Proactive Digital Transformation Imperative (PDTI): The Role of Capabilities Strategic Digital Business in MSMEs

Daryono Daryono[1*], *Ratna* Setyawati Gunawan, and *Diah* Setyorini Gunawan[1]

[1]Faculty of Economics and Business, Universitas Jenderal Soedirman, Banyumas - Indonesia

Abstract. This research examines the relationships between organizational capabilities, digital business strategy, Proactive Digital Transformation Imperative, and organizational performance in Indonesian MSMEs. It aims to provide insights into how these factors interact to drive performance outcomes in the context of digital transformation, aligned with the Sustainable Development Goals (SDGs). Design/methodology: Based on this analysis, a theoretical framework was developed and empirically tested using survey data from Indonesian MSMEs. Findings: The results indicate that organizational capabilities have a significant positive impact on both digital business strategy and Proactive Digital Transformation Imperative. Furthermore, digital business strategy and Proactive Digital Transformation Imperative both positively influence organizational performance. The findings suggest that solid organizational capabilities can enhance digital transformation efforts and strategic outcomes. Practical implications: The findings highlight the importance of developing robust organizational capabilities to support effective digital business strategies and transformation initiatives. Managers should focus on building digital competencies and flexible organizational structures to drive performance improvements. Originality/value: This research contributes to the literature by integrating organizational capabilities, digital business strategy, and Proactive Digital Transformation Imperative into a comprehensive model explaining organizational performance.

1 Introduction

In Indonesia, there are around 65.46 million MSMEs [1] that have absorbed a large workforce, namely around 96-97% of the total workforce in Indonesia or around 117-119.6 million people in 2019-2021 [2]–[4]. MSMEs in Indonesia have a vital role in reducing poverty and unemployment. The problem is that many MSMEs in Indonesia still need to implement technology for business continuity. In 2019, only about 5% of MSMEs in Indonesia went digital [5], and in 2021, as many as 87% of MSMEs in Indonesia have yet to be digitized [6]. Numerous sectors, including manufacturing, finance, the automotive industry, health care, and communications, are being significantly impacted by digital transformation. It explains how organizations can generate income on the Internet, allowing for new practices, strategies, and business models [7]. According to Assunta and Luisa (2020), digital platforms and technologies can streamline business processes and reduce the time and resources required to complete tasks [8]. Digitalization can enable MSMEs to reach new markets and customers through online platforms, social media, and e-commerce, which can increase sales and revenue [9]. Digital maturity, or the extent of digitalization and digital capabilities of organizations, can improve organizational agility and responsiveness to changing market conditions [10]. Using the right technology for the job is only one aspect of digital transformation. Choosing a suitable digital transformation model is crucial for SMEs to successfully transform and gain a competitive advantage over their competitors [11]. It is also vital in resolving management issues like business process planning, human resources, and performance [12]. Public health care and community management have improved and become more effective due to digital transformation, which promotes more effective governance practices and services. However, it also comes with costs and risks to privacy and security [13].

Today's businesses need to be able to act independently to protect their interests. Using the most recent technology to implement performance strategies that meet the highest competitive standards, companies should return to what is best for their customers [14]. As a result, organizational performance will benefit from digital transformation. Digital transformation can have a positive impact on organizational performance by improving operational [15], financial performance [16], enhancing competitiveness [17], and improving organizational resilience [18].

According to Johnson et al (2009), strategy is an organization's long-term direction and scope that meets market needs and stakeholder expectations by arranging resources in a challenging environment to benefit the organization [19]. Digital business strategy has become a management priority for companies in several industries,

* Corresponding author: daryono1210@unsoed.ac.id

and many companies are pursuing digital business strategies to build competitive advantage [20]. A digital business strategy is an organizational strategy formulated and executed by leveraging digital resources to create differential value [21]. Digital Business Strategy is a method in which new technology applied to current business operations can support and influence business strategy and give an advantage over competitors. A clear strategy for deploying digital technologies and capabilities is crucial for future business success [22]. Small and medium enterprises (SMEs) in developing countries need to come up with appropriate internal strategies, such as the digitalization of services, to remain competitive [23]. Adopting robust digital business strategies has implications for the Sustainable Development Goals (SDGs), particularly Goal 8 (Decent Work and Economic Growth) and Goal 9 (Industry, Innovation, and Infrastructure). A well-implemented digital business strategy supports these goals by fostering resilient economic growth and driving innovation within industries. Effective digital strategies can significantly enhance organizational performance, supporting sustainable economic development. In line with Mithas et al (2011) and Tafti et al (2013), it states that investment in IT infrastructure and IT applications is necessary to improve company performance [24], [25].

This research introduces the concept of the "Proactive Digital Transformation Imperative" (PDTI). PDTI emphasizes the proactive approach to digital transformation, wherein organizations anticipate technological trends and industry shifts to drive strategic digital adoption rather than merely reacting to external pressures. The introduction of PDTI is a critical advancement in the discourse on digital business strategy. Traditionally, digital transformation strategies have focused on reactive measures and incremental changes. However, PDTI advocates for a proactive stance, where organizations actively shape their digital trajectories by foreseeing and leveraging technological innovations. This approach not only anticipates changes but actively drives them, positioning organizations to achieve a competitive edge and superior performance outcomes. This strategic update is justified by the growing need for businesses to not only adapt to technological changes but also to anticipate and drive these changes. As digital technologies continue to evolve, a proactive approach becomes essential for maintaining a competitive edge and achieving sustainable growth. Integrating PDTI into digital transformation efforts allows organizations to navigate the complexities of the digital era more effectively, ultimately leading to enhanced performance and strategic success.

2 Method

Indonesia has many MSMEs, one of which is Central Java, which is the second most common MSMEs. So researchers want to study MSMEs in Central Java, especially in Banyumas, which is one of the largest revenue-producing districts in Central Java. The consideration for selecting Banyumas as the sample for this study is that many people absorb labor, but many still need to apply technology to maintain their operations. Through this research, we want to help MSMEs in the region to be more competitive.

This research used a survey technique to collect data, distributing questionnaires directly to MSME employees who met the sampling requirements. The data analysis used Structural Equation Modeling (SEM) with Partial Least Square (PLS).

3 Result

Acceptance is given to each indicator's integrity and validity. Because Cronbach alpha's output result is more significant than 0.6, the average construct variance (AVE), Composite Reliability, and the output results from rho_A are more critical than 0.5. Therefore, this research's indicator variables were all found to be valid and reliable. Composite Reliability and Cronbach alpha, in addition to discriminant and convergent validity.

Table 1. Average Variance Extracted (AVE).

Variable	Average Construct Variance (AVE)
Digital Business Strategy	0.757
Proactive Digital Transformation Imperative	0.757
Organizational Capability	0.717
Organizational Performance	0.662

Table 2. Reliability.

Variable	Cronbach's Alpha	rho_A	Composite Reliability
Digital Business Strategy	0.840	0.849	0.903
Proactive Digital Transformation Imperative	0.839	0.846	0.903
Organizational Capability	0.902	0.912	0.927
Organizational Performance	0.830	0.847	0.887

The theoretical and practical facets of the Proactive Digital Transformation Imperative will be discussed in this research. This article investigates the connections between organizational performance, Proactive Digital Transformation Imperative, business strategy, and organizational Capability. The following purpose is to demonstrate the connection between a company's power and its digital business strategy based on Proactive Digital Transformation Imperative.

The information came from a questionnaire filled out by small and medium-sized businesses (SMEs). The primary outcome of this structured training course is the conceptual integration of organizational capability, digital

business strategy, and Proactive Digital Transformation Imperative. In this case, the characteristics of each of the four concepts are also revealed by the type of work in this instance.

3.1 Regression test

Adjusted R Square is usually used for multiple regression tests, while R Square is used for simple regression.

Table 3. R Square and Adjusted R Square.

Variable	R Square	Adjusted R Square
Digital Business Strategy	0.846	0.845
Proactive Digital Transformation Imperative	0.783	0.783
Organizational Performance	0.828	0.827

The Digital Business Strategy variable can influence the Organizational Capability variable by 84.5%. At the same time, the other 15.5% is influenced by variables that are not in this research. Variable Proactive Digital Transformation Imperative can affect the Organizational Capability variable by 78.3%. The other 21.7% are influenced by variables not investigated in this research. Organizational Performance variables affect Proactive Digital Transformation Imperative and Digital Business Strategy by 82.7%. At the same time, the other 17.3% is influenced by variables that are not in this research.

Table 4. Path Coefficients.

Hypothesis	Original Sample (O)	Average Sample (M)	Standard Deviation (STDEV)
Digital Business Strategy -> Organizational Performance	0.788	0.791	0.056
Proactive Digital Transformation Imperative -> Organizational Performance	0.128	0.126	0.058
Organizational Capability -> Digital Business Strategy	0.920	0.921	0.006
Organizational Capability -> Proactive Digital Transformation Imperative	0.885	0.886	0.011

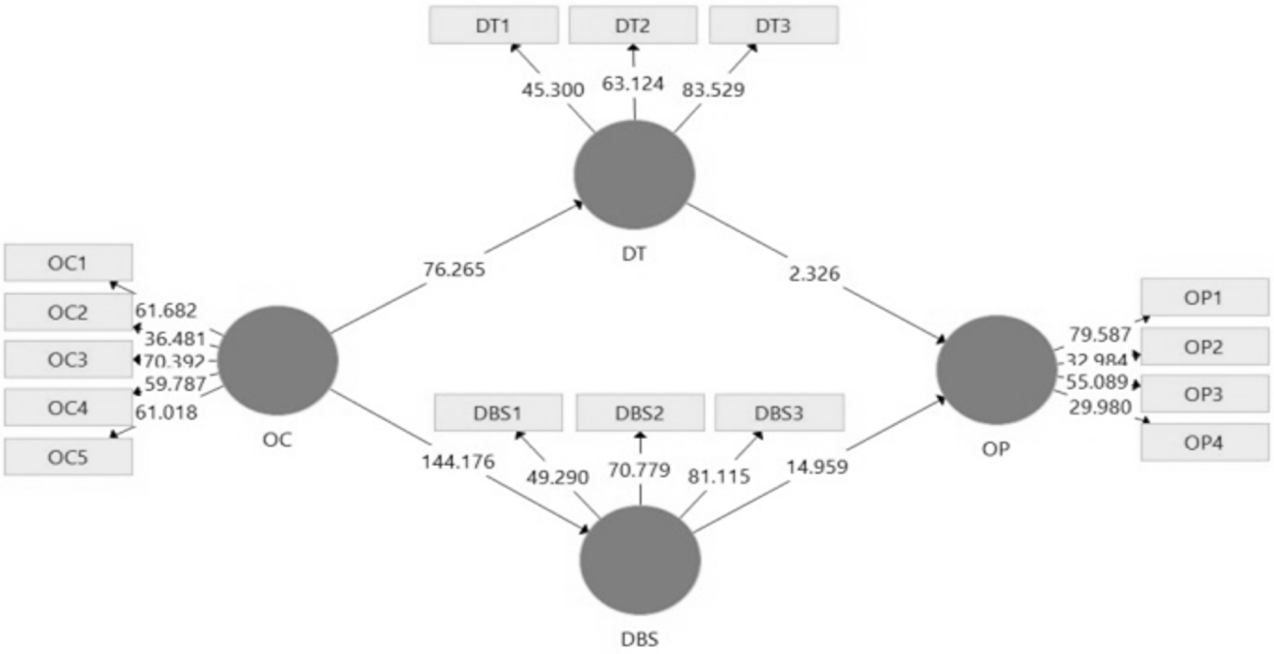

Fig. 1. Hypothesis Testing.

The original sample value shows a positive number, indicating a positive inter-variable influence; conversely, if the original sample value is negative, it means a negative inter-variable influence.

Table 5. Hypothesis Testing.

Hypothesis	T-Statistic (O/STDEV)	P Values	Verification
Digital Business Strategy -> Organizational Performance	14.011	0.000	Accepted
Proactive Digital Transformation Imperative -> Organizational Performance	2.209	0.028	Accepted
Organizational Capability -> Digital Business Strategy	153.903	0.000	Accepted
Organizational Capability -> Proactive Digital Transformation Imperative	78.911	0.000	Accepted

Indirect analysis shows the complex output from the relationship between constructs. Statistics show that all variables have a positive and significant effect because the P values <0.05. Digital Business Strategy on Organizational Performance has P values of 0.000 <0.05 and t count > t table (14.959 > 1.97), which means a POSITIVE and SIGNIFICANT effect. Proactive Digital Transformation Imperative on Organizational Performance has P values of 0.021 <0.05 and t count > t table (2.326 > 1.97), which means it has a POSITIVE and SIGNIFICANT effect. Organizational Capability to Digital Business Strategy has P values of 0.000 <0.05 and t count > t table (144.176 > 1.97), which means a POSITIVE and SIGNIFICANT effect. Organizational Capability to Proactive Digital Transformation Imperative has P values of 0.000 <0.05 and t count > t table (76.265 > 1.97), which means a POSITIVE and SIGNIFICANT effect.

4 Discussion

As seen in Table 5, the organizational capability variable significantly positively affects digital business strategy. Developing a digital business strategy requires solid organizational capabilities, which are developed and managed flexibly [33]–[35]. Organizational capabilities refer to a company's ability to adapt its business models during digital transformation [36]. According to Konopik et al (2022), companies construct IT organizations and develop the tools and expertise needed to handle digital information and establish and maintain online services and automated processes [36]. Orlandi (2016) explained that technological-responding Capability refers to an organizational desire and ability to respond to emerging technology [26].

The findings from this research also prove that organizational Capability has a significant positive effect on the Proactive Digital Transformation Imperative. This is consistent with Konopik (2022) and Wielgos et al (2021), who stated that organizational Capability is critical to the success of digital transformation in a business [36], [37]. Wielgos et al (2021) argued that digital transformation forces companies to build their capabilities to remain competitive [37]. Khin and Ho (2018) discovered that digital capacity had a beneficial impact on digital innovation in SMEs [38]. Based on their research, firms should seize the opportunity to develop digital technologies and digitalization trends in sectors by committing to embracing new digital technologies and updating their digital skills to become innovation leaders and increase their performance.

The positive assessment of organization capability and digital business strategy underscores the importance of developing flexible and robust capacities to manage digital information, establish online services, and automate processes [32], [36] . This finding addresses a crucial research gap by explicitly linking organizational capabilities to the formulation and implementation of digital business strategies, extending beyond the general association between capabilities and digital transformation success [8], [22], [39]. Moreover, the research reveals that both digital business strategy and proactive digital transformation imperatives significantly enhance organizational performance [40]–[42]. This result contributes to the ongoing debate regarding the short-term and long-term impacts of digital transformation on firm performance [43]. The findings suggest that while initial investments in digital transformation may pose financial challenges, they ultimately lead to improved market value and competitive advantage [35], [44].

5 Conclusions

The result demonstrates the relationship between digital business strategy, Proactive Digital Transformation Imperative, and organizational capabilities. This company's employees have previously collaborated with consulting firms to gain an understanding of their capacity to implement Proactive Digital Transformation Imperative-supporting strategies. However, they frequently need more resources and time to generate a profit due to their inability to expand rapidly. Key findings reveal that organizational capabilities exert a strong positive influence on both digital business strategies and proactive digital transformation imperatives [8], [34], [36]. Moreover, the research demonstrates that both digital business strategies and proactive digital transformation initiatives significantly enhance organizational performance, albeit with potential

short-term challenges [40], [41], [43]. These findings align with and extend previous research, offering a more nuanced understanding of the complex dynamics underlying successful digital transformation in organizations. The research makes several unique contributions to the field: provides empirical evidence for the direct positive impact of organization capability on both digital business strategy formulation and proactive digital transformation implementation, addressing a critical gap in the existing literature [22], [39].

Emphasizing the role of proactive digital transformation imperatives, the research highlights the importance of anticipatory and strategic approaches to digital transformation, moving beyond reactive responses to technological changes [42], [45].

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