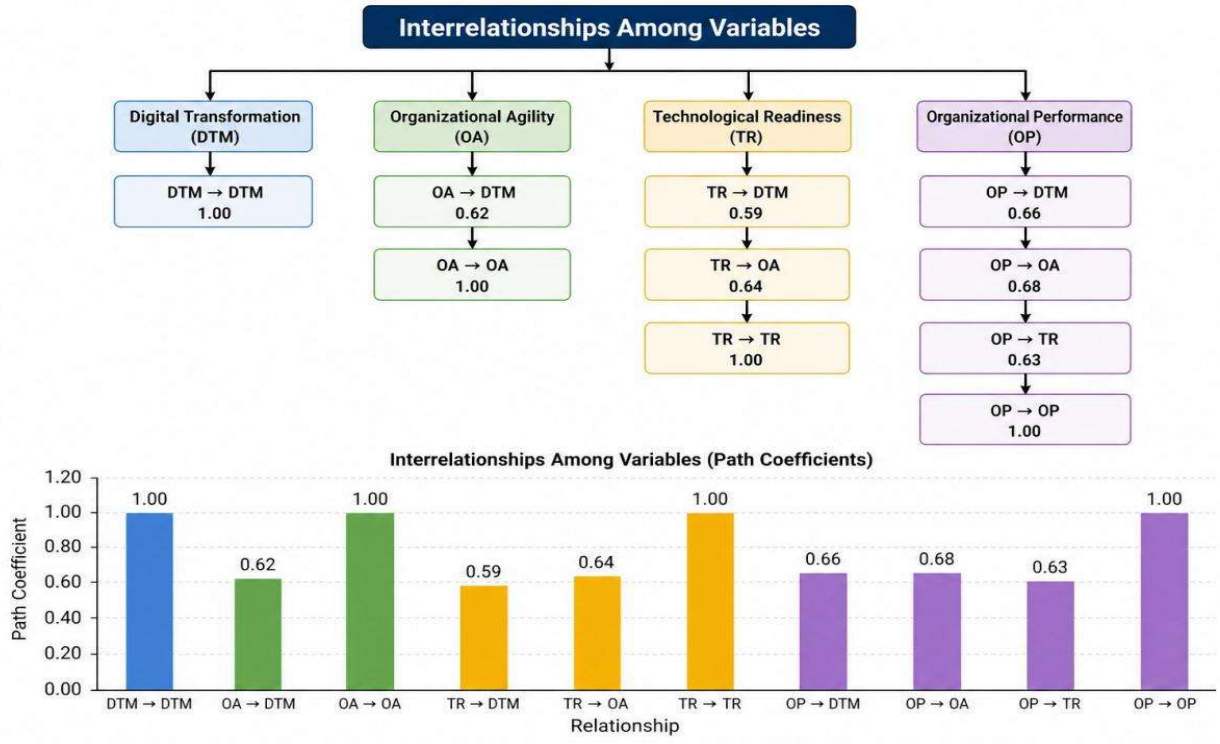
Correlation Matrix

Variable	DTM	OA	TR	OP
Digital Transformation (DTM)	1.00			
Organizational Agility (OA)	0.62	1.00		
Technological Readiness (TR)	0.59	0.64	1.00	
Organizational Performance (OP)	0.66	0.68	0.63	1.00

The results of the correlation showed that there are very strong positive correlations between all study variables. Digital transformation management was significantly positively correlated with organizational performance (r = 0.66), which indicates that the more digital initiatives, the better the organizational performance. On the same note, organizational agility was found to have a significant connection with performance (r = 0.68), indicating its significance in the success of an organization. There was also a positive correlation between technological readiness and organizational agility (r = 0.64), as well as performance (r = 0.63). These results indicated that those organizations that had superior technological infrastructure and capabilities were more responsive and had higher levels of performance. The relationship between digital transformation and organizational agility (r = 0.62) also revealed that digital initiatives increased responsiveness and adaptability of organizations. Correlation analysis ensured that all the variables were significantly and positively correlated. The results were a solid foundation to further test direct, mediating, and moderating relationship with more sophisticated statistical methods.

Figure 2

Correlation Matrix



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Regression Analysis

Regression analysis was performed to examine the direct impact of digital transformation management on organizational performance. This analysis provided insights into the predictive power of digital transformation in explaining variations in performance outcomes.

Table 3

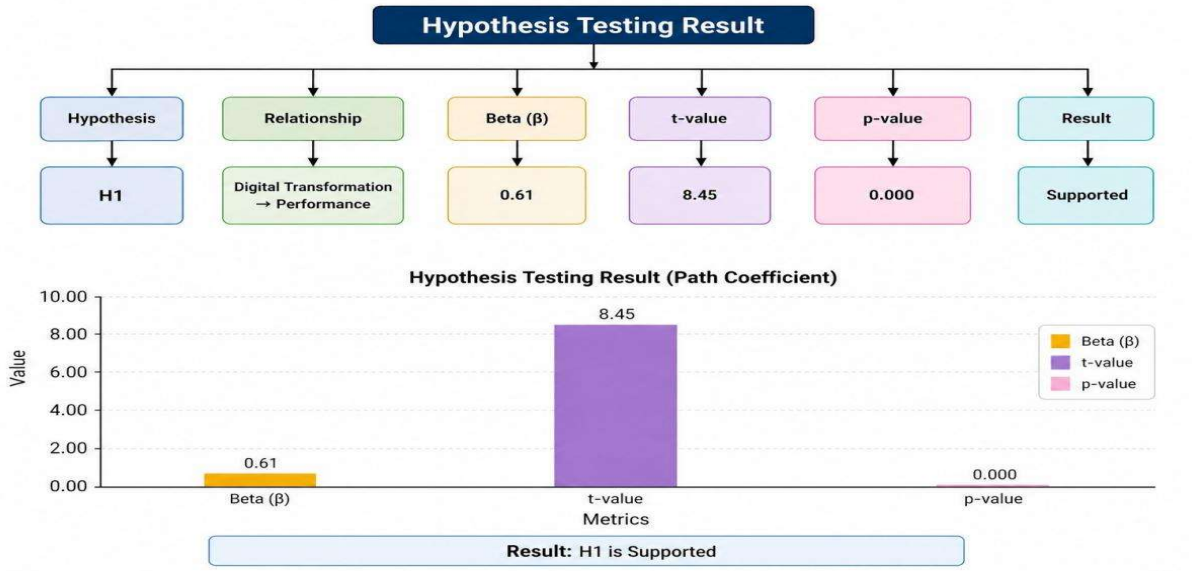
Regression Results

Hypothesis	Relationship	Beta (β)	t-value	p-value	Result
H1	Digital Transformation → Performance	0.61	8.45	0.000	Supported

The regression outcomes revealed that the magnitude of impact of digital transformation management on the organizational performance was significant (0.61, $p < 0.001$). The beta value was large, which implied that there was a strong predictive relationship such that the higher the degree of digital transformation, the better the performance results of an organization. The statistical significance of the relationship was also confirmed with the t-value (8.45). The results implied that digital transformation was a key success factor of organizations. Organizations became more efficient, innovative, and able to make decisions after adopting the digital technologies in their business processes. The improvements led to improvement in performance outcomes, which supported the proposed hypothesis. The regression analysis also empirically demonstrated that the digital transformation management was an important factor in enhancing organizational performance. This finding was in line with the theoretical assumptions and prior studies that support the significance of digital strategies in contemporary organizations.

Figure 3

Regression Results



Mediation Analysis

Mediation analysis was conducted to examine the role of organizational agility as an intermediary variable between digital transformation and organizational performance. Structural Equation Modelling (SEM) was used to test the indirect effect.

Table 4

Mediation Results

Path	Beta (β)	t-value	p-value	Result
Digital Transformation → Agility	0.62	7.90	0.000	Significant
Agility → Performance	0.47	6.85	0.000	Significant
Indirect Effect	0.29	5.72	0.000	Partial Mediation

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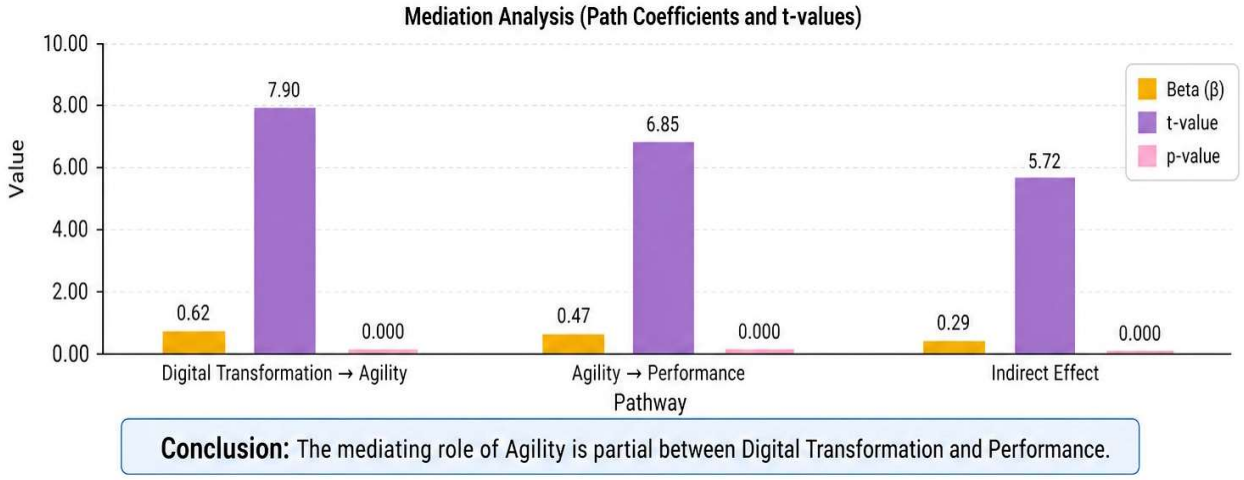
The mediation analysis showed that digital transformation had a major impact on organizational agility (= 0.62), which, in turn, impacted positively organizational performance (= 0.47). These findings have shown that agility was a significant process by which digital transformation enhanced performance outcomes. The indirect effect (= 0.29) was significant, which proves the existence of mediation. This implied that some of the effects of digital transformation on performance worked via organizational agility. Companies that successfully integrated digital activities and agility had better performance outcomes. The results showed the partial mediation, which means that the digital transformation had a direct and indirect impact on performance as manifested by agility. This underscored the need to create agile capabilities with digital strategies to maximise organizational benefits.

Figure 4
Mediation Results



Moderation Analysis

Moderation analysis was conducted to examine whether technological readiness influenced the relationship between digital transformation and organizational agility. An interaction term was used to test the moderating effect.

Table 5
Moderation Results

Hypothesis	Relationship	Beta (β)	t-value	p-value	Result
H3	DTM × Technological Readiness ⟶ Agility	0.21	3.95	0.001	Supported

The moderation findings showed that technological preparedness was a significant factor to enhance the connection between digital transformation and organizational agility (= 0.21, p < 0.01). This result implied that the more technologically prepared organizations had a greater positive impact of digital transformation on agility. The remarkable interaction effect indicated that agility had a relationship with digital transformation which had a boundary condition of technological preparedness. Companies that had a developed system of technologies and knowledge employees could exploit digital projects and become more responsive to the changes in the environment. The findings supported the fact that technological preparedness was a significant moderator. It improved the efficacy of the digital transformation initiatives and helped to achieve improved organizational agility, which eventually facilitated improved performance outcomes.

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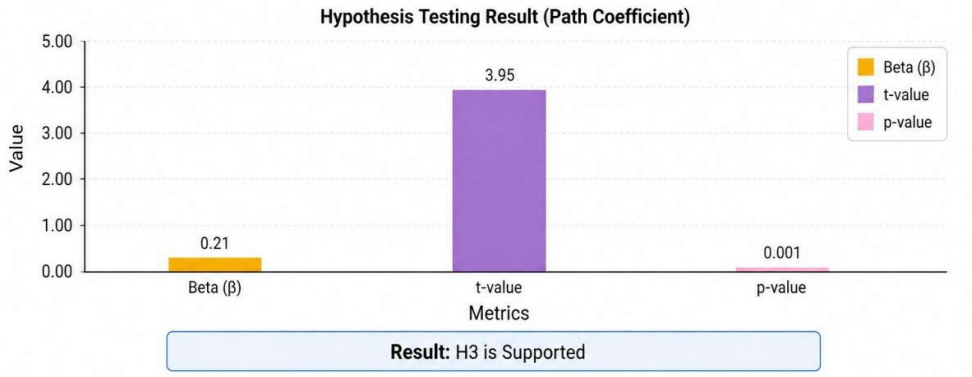
Figure 5
Moderation Results



5. Discussion

The results indicated that the digital transformation management had a significant and beneficial impact on the performance of the organization, validating the strategic role of digital initiatives in modern organizations. This finding was consistent with the latest empirical evidence that indicated that companies taking advantage of digital technologies attained high operational efficiency and responsiveness to the market (Bresciani et al., 2021; Troise et al., 2022). The high correlation showed that digital change helped in streamlining the processes, making better decisions, and engaging customers better, which all added to the better performance results. The findings also backed the claim that the digital transformation was one of the primary facilitators of the value creation in the dynamic business setting.

Another finding of the study was that the digital transformation had a significant impact on organizational agility, which underscored the importance of digital technologies in improving organizational responsiveness and adaptability. This observation aligned with the recent research in pointing out that digital tools allowed processing information faster and being able to allocate resources flexibly, which contributes to enhancing agility (Shamim et al., 2021; Appio et al., 2021). Organisations that incorporated the use of digital solutions in their operations showed higher ability to adapt to the changing environment and ambiguity in the market. This connection implied that not only efficiency increased but also created a culture of constant adaptation and innovation through the digital transformation.

Organizational agility had a strong positive influence on organizational performance which indicates that it is a key success driver. This finding was in line with developing studies that revealed that agile organizations were more successful than their competitors, in terms of responding better to any changes in customer preferences and market conditions (Cegarra-Navarre et al., 2021; Aslam et al., 2020). The results implied that agility promoted the resilience of organizations and allowed the firms to take advantage of the emerging opportunities. Organisations with a greater focus on agility and a digital transformation delivered higher and more sustainable performance results.

The mediation analysis proved that organizational agility mediated the relationship between digital transformation and organizational performance to a certain extent. This result showed that, performance was impacted either directly or indirectly by digital transformation via agility. This mechanism was supported by recent research which revealed that performance gains could be translated into digital initiatives in the case of a flexible and adaptive organizational structure (Van de Wetering, 2021; El Sawy et al., 2020). The partial mediation effect also implied that although the digital transformation had a direct positive impact on performance, it was more pronounced when the organizations were able to build agile capabilities.

The technological readiness moderating factor added more understanding of the circumstances under which the digital transformation increased organizational agility. The findings showed that the existence of technological readiness reinforced the positive correlation between transformation and agility and that organizations with superior technological infrastructure and qualified workforce had greater transformation results. This was also in line with the current studies that have highlighted the significance of technological

capabilities in facilitating successful digital transformation (AlNuaimi et al., 2022; Matarazzo et al., 2021). Organizations with a greater readiness level used digital tools more effectively and were more adaptable.

The cross-impact effect between transformation digital and technological preparedness indicated the necessity to match technological assets with strategic actions. Companies that were not well prepared technologically were limited in their adoption of digital strategies, which minimized their capacity to improve agility. On the other hand, companies that had robust technological strengths were able to harness the advantages of digital transformation by enhancing responsiveness and capability to innovate. This observation was in line with other studies that found technological readiness to be a key factor in the success of digital transformation (Bai et al., 2021; Priyono et al., 2020). The findings stressed that the investments in digital technologies should be supported by sufficient infrastructure and skills of the employees.

The general results were added to the dynamic capabilities perspective to show how the digital transformation, organizational agility, and technological preparedness worked together to affect the performance outcomes. The findings showed that digital transformation was the underlying capability and organizational agility was the higher-order dynamic capability that helped firms to rearrange resources efficiently. The technological preparedness was a contextual element influencing the strength of such relationships. This combined view correlated with the recent theoretical advances in the study of digital transformation (Vaska et al., 2021).

The article also offered empirical conclusions to managers, who would like to improve organizational performance with digital programs. The results implied that being digital-oriented was not the only direction that organizations should consider but also work on creating agile organizational structures and enhancing technological preparedness. The companies that integrated these factors were more aligned in their strategy and implementation, which led to improved performance results. This point echoed the latest studies that highlight the importance of a holistic view of digital transformation (Verina and Titko, 2019; Sousa-Zomer et al., 2020).

The findings established that the management of digital transformation had a significant positive impact on the performance of an organization, both directly and indirectly via the organizational agility. The technological preparedness also contributed to the development of these relations, making digital initiatives more effective. The results demonstrated the significance of digital capabilities, agility and technological preparedness as a combination to attain sustainable competitive advantage in business environments that were continually changing.

6. Conclusion

The researchers investigated the effect of management of digital transformation on organizational performance with the mediating role of organizational agility and moderating impact of technological preparedness. These results proved that digital transformation was a key performance-booster of an organization, both directly and indirectly. Companies that successfully adopted digital initiatives realized enhanced efficiency, innovation, and responsiveness, which all enhanced performance outputs. This association brought to the fore the strategic nature of integrating digital technologies in the fundamental organizational operations in order to attain sustainable competitiveness.

The findings also validated that the mediating factor in the translation of the digital transformation into performance gains was the organizational agility. Agile organizations were found to have greater sensing environmental change, quick response, and efficient reconfiguring capability. This flexibility allowed companies to make the most out of digital investments so that change initiatives would lead to quantifiable changes in performance. The mediation impact highlighted that digital transformation could not be implemented without underpinning it with agile structures and processes. The correlation between digital transformation and organizational agility was greatly enhanced by technological preparedness. Companies that had a greater level of technological readiness had more successful outcomes of transformation because of the presence of more powerful infrastructure, trained employees, and enhanced digitalization. This moderating factor emphasized the significance in structuring technological capabilities and strategic goals.

Recommendations

Comprehensive digital transformation strategies that move beyond technology adoption to process

redesign, innovation and cultural change should be the priority of organizations. Digital initiatives should be instilled in organizational structures by leadership to enable the organization to achieve maximum efficiency and performance results. Digital alignment with business goals was identified to be a key strategic requirement to attain sustainable growth. Organizations are advised to work actively to build organizational agility by ensuring that they promote flexible structures, empower employees, and promote quick decision-making. Knowledge-sharing systems and training programs need to be integrated in order to become more flexible at all levels within the organization. Agile practices must become a part of everyday business so that it could react to market changes and technological shocks more quickly. Companies must work on enhancing their technological preparedness through fortifying digital infrastructure, modernizing systems and improving digital skills of employees. The ongoing development of innovation in new technologies, including artificial intelligence, cloud computing, and data analytics, must be a priority. Policymakers and managers must make sure that technological preparedness is in line with long-term strategic planning in order to maximize the advantages of digital transformation.

Future Directions

The longitudinal studies should be considered in future research to investigate the development of digital transformation, organizational agility, and technological readiness over time and their impact on the long-term performance outcomes. This would give a better understanding of causal relations and dynamism within organizations. Besides, the model can be further developed by adding industry-specific differences to the future studies in order to gain a better contextual understanding. Other mediating and moderating variables that may include organizational culture, the style of leadership, and innovation capability should also be explored further. These aspects can help give a more detailed account of the effects of the digital transformation on the performance of organizations in various settings. The literature would also be enhanced by comparative studies done on the developed and developing economies. The mixed-method approaches in the future should be used to provide both quantitative and qualitative aspects of digital transformation. The qualitative information might provide an explanation of underlying behavioural and cultural processes, which determine agility and preparedness. Future research on the emergent technology, including artificial intelligence, blockchain, and the Internet of Things, would also be of interest to add to the developing digital transformation literature.

Contribution of Authors

All the authors participated in the ideation, development, and final approval of the manuscript, making significant contributions to the work reported.

Conflict of Interest Statement

The authors declare no conflicts of interest.

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Informed Consent

Informed consent was obtained from all individual participants included in the study.

Ethical Approval

All procedures performed in studies involving human participants were in accordance with the ethical standards of the institutional and/or national research committee and with the 1964 Helsinki declaration and its later amendments or comparable ethical standards.

Data Availability

The datasets generated during and analysed during the current study are available from the corresponding author on reasonable request.

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