



The Impact of Digital Transformation on Organizational Performance: A Conceptual Framework Examining the Mediating Role of Data-Driven Decision-Making

Mansour Khalifa Hamad¹; Abdulathim Abduljalil Ahmed²

¹Faculty of management, Bright star university, Libya, Email: (nashshad11@gmail.com)

²Faculty of management, Bright star university, Libya, Email: (Yesadim@gmail.com)



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ABSTRACT

In an era of rapid technological advancement, digital transformation (DT) has emerged as a critical driver of organizational performance, enabling innovation, operational efficiency, and enhanced decision-making processes. While DT provides the technological infrastructure for success, its full potential is often mediated by data-driven decision-making (DDD), which translates data insights into strategic and operational improvements. This study examines the mediating role of DDD in the relationship between DT and organizational performance, drawing on theoretical frameworks such as the Resource-Based View (RBV) and Dynamic Capabilities Theory. Findings highlight that organizations leveraging DT alongside robust DDD practices experience superior performance outcomes by fostering agility, adaptability, and evidence-based decision-making. Furthermore, leadership and organizational culture are identified as key moderating factors that influence the success of DT and DDD initiatives. By addressing barriers such as resistance to change, ethical concerns, and technological complexity, this study provides a conceptual framework for organizations to align DT initiatives with strategic objectives and foster a data-centric culture.

1. Introduction

In the era of rapid technological advancements, digital transformation (DT) has emerged as a pivotal driver of organizational performance. Defined as the integration of digital technologies across business operations, DT fosters innovation, improves efficiency, and enhances decision-making processes (Guo & Xu, 2021). Organizations across industries increasingly recognize the transformative potential of digital technologies to remain competitive in a volatile business environment. This transformation not only reshapes traditional operational models but also instills a culture of agility and data-driven decision-making (Atobishi, Bakir, & Nosratabadi, 2024). Central to the success of DT initiatives is the organization's ability to leverage data as a strategic asset. By embedding data-driven decision-making (DDD) practices, businesses can harness actionable insights, optimize resource allocation, and adapt proactively to market changes (Arsal, Durdu, & Tongaralak, 2022; Chaudhuri, Vrontis, & Chatterjee, 2024). Studies indicate that organizations embracing DDD exhibit superior performance outcomes, particularly in environments characterized by uncertainty and rapid change (Malik, 2024). Consequently, the mediating role of DDD in the relationship between DT and organizational performance has become an area of growing scholarly interest.

Recent research highlights the multidimensional impact of DT on organizational capabilities, culture, and leadership. For instance, Lyu (2024) emphasizes that digital leadership fosters business model innovation, which in turn enhances performance outcomes. Similarly, Huang et al. (2023) note that successful DT efforts depend on the alignment of organizational levels and the creation of a supportive digital culture. These findings underscore the interplay between technological readiness, leadership vision, and organizational culture in determining DT success (Nitsche et al., 2020; Senadjki et al., 2023). Despite its potential, the path to successful DT is fraught with challenges. Organizations must address barriers such as technological complexity, resistance to change, and the need for robust data infrastructure (Deep, 2023). Furthermore, as highlighted by Lo, Siao, & Siao (2023), the integration of multiple decision-making criteria and frameworks is essential to guide DT initiatives. Failure to navigate these challenges can result in suboptimal outcomes, further emphasizing the importance of strategic alignment and operational readiness. This study seeks to contribute to the growing body of literature by examining the impact of DT on organizational performance, with a specific focus on the mediating role of DDD. By synthesizing insights from prior research and addressing existing knowledge gaps, this paper aims to provide a conceptual framework that captures the complex dynamics underlying this relationship. The findings are expected to offer valuable implications for both academic inquiry and managerial practice in an increasingly digitalized global economy.

2. Literature Review

Digital transformation (DT) is widely regarded as a strategic enabler of enhanced organizational performance. As organizations increasingly adopt digital technologies, they experience improvements in efficiency, innovation, and market responsiveness (Guo & Xu, 2021). Research by Atobishi, Bakir, and Nosratabadi (2024) highlights that digital capabilities

positively influence organizational agility, which, in turn, mediates performance outcomes in the public sector. Similarly, Wang et al. (2020) emphasize that a well-defined digital transformation strategy serves as a critical determinant of organizational success in dynamic business environments. In the context of banking, Aarsal, Durdu, and Tongaralak (2022) demonstrate how data-driven digital transformation initiatives improve operational efficiency and customer experience. Meanwhile, in the manufacturing sector, Huang et al. (2023) argue that DT impacts organizational performance differently depending on hierarchical levels, underscoring the importance of alignment across organizational structures. Data-driven decision-making (DDD) has emerged as a core element of successful DT initiatives. Organizations that integrate DDD practices are better positioned to optimize processes, predict market trends, and adapt swiftly to changing conditions (Malik, 2024). According to Iraqi, Benhiba, and Idrissi (2023), data-driven transformations empower firms to extract actionable insights from large datasets, particularly in sectors like investment banking. The interplay between DT and DDD is further examined by Chaudhuri, Vrontis, and Chatterjee (2024), who assert that an organizational culture centered on data utilization enhances the effectiveness of DT efforts. Moreover, Nitsche et al. (2020) highlight the necessity of technological and organizational readiness in fostering data-driven practices, particularly in manufacturing contexts. These findings underscore the mediating role of DDD in translating DT initiatives into measurable performance improvements. The success of DT is contingent on several organizational factors, including leadership, culture, and technological readiness. Lyu (2024) explores the pivotal role of digital leadership in driving innovation and improving performance outcomes in the banking sector. Similarly, Shin, Mollah, and Choi (2023) argue that digital leadership enhances digital culture and employee capabilities, which collectively foster organizational sustainability and performance. Deep (2023) emphasizes that organizational culture plays a critical role in facilitating DT initiatives, as it determines employee receptiveness to change and innovation. Moreover, Lo, Siao, and Siao (2023) highlight the importance of multiple-criteria decision-making frameworks in guiding complex DT initiatives, particularly in enterprise environments. These studies collectively suggest that leadership vision, cultural alignment, and operational frameworks are indispensable enablers of DT success.

Despite its potential, digital transformation is often hindered by significant challenges. Resistance to change, technological complexity, and the need for a robust data infrastructure are among the most frequently cited barriers (Deep, 2023). According to Salih, Alsalhi, and Abou-Moghli (2024), entrepreneurial orientation and proactive strategies can help overcome these obstacles, particularly in resource-constrained environments. Nguyen and Hoai (2022) highlight ethical concerns related to data utilization in DT initiatives, particularly in the context of manufacturing firms. Their findings suggest that organizational mindfulness and adherence to ethical standards are crucial for mitigating risks associated with data misuse. Furthermore, Sheng, Feng, and Liu (2022) explore the role of leadership ambivalence in hindering low-carbon operations management, underscoring the importance of clear and consistent leadership in DT efforts. Emerging trends in DT research emphasize the integration of advanced technologies, such as the Internet of Things (IoT) and artificial intelligence (AI), to enhance decision-making and sustainability practices (Malik, 2024). Supriadi and Mulyani (2024) provide a systematic review of current DT practices, identifying real-time analytics and predictive modeling as key drivers of operational excellence. Senadjki et al. (2023) suggest that digital leadership, coupled with a strong emphasis on employee digital capabilities, will shape the next phase of DT evolution. Meanwhile, Sun and Wang (2022) highlight the importance of evaluating business management practices in the digital economy, advocating for the continuous refinement of data analysis techniques.

3. Theoretical Review

The study of digital transformation (DT) and its impact on organizational performance has been supported by various theoretical frameworks that explain the mechanisms through which organizations adapt to technological changes. These theories highlight the dynamic interplay between digital technologies, decision-making processes, and organizational capabilities. This section explores the key theories that underpin the relationship between DT, data-driven decision-making (DDD), and organizational performance. The Resource-Based View (RBV) posits that organizational resources and capabilities are fundamental to achieving sustained competitive advantage. Within this framework, digital transformation is conceptualized as a strategic investment in valuable, rare, inimitable, and non-substitutable (VRIN) resources, such as digital technologies and data capabilities (Atobishi, Bakir, & Nosratabadi, 2024). The integration of digital tools enables organizations to enhance operational efficiency, develop innovative business models, and leverage data-driven insights to outperform competitors (Chaudhuri, Vrontis, & Chatterjee, 2024). DT initiatives are particularly aligned with the RBV when firms utilize digital technologies to build dynamic capabilities, such as agility and adaptability. For instance, Huang et al. (2023) argue that digital capabilities enable organizations to align their resources with evolving market demands, thereby improving performance across hierarchical levels. Similarly, Guo and Xu (2021) demonstrate that leveraging digital resources in manufacturing enhances competitive positioning and operational outcomes.

The Dynamic Capabilities Theory extends the RBV by emphasizing an organization's ability to integrate, build, and reconfigure resources in response to environmental changes. Digital transformation serves as a mechanism for developing dynamic capabilities, particularly through the adoption of data-driven decision-making processes (Malik, 2024). Organizations with strong dynamic capabilities are better positioned to harness real-time data, predict market trends, and adapt their strategies to shifting demands (Nitsche et al., 2020). In the context of leadership, dynamic capabilities are enhanced by digital leadership styles that promote agility and foster a data-centric organizational culture (Lyu, 2024).

Senadjki et al. (2023) highlight the role of digital leadership in building employee digital competencies, which are critical for sustaining competitive advantage in a rapidly digitalizing environment. Thus, DT and DDD collectively contribute to the development of dynamic capabilities that drive superior performance.

The Technology-Organization-Environment (TOE) framework is frequently employed to study the adoption and implementation of digital transformation initiatives. This framework identifies three critical dimensions—technological factors, organizational readiness, and external environmental influences—that shape the success of DT efforts (Deep, 2023). Technological readiness, such as the availability of advanced digital tools and infrastructure, is a prerequisite for effective digital transformation (Arsal, Durdu, & Tongaralak, 2022). Organizational factors, including leadership, culture, and employee skills, are equally crucial for driving successful DT initiatives. For instance, Lo, Siao, and Siao (2023) argue that the adoption of decision-making frameworks grounded in multiple criteria enhances the organization's ability to navigate the complexities of DT. Furthermore, external factors, such as competitive pressure and regulatory environments, often act as catalysts for DT adoption, as organizations strive to remain relevant in dynamic markets (Nguyen & Hoai, 2022).

Institutional Theory provides insights into how organizations respond to external pressures and norms during the digital transformation process. According to this theory, organizations adopt digital technologies not only for operational efficiency but also to conform to institutional expectations, such as industry standards, regulatory compliance, and stakeholder demands (Sheng, Feng, & Liu, 2022). For example, Nguyen and Hoai (2022) explore how ethical considerations and environmental performance drive DT efforts in Vietnamese manufacturing firms. Institutional theory also highlights the role of organizational mindfulness in addressing the ethical challenges associated with DT and data utilization. Malik (2024) emphasizes that integrating data-driven practices into DT efforts requires adherence to ethical principles, particularly in sectors like sustainability and corporate social responsibility.

The Contingency Theory posits that there is no one-size-fits-all approach to achieving organizational effectiveness; rather, performance outcomes depend on the alignment between internal processes and external conditions. This theory is particularly relevant to understanding how organizations tailor their DT strategies to specific contexts. For instance, Chaudhuri, Vrontis, and Chatterjee (2024) argue that the effectiveness of DT initiatives is moderated by an organization's data-driven culture, which must align with its strategic goals. In highly dynamic environments, contingency theory suggests that organizations must adopt flexible and adaptive approaches to DT. Salih, Alsalhi, and Abou-Moghli (2024) demonstrate how entrepreneurial orientation enables firms to navigate resource constraints and seize opportunities in digital markets. Similarly, Sheng, Feng, and Liu (2022) highlight the importance of leadership clarity in aligning DT initiatives with low-carbon operations management practices.

Sociotechnical Systems Theory emphasizes the interaction between technological and social subsystems within organizations. This perspective underscores the need for organizations to balance technological advancements with cultural and structural considerations. Deep (2023) highlights the role of organizational culture in fostering employee acceptance of digital transformation, while Shin, Mollah, and Choi (2023) argue that digital leadership enhances the interplay between technological adoption and employee digital capabilities. This theory further suggests that the successful implementation of data-driven decision-making requires alignment between technological infrastructure, human capital, and organizational processes. Iraqi, Benhiba, and Idrissi (2023) illustrate how investment banks achieve this alignment by embedding data-driven practices into their operational frameworks.

4. Conceptual Framework Development

The rapid adoption of digital transformation (DT) has fundamentally reshaped the operational and strategic landscape of organizations. Organizations increasingly rely on digital technologies to achieve competitive advantages, improve performance, and respond effectively to market dynamics. However, the ability of DT to yield tangible organizational benefits is often mediated by internal processes, particularly the adoption of data-driven decision-making (DDD). This section presents the conceptual framework for analyzing the mediating role of DDD in the relationship between DT and organizational performance, grounded in prior literature and theoretical insights.

Digital transformation (DT) involves the integration of digital technologies into all aspects of an organization, leading to fundamental changes in operations and value creation. DT is widely recognized as a key enabler of improved organizational performance, encompassing financial, operational, and market outcomes (Guo & Xu, 2021; Atobishi, Bakir, & Nosratabadi, 2024). Research highlights that DT enables firms to enhance efficiency, innovate business models, and foster agility in response to dynamic market demands (Huang et al., 2023; Chaudhuri, Vrontis, & Chatterjee, 2024). However, the impact of DT on performance is not automatic. Effective implementation requires alignment with organizational culture, strategic priorities, and leadership vision. As Lyu (2024) argues, digital leadership is a crucial determinant of whether DT initiatives translate into sustainable performance improvements. Similarly, Huang et al. (2023) note that the effects of DT vary across organizational levels, requiring a cohesive and integrated approach.

Data-driven decision-making (DDD) refers to the process of using data analytics and evidence-based insights to guide strategic and operational decisions. The adoption of DDD practices amplifies the benefits of digital transformation by enabling organizations to extract actionable insights from their data, optimize resource allocation, and adapt proactively

to changing market conditions (Arsal, Durdu, & Tongarlak, 2022; Malik, 2024). Studies have shown that DDD serves as a critical mediator between DT and organizational performance. For example, Chaudhuri, Vrontis, and Chatterjee (2024) emphasize that a strong data-driven culture enhances the effectiveness of DT initiatives. Similarly, Iraqi, Benhiba, and Idrissi (2023) demonstrate how investment banks achieve superior performance by embedding DDD practices into their operations. Nitsche et al. (2020) further highlight the importance of technological and organizational readiness in enabling data-driven practices.

The integration of DDD as a mediator provides a deeper understanding of how DT influences organizational performance. While DT creates the technological infrastructure necessary for data collection and analysis, DDD operationalizes this data to drive evidence-based strategies and enhance decision quality (Malik, 2024). For example, DT initiatives may involve investments in IoT devices or advanced analytics tools, but their impact on performance depends on the organization's ability to use these tools effectively for decision-making (Chaudhuri, Vrontis, & Chatterjee, 2024). The mediating role of DDD is supported by the Dynamic Capabilities Theory, which posits that organizations must develop capabilities to integrate and reconfigure resources in response to environmental changes (Malik, 2024). By fostering data-driven practices, organizations can improve agility, innovation, and responsiveness, thereby enhancing overall performance outcomes (Atobishi, Bakir, & Nosratabadi, 2024).

The relationship between DT, DDD, and organizational performance is moderated by factors such as leadership, culture, and employee readiness. Digital leadership plays a crucial role in driving the adoption of DDD practices and fostering a data-centric culture within the organization (Lyu, 2024; Senadjki et al., 2023). Leaders who prioritize data utilization and digital innovation create an environment where employees are more likely to embrace change and leverage digital tools effectively. Similarly, organizational culture influences the extent to which DT and DDD initiatives are accepted and integrated. Deep (2023) highlights that a culture of innovation and openness to change is critical for successful DT efforts. Chaudhuri, Vrontis, and Chatterjee (2024) further argue that organizations with a strong data-driven culture are better positioned to capitalize on the benefits of DT.

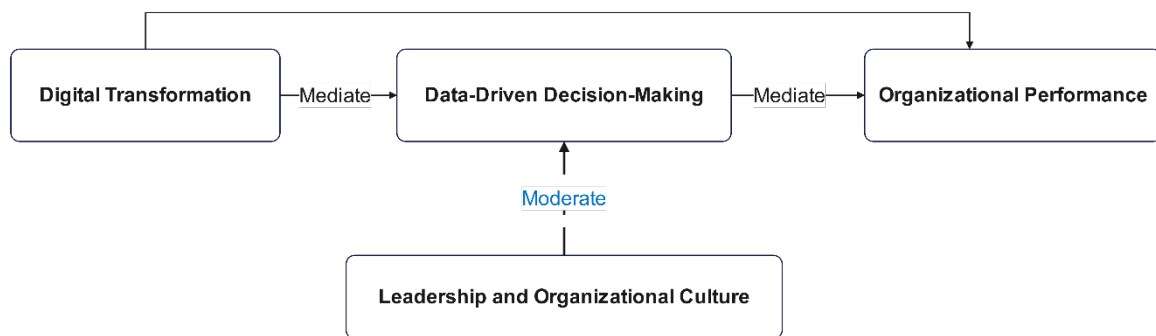


Figure:1 Conceptual Framework

5. Discussion

The findings from this study emphasize the critical role of digital transformation (DT) as a strategic enabler for enhancing organizational performance. However, the study also highlights that the impact of DT on performance is not direct or automatic. Instead, data-driven decision-making (DDD) serves as a pivotal mediating mechanism that enables organizations to harness the full potential of digital initiatives. This section discusses the implications of these findings in light of prior literature, theoretical underpinnings, and practical applications.

Digital transformation has emerged as a powerful tool for organizations seeking to remain competitive in an increasingly digitalized global economy. As highlighted by Guo and Xu (2021), DT allows organizations to streamline operations, reduce inefficiencies, and foster innovation, leading to enhanced performance outcomes. The current study extends this understanding by emphasizing the importance of aligning DT initiatives with organizational culture, leadership, and strategic objectives. Without such alignment, the benefits of DT may remain unrealized, as organizations struggle to translate technological advancements into tangible performance gains (Huang et al., 2023). The findings also reinforce the arguments of Atobishi, Bakir, and Nosratabadi (2024), who identified agility as a crucial outcome of DT. Agility enables organizations to respond effectively to market changes, ensuring sustained competitiveness. This study suggests that agility, while enabled by DT, is further strengthened by the adoption of data-driven practices, thereby underscoring the interdependence between DT and DDD.

The mediating role of data-driven decision-making (DDD) in the DT–performance relationship is a key contribution of this study. By enabling organizations to make evidence-based decisions, DDD ensures that the data generated by digital transformation efforts is translated into actionable insights. Malik (2024) emphasizes that DDD enhances decision quality and strategic alignment, leading to improved organizational outcomes. This study builds on these findings by demonstrating that DDD not only enhances decision-making processes but also acts as a bridge between DT and

organizational performance. The adoption of DDD is supported by the Resource-Based View (RBV) and Dynamic Capabilities Theory, which suggest that organizations can achieve sustained competitive advantage by leveraging valuable resources such as data and analytics capabilities (Nitsche et al., 2020; Chaudhuri, Vrontis, & Chatterjee, 2024). This study underscores the need for organizations to invest in data infrastructure, analytics tools, and employee training to fully operationalize DDD practices.

Leadership and organizational culture emerge as critical moderating factors that influence the success of DT and DDD initiatives. Digital leadership fosters a culture of innovation and data-driven decision-making, enabling organizations to maximize the benefits of DT (Lyu, 2024; Senadjki et al., 2023). Leaders who prioritize data utilization and digital innovation create an environment where employees are more likely to adopt new technologies and practices. Organizational culture further determines the extent to which employees embrace or resist digital transformation initiatives. Deep (2023) argues that a culture of openness and adaptability is essential for overcoming resistance to change, a common barrier in DT efforts. This study reinforces these findings by highlighting the importance of fostering a data-driven culture that encourages evidence-based decision-making and innovation.

Despite its potential, the successful implementation of DT and DDD is not without challenges. Resistance to change, lack of technical expertise, and insufficient infrastructure are among the key barriers identified in the literature (Deep, 2023). This study further identifies the challenge of aligning DT initiatives with organizational goals, as misalignment can lead to wasted resources and suboptimal outcomes. Additionally, ethical concerns related to data utilization pose significant challenges. As highlighted by Nguyen and Hoai (2022), organizations must ensure that their data-driven practices adhere to ethical standards and regulatory requirements. This study emphasizes the need for organizational mindfulness and robust governance frameworks to address these concerns. The findings from this study offer several practical implications for organizations navigating the digital age. First, organizations must ensure that digital transformation (DT) initiatives are strategically aligned with their objectives, leadership vision, and cultural values. Misalignment can hinder the effectiveness of DT efforts and limit their impact on performance, making it critical for organizations to integrate these initiatives into their broader strategic framework. Second, organizations should invest in data infrastructure, analytics tools, and employee training to fully leverage the benefits of DT. Such investments enable the operationalization of data-driven decision-making (DDD) practices, ensuring that data is not only collected but also utilized effectively to guide strategic and operational decisions. Without the necessary infrastructure and skills, organizations may struggle to realize the full potential of DT.

Third, fostering a data-driven culture is essential for maximizing the benefits of DT and DDD. Leaders play a pivotal role in creating a culture that values evidence-based decision-making, innovation, and adaptability. This requires clear communication, active employee engagement, and the seamless integration of data into everyday decision-making processes. A supportive culture ensures that employees are willing to embrace change and leverage digital tools effectively. Finally, ethical considerations must be addressed to ensure the sustainability of DT and DDD initiatives. Organizations should implement robust governance frameworks and adhere to regulatory standards to mitigate risks related to data privacy, security, and misuse. By prioritizing ethical data practices, organizations can build trust among stakeholders and ensure that their digital transformation efforts are both effective and responsible. While this study provides valuable insights, it also highlights areas for future research. First, empirical studies are needed to validate the proposed conceptual framework and test the mediating role of DDD across different industries and organizational contexts. Second, future research should explore the moderating effects of leadership styles and cultural dimensions in greater detail, as these factors significantly influence the success of DT and DDD initiatives. Finally, longitudinal studies can provide a deeper understanding of the long-term impact of DT and DDD on organizational performance.

6. Conclusion

This study examined the impact of digital transformation (DT) on organizational performance, focusing on the mediating role of data-driven decision-making (DDD). The findings underscore the transformative potential of DT in enhancing operational efficiency, fostering innovation, and improving overall performance. However, the study also highlights that the effectiveness of DT is significantly amplified when organizations integrate DDD practices into their strategic and operational frameworks. The proposed conceptual framework positions DDD as a critical mechanism through which DT initiatives translate into tangible performance gains. While DT provides the technological infrastructure necessary for collecting and analyzing data, DDD ensures that these data are utilized effectively for evidence-based decision-making. This interplay between DT and DDD reflects a dynamic capability that enables organizations to respond proactively to market changes and seize opportunities in a competitive business environment.

Moreover, the study identifies leadership and organizational culture as essential moderating factors that influence the success of DT and DDD initiatives. Leaders who prioritize digital innovation and foster a data-centric culture create an environment where employees are more likely to embrace change and adopt new technologies. Similarly, a culture of openness and adaptability is crucial for overcoming resistance to change and ensuring the successful implementation of DT initiatives. Despite its potential, the study acknowledges the challenges associated with DT and DDD. These include resistance to change, technological complexity, and ethical concerns related to data utilization. Addressing these

challenges requires organizations to align DT initiatives with strategic goals, invest in data infrastructure and employee training, and implement robust governance frameworks to ensure ethical data practices.

This study makes several contributions to the literature on digital transformation and organizational performance. First, it extends prior research by conceptualizing the mediating role of DDD in the DT–performance relationship. Second, it highlights the importance of leadership and organizational culture as moderating factors, offering a nuanced understanding of the conditions under which DT and DDD efforts are most effective. Finally, the study provides practical recommendations for organizations seeking to navigate the challenges of the digital age, including fostering a data-driven culture, aligning DT initiatives with strategic objectives, and addressing ethical considerations. While this study provides a robust conceptual framework, future research is needed to validate its findings empirically. Longitudinal studies could explore the long-term impact of DT and DDD on organizational performance, while cross-industry analyses could examine how these relationships vary across different contexts. Additionally, future research could investigate the role of emerging technologies, such as artificial intelligence and the Internet of Things, in shaping the future of digital transformation. In an era of rapid digitalization, the ability to effectively integrate technology, data, and decision-making is a critical determinant of organizational success. By adopting a strategic approach to digital transformation and fostering a culture of data-driven decision-making, organizations can unlock new opportunities for innovation and growth. As businesses continue to navigate the complexities of the digital age, the insights provided by this study offer a valuable roadmap for achieving sustainable performance improvements.

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