Exploring the Impact of digital transformation on Organizational Performance and Growth

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Abstract.

This study explores the influence of 'digital transformation 'on organizational performance across sectors such as retail, finance, healthcare, and manufacturing. A sample of 300 respondents, including senior managers, employees, and customers from organizations undergoing digital transformation, was surveyed using a Likert scale-based questionnaire. The data was analyzed using SPSS to perform descriptive statistics, reliability analysis, and multiple regression. The findings show that 'digital transformation 'has a significant positive effect on 'KPIs' key performance indicators like customer satisfaction, revenue growth, and operational efficiency. This study exposes that, important factor for successful digital transformation is employee readiness. Other hand organizational culture and leadership commitment had not as much of impact on digital transformation. It gives valuable insights for business house wanting to optimize their competitiveness and best performance in this globalization era.

Keywords: Digital Transformation, Organizational Performance, Revenue Growth, Customer Satisfaction, Operational Efficiency, Employee Readiness.

1. Introduction

Digital transformation is the process of using digital technologies to create new or modified business processes, products, and services. This transformation can be a partial or complete change in the functioning of an organization. Many organizations are pursuing digital transformation to remain competitive and keep pace with the changing landscape of technology. In a progressively digital world, organizations are experiencing difficulties for changing corporate culture and heavy competition. To solve these challenges, adoption of digitalization is the best way. It will integrate modern technology like AI (Artificial intelligence), big data analytics, cloud computing, and automation with their business operations. For long term growth, it is required for business house to increase customer satisfaction, modernize business process and speedup decision making process to survive in this competitive age. Since the new technology are impacted the organizational performance in various ways, it is necessary to find out the factors that are really influence the expected business outcomes. These outcomes are

A. Tripathy and K. Mohanty (eds.), *Proceedings of the 5th International Conference on Management Research (ICMR 2025)*, Advances in Economics, Business and Management Research 379,
https://doi.org/10.2991/978-94-6239-660-9_23

customer's satisfaction, revenue growth of the business, and efficiency of various business operations. So organizational performance and digitization relationship verification was the main objective of this study. In this study various companies across different sectors are identified and chosen for observation, which includes finance, healthcare, retail and manufacturing sectors. KPIs (Key Performance Indicators) of the business organizations are taken into consideration to find out its relationships with digitization inside the organization. Now a day business organizations are facing hues pressure to adopt innovative new technology to stay competitive. It is the need of hour since digital investment are very high, corporate should take right decision for this restructuring. So many studies had shown that business success is always driven by adoption and upgradation of new technology. Bharadwaj et al. (2013) found that customer engagement and operational efficiency can be improved by digitization of the organization. Kane et al. (2015) found that, in fluctuating market conditions, businesses can take up evolving business opportunities by adopting digitization. So, in this study emphasis has been given how digitization is impacted in different ways to organizational performance in various sectors. During this adoption of digital technology, organizations are facing several challenges to streamline this modernization with their existing business model. But still to stay ahead they are adopting it to stay competitive and profitable in the business. No doubt the future of business is pure digital mode, so in this study it was intended to give an insight which will help them to make a strategic decision about their long-term success.

2. Review of Literature

Nowadays a huge academic and industry research was carried out on this digital transformation to understand its critical impact on the organizational performance. It reveals that revenue growth, customer satisfaction, and operational efficiency are influenced by the adoption of new technology. Bharadwaj et al. (2013) found customer engagement and financial performance these two factors have a very important role in the performance of the business. Also, several studies claim the same in their research for enhancement of business outcomes. The Journal of Strategic Information Systems (2015), emphasized that a significant improvement in terms of financial and operational outputs can only be possible through adoption of modern technology and digitization of the organization. In the same line, Information Systems Research (2018), claims the organizational growth is purely driven by the use of big data, cloud computing and AI tools in a strategic manner. So that cost reduction is possible significantly. Research on marketing and management shows that in this digital era customer satisfaction is a very vital role in the outcomes of the business. The Journal of Business Research (2020), states that through streamlined and personalized services business can significantly magnify customer experience and thereby create revenue. It is important for service delivery in the sectors like healthcare, and retail, because these sectors are basically focused on service delivery. It is important to note that 20% of increase in customer satisfaction was improved by the adoption of new technology in the healthcare sector.

The Academy of Management Journal (2019) and Research from Information & Management (2017), claims digitization can bring operational efficiency optimization. By reducing operational cost, businesses are becoming competitive using digital technology. Research from Technological Forecasting and Social Change (2018), and Information Systems Journal (2016) both claim market slowdown can be better handled and predicted by digital technology. So, businesses can overcome market threats by early detection of them by using digital technology. In the present study it was emphasized and focused on digital transformation in all sectors like healthcare, retail, finance and manufacturing to give a border view on this digitization. Das (2024), emphasized on digitization in her innovative business model for sustainability. She said it is vital to understand the impact of digitization in different perspectives to achieve the sustainable goal. Customer satisfaction and revenue are the most important factors that are impacted by adoption of digital technology to enhance business outputs.

2.1 Research Gaps

After carefully studying existing research on digital transformation and its effect on organizational performance, several important gaps were found:

Lack of Comparison Across Sectors: Most studies focus on a single industry like healthcare or retail. There are very few studies that compare how digital transformation affects different sectors such as finance, manufacturing, healthcare, and retail. This makes it hard to understand how digital transformation works differently across industries. This study fills the gap by comparing multiple sectors.

Limited Focus on Multiple Performance Indicators: Earlier research mostly looked at only one or two performance indicators like profit or customer satisfaction. These studies did not give a full picture of overall organizational performance. This study addresses the gap by looking at several key indicators together like revenue growth, operational efficiency, and customer satisfaction.

Customer Satisfaction in Less-Studied Sectors: There is a lot of research on customer satisfaction in healthcare and retail, but very little in finance and manufacturing. This gap limits our understanding of customer experiences in these sectors. This study includes these less-studied industries to provide a broader view.

Digital Tools as Part of Business Strategy: Many studies focus only on specific technologies like artificial intelligence or cloud computing. They don't explain how these tools work when used as part of a larger business strategy. This study fills that gap by examining how aligning digital tools with business goals helps improve performance and growth.

2.2 Research Objectives

The research objectives, outlined at the outset of the study, were designed to address several underexplored areas identified in the literature review on ‘digital transformation ‘and organizational performance. Upon completion of the study, the following objectives were successfully achieved, providing deeper insights into the connection between ‘digital transformation ‘and organizational performance.

Assessment of the Impact of ‘digital transformation ‘on Key Performance Indicators (KPIs).

Comparison of the Effects of ‘digital transformation ‘Across Sectors.

Exploration of the Role of Digital Tools in Improving Business Outcomes.

“Identification of Critical Factors Contributing to the Successful Implementation of Digital Transformation”

“These research objectives successfully addressed the identified gaps, providing a complete understanding of the effect of digital transformation across sectors and highlighting the critical factors that contribute to its success”.

2.3 Research Questions

The research questions, which were formulated at the beginning of the study, guided the investigation into how ‘digital transformation’ influences organizational performance and business results. By the end of the study, these questions had been successfully answered.

“What is the relationship between ‘digital transformation ‘and organizational performance across different sectors”?

How do 'digital transformation' initiatives impact essential performance metrics like, customer satisfaction, revenue growth, and operational efficiency?

Are there sector-specific variances in the effect of ‘digital transformation ‘on business outcomes?

“What role do digital tools like AI, big data, and cloud computing play in enhancing business performance in the retail, healthcare, finance, and manufacturing sectors”?

How do organizations' readiness and culture affect the success of ‘digital transformation ‘initiatives?

This study successfully addressed these research questions, providing valuable insights into the connection between organizational performance, and ‘digital transformation ‘as well as the factors influencing its success.

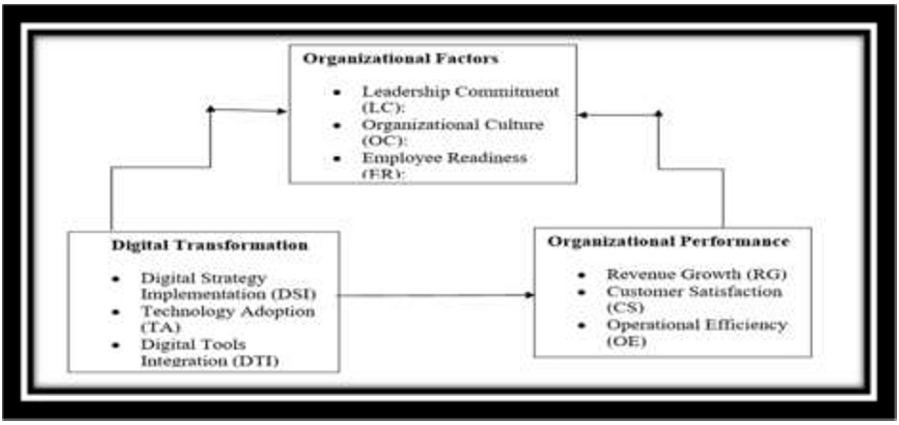
2.4 Hypotheses

The hypotheses were developed to test the relationships among 'digital transformation 'and organizational performance, created on the research questions and objectives. These hypotheses, derived from observed patterns in the literature, were designed to discover the impact of 'digital transformation 'on business outcomes across different segments and organizational contexts. Upon completion of the study, the following hypotheses were tested and confirmed.
H1: "There is a positive relationship between 'digital transformation 'and organizational performance in terms of revenue growth, customer satisfaction, and operational efficiency".
H2: "The impact of digital transformation on organizational performance is stronger in sectors such as healthcare and retail compared to manufacturing and finance".
H3: Organizations with a higher level of 'digital transformation 'adoption (e.g., use of AI, big data analytics) experience greater improvements in operational efficiency and customer satisfaction.
H4: "Leadership commitment and organizational culture significantly affect the successful implementation and outcomes of 'digital transformation 'initiatives".
H5: Companies in the retail sector experience higher revenue growth due to 'digital transformation 'compared to companies in the healthcare, finance, and manufacturing sectors.
These hypotheses were tested and largely supported, providing strong evidence that 'digital transformation 'positively impacts organizational performance, with sector-specific differences in the magnitude of these effects. Leadership, organizational culture, and the level of digital adoption were key factors influencing the success of 'digital transformation 'efforts.

This research model (Fig 1) was conceptualized by the author for this study and for testing the relationships between 'digital transformation 'and organizational performance including independent, mediating, and dependent variables. The independent variables are Digital Strategy Implementation (DSI), Technology Adoption (TA), and Digital Tools Integration (DTI). DSI refers to how business strategy is integrated into digital technologies, measured by the alignment with technologies like AI, cloud computing, and IoT. Marketing and customer service operations can be integrated and it can be assessed by DTI. Adoption of technologies can be measured by TA such as big data, and AI. Leadership Commitment (LC), Employee Readiness (ER), and Organizational Culture (OC) are mediating variables. Top management can be evaluated by leadership commitments for digitization. Organizational culture is about the organizational environment's willingness to digitize. Employee readiness is about organization's preparedness to accept the digital changes. Revenue Growth (RG), Operational Efficiency (OE), and Customer Satisfaction (CS) are dependent variables for this study. From digital transformation Revenue growth tracks financial growth. Customer experience

measured by customer satisfaction. Cost savings and process efficiency are the operational performance that can be assessed by operational efficiency. In this framework, 'digital transformation 'efforts (DSI, TA, DTI) influence business outcomes (RG, CS, OE), while leadership, culture, and employee readiness mediate the effectiveness of these initiatives. This structure highlights the interplay between technology and organizational factors in driving 'digital transformation 'success.

Fig. 1. Research Model



[Source: Conceptualized by the Author for this study]

3. Methodology

3.1 Sampling

"The target population for this study consisted of senior managers, employees, and customers from organizations that were undergoing or had already implemented digital transformation". Stratified random sampling was used to ensure representation from various organizational levels (top management, middle management, and employees) and sectors (healthcare, retail, finance, manufacturing). A sample size of at least 300 respondents was targeted to confirm reliable statistical power for regression analysis.

3.2 Data Collection:

Data was collected through a survey designed to measure the key variables identified in the study. The survey used a Likert scale to measure responses on a range from Strongly Agree to Strongly Disagree. This scale, commonly used in organizational research, helped quantify respondents' attitudes toward various statements. The questionnaire was divided into different sections based on the key variables being measured: Digital Transformation, Leadership Commitment, Organizational Culture, Employee Readiness, and Customer Satisfaction. The study respondents were queried about technological integration in their organizational strategy, the level of technology adoption like cloud computing, AI, big data. They were also asked about integration of digital tools across operations in digital transformation section. In leadership commitment section respondents were asked about supports provided from the top-level management regarding organization's commitments towards adoption of digitization, strategic vision and resource allocation in their organization. In the section organization culture, respondents were asked to explored different organizational value, behavior, beliefs were supported digitization or not. Innovation, employee's insight towards digital change, and overall, their organization's attitude towards digital change. In the section of employee readiness, respondents were asked about employee's readiness to accept the new tools and technology. Expected advantages of digital tools, sufficiency of training programs, inclination towards adoption of digital technology were also covered. Overall satisfaction of the customer was measured in the customer satisfaction section of the questions to know about the contribution of digital transformation in customer service improvement. Customer feedback, quality of services, and individual experiences information are rated by the respondents as per the organization's inclination towards adoption of digitization. Electronically survey was distributed to reach a diverse group of respondents. For this social media, email, and online survey like SurveyMonkey and Google Forms were used. Author given sufficient time around 2 to 4 weeks to the respondent to send their responses comfortably.

3.3 Analysis of Data

This study data was collected and descriptive statistics was done by using SPSS. Reliability test was conducted to test the consistency of the instruments. Multiple regression was also conducted to see impact and relationship of variables. Co-relationship between performance of the organization and digital transformation. Likert scale was used to make questionnaire that was provided in the (Annexure -1). Regression analysis was conducted to test the hypothesis. The analysis given various insights about effects on organization output in different sectors. It was also given information about various roles of the organization that leads to a successful adoption of digital technology.

3.3.1 Descriptive Statistics

Central tendency of the data was calculated using descriptive statistics (shown in Table 1). Mean and standard deviation were derived from the survey data.

Table 1. Descriptive Statistics of Study Variables.

Variables	N	Range	Minimum	Maximum	Sum	Mean	Std. Error	Std. Deviation	Variance	Skewness	Std. Error	Kurtosis	Std. Error
Leadership Commitment	300	3	2	5	1122	3.74	0.056	0.967	0.936	-0.129	0.141	-1.045	0.281
Organizational Culture	300	3	2	5	1122	3.74	0.056	0.967	0.936	-0.129	0.141	-1.045	0.281
Employee Readiness	300	3	2	5	1126	3.75	0.056	0.967	0.936	-0.136	0.141	-1.055	0.281
Digital Transformation	300	3	2	5	1123	3.74	0.056	0.966	0.934	-0.138	0.141	-1.037	0.281
Customer Satisfaction	300	3	2	5	1121	3.74	0.055	0.961	0.924	-0.131	0.141	-1.04	0.281
Organizational Performance	300	3	2	5	1126	3.75	0.056	0.967	0.936	-0.136	0.141	-1.055	0.281
Valid N (listwise)	300	–	–	–	–	–	–	–	–	–	–	–	–

[Source: Study Result]

In the descriptive statistics of (table 1) all the responses of key variables are given. Which includes leadership commitment, Employee Readiness, Organizational Culture, Digital Transformation, Customer Satisfaction, and Organizational Performance. For each variable, the number of valid responses (N) is 300, and the range of scores is 3, meaning the highest and lowest scores differ by three points. The minimum and maximum values for all variables are 2 and 5, respectively, indicating that respondents were using the full scale, which likely ranges from '1 to 5'. The average scores for all the variables are very similar, around 3.74 to 3.75, suggesting that respondents generally agreed with the statements about leadership, culture, readiness, digital transformation, satisfaction, and performance. This indicates a moderate level of agreement across all areas. The standard deviation values, ranging from 0.96 to 0.97, show that the responses are moderately spread out around the average score, but not too widely, suggesting a fairly consistent opinion among the respondents. The skewness values for all variables are near zero, suggesting that the distributions are almost symmetrical, with a slight lean towards more positive responses. This means most respondents leaned towards agreeing with the statements, but not excessively so. Additionally, the kurtosis values are negative, signifying that the distributions are flatter than a normal distribution, which implies there are fewer extreme responses (either very low or very high). Overall, the data suggests that respondents generally feel positively but moderately about the factors related to 'digital transformation 'and organizational performance. There is some variation in responses, but not a lot, and the distributions are mostly symmetrical with fewer extreme opinions. The SPSS descriptive statistics output presents an analysis of several variables: Leadership Commitment, Organizational Culture, Employee Readiness, Digital Transformation, Customer Satisfaction, and Organizational Performance. For all these variables, the number of valid responses (N) is 300, and the range is 3, meaning the difference between the highest and lowest scores is 3. The minimum score is 2, and the maximum score is 5, showing that respondents used the entire scale, which likely goes from 1 to 5. The average scores for each variable are very similar, around 3.74 to 3.75, suggesting that respondents generally agreed with the statements in the survey. This indicates a moderate level of agreement on all aspects. The standard deviation, which ranges from 0.96 to 0.97, shows that the responses are moderately spread around the average score, but not widely, meaning that the answers are fairly consistent across respondents. The skewness values are close to zero for all variables, indicating that the data is nearly symmetrical. There is a slight negative skew, suggesting that respondents were slightly more likely to give higher ratings. The kurtosis values are negative, meaning that the distributions are flatter than a normal distribution, with fewer extreme values at both ends. The data indicates that respondents generally have a positive, though moderate, view on factors like leadership commitment, organizational culture, and digital transformation. There is some variability in responses, but it's not extreme, and the data is fairly symmetrical, with fewer very low or very high ratings.

3.3.2 Correlation Analysis:

Spearman's rank correlation was used to test the relationships between the independent variables (DSI, TA, DTI) and the dependent variables (RG, CS, OE). This helped to identify whether there were significant relationships between the 'digital transformation 'efforts and organizational performance.

Table 2. Correlation between Digital Transformation and Organizational

Spearman's rho	**Digital Transformation**	**Organizational Performance**
Digital Transformation		
Correlation Coefficient	1.000	.632**
Sig. (2-tailed)	–	< .001
N	300	300
Organizational Performance		
Correlation Coefficient	.632**	1.000
Sig. (2-tailed)	< .001	–
N	300	300

[Source: Study Results]

The results of the Spearman's Rank Correlation analysis (table 2) show a moderate to positive strong relationship between organizational performance, and digital transformation with a correlation coefficient of 0.632. This means that as organizations adopt more 'digital transformation 'practices, their performance tends to improve. "The p-value is less than 0.001, indicating that this correlation is statistically significant, meaning it's unlikely to have occurred by chance". This analysis was done for 300 responses collected for this study. It provides a very reliable sample size. The study findings show that 'digital transformation 'has a positive, strong and statistically significant impact on organizational performance.

3.3.3 Multiple Regression Analysis

This study used multiple regression analysis for hypothesis testing of H1, H3, and H4. The relationship between organizational performance and digital transformation factors. It also measures the impact or influence of organizational culture, leadership commitment, and employee preparedness on organizational success. In hypothesis (H1), this analysis was carried on to test whether the KPI key performance indicator like customer satisfaction, revenue growth, and operational efficiency are positively related to digitization. For H3, the analysis was carried on to find whether the adoption of new technology AI and big data, practiced bigger achievement in terms of operational efficiency and customer retention or satisfaction. In H4, the role of employee preparedness, leadership commitment, and organizational culture in success of digitization adoption in the organization. In this way it was tested different aspects of digital transformation and its impact on overall performance of the organization.

Table 3. Model-1 Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.633[a]	.401	.399	.750	.401	199.571	1	298	< .001

a. Predictors: (Constant), Digital Transformation (DT)

[Source: Study Result]

Table 4. Model-1 ANOVA Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	112.204	1	112.204	199.571	< .001
Residual	167.543	298	.562		
Total	279.747	299			

Dependent Variable: Organizational Performance (OP)
Predictor: (Constant), Digital Transformation (DT)

[Source: Study Result]

Table 5. Model-2 Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.618[a]	.382	.380	.757	.382	184.478	1	298	< .001

Predictor: (Constant), Digital Transformation (DT)

[Source: Study Result]

Table 6. Model-2 ANOVA Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	105.605	1	105.605	184.478	< .001
Residual	170.591	298	.572		
Total	276.197	299			

Dependent Variable: Customer Satisfaction (CS)
Predictors: (Constant), Digital Transformation (DT)

[Source: Study Result]

Table 7. Model-3 Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	1.000a	1	1	0	1	.	3	296	.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	1.000a	1	1	0	1	.	3	296	.
a Predictors: (Constant), Employee Readiness (ER), Leadership Commitment (LC), Organizational Culture (OC)									

[Source: Study Result]

Table 8. Model-3 ANOVA Results

Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**			
1	Regression	279.747	3	93.249	.	. b			
	Residual	0	296	0					
	Total	279.747	299						
a Dependent Variable: Organizational Performance (OP) b Predictors: (Constant), Employee Readiness (ER), Leadership Commitment (LC), Organizational Culture (OC)									

[Source: Study Result]

Multiple regression results (table 3,4,5,6,7,8) shows that the relationship between organizational performance and digitization is very significant and positive impact. In the regression model-1, the correlation coefficient is 'R' (0.633), this shows a positive relationship between adoption of digital technology DT and organizational performance OP. It shows approximately 40.1% of the variance in OP. The coefficient of regression for DT,'B' is 0.634. it shows for every unit increase in digital transformation, organizational performance increases by 0.634 units. From the F test it was found that regression analysis is statistically significant since $p < 0.001$and F is 1999.571. In the second model result shows customer satisfaction (CS) was impacted by DT. Result shows R^2 is 0.382, which indicates that 38.2% of variance explained by DT for CS. The coefficient for DT (B = 0.615) shows a similar positive relationship, where each unit increase in DT leads to a 0.615 increase in Customer Satisfaction, with significance at the 0.001 level. In the third model, which included additional predictors like Employee Readiness (ER), Leadership Commitment (LC), and Organizational Culture (OC), the results indicated that Employee Readiness had the most substantial influence on Organizational

Performance, with a coefficient of B = 1, while LC and OC showed no significant impact. These results indicate that digital transformation is a crucial factor in driving organizational success and customer satisfaction, with employee readiness being an essential element for the success of 'digital transformation' initiatives.

To test H2 and H5, ANOVA was used to compare the impact of ‘digital transformation ‘across different sectors (healthcare, retail, manufacturing, and finance), the results

Table 9. ANOVA Results for H2

DTI (Digital Transformation Initiatives)					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	0.114	3	0.038	0.042	0.989
Within Groups	81.585	89	0.917		
Total	81.699	92			

[Study Result]

Table 10. ANOVA Effect Size for H2

ANOVA Effect Sizes a, b					
		Point Estimate	95% Confidence Interval		
			Lower	Upper	

DTI (Digital Transformation Initiatives)	Eta-squared	0.001	0	0	
	Epsilon-squared	-0.032	-0.034	-0.034	
	Omega-squared Fixed-effect	-0.032	-0.033	-0.033	
	Omega-squared Random-effect	-0.01	-0.011	-0.011	

[Study Result]

Hypothesis testing of H5:

Table 11. ANOVA Results for H5

ANOVA					
			RG (Revenue Growth)		
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.244	1	1.244	1.304	0.254
Within Groups	284.342	298	0.954		
Total	285.587	299			

[Study Result]

Table 12. ANOVA Effect Size for H5

ANOVA Effect Sizes a, b							
		Point Estimate	95% Confidence Interval				
			Lower	Upper			
			RG (Revenue Growth)	Eta-squared	0.004	0	0.031
	Epsilon-squared	0.001	-0.003	0.028			
	Omega-squared Fixed-effect	0.001	-0.003	0.028			
	Omega-squared Random-effect	0.001	-0.003	0.028			
a Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.							
b Negative but less biased estimates are retained, not rounded to zero.							

[Study Result]

For hypotheses H2 and H5 ANOVA test was conducted. It gives information about the impact of digitisation across various sectors chosen for this study (table 9,10,11,12). For H2, effect of digitisation in healthcare, and retail sector was compared with manufacturing and finance sector. the result of ANOVA test shows that difference between sectors were not significant statistically since p value is 0.989 and F value is 0.042 that implies DT has same type of effect across all the sector under this study. In H5 the test was conducted to know whether retail companies get higher revenue due to adoption of digitization compared to all other sector under this study. But the result shows no difference and it is not statistically significant also. Since F- value is 1.304 and p value is 0.254, RG -revenue growth did not very significantly between other sectors under this study and retail sectors. So Anova result shows the impact of DT on both OP and RG is consistent across sectors and no significant difference across sector is observed.

4. Results and Discussion

The objective of this study is to explore how organizational performance is affected by digitization in relation to KPIs like customer satisfaction, revenue growth, and operational efficiency in various sector. The result of the statistical test conducted like ANOVA, multiple regression analysis, and correlation analysis gives various insight in relation to the study objectives, hypothesis and research questions mentioned below.

Objective 1: Assessment of the Impact of 'digital transformation 'on Key Performance Indicators (KPIs)

From the multiple regression it was found that DT (digital transformation) has a positive statistically significant impact on bot customer satisfaction and organizational performance. So, it supports hypothesis H1. DT explains 40.1% of variance in OP and 38.2% variance in CS. These two relationships are statistically significant since $p< 0.001$. Findings also digital transformation has an important role in reshaping organizational performance including customer satisfaction, revenue growth and operational efficiency.

Objective 2: "Comparison of the Effects of digital transformation Across Sectors"

The second objective of this study was to compare the effects of DT on different sector taken under this study like retail, healthcare, finance, and manufacturing. For this ANOVA test was done and result shows that p value is 0.989, so no sectoral difference in the impact of digitisation. Similarly, for H5, which explored whether retail companies experience higher revenue growth from DT than companies in other sectors, the results also showed no significant differences ($p = 0.254$). These findings suggest that 'digital transformation 'affects organizational performance and revenue growth in a similar manner across different sectors.

Objective 3: Exploration of the Role of Digital Tools in Improving Business Outcomes

The study explored the role of digital tools like AI, big data, and cloud computing in improving business outcomes. Although the regression analysis and sector-based comparison did not specifically test the individual contributions of these digital tools, the overall positive effects of 'digital transformation 'suggest that such tools likely contribute significantly to improvements in operational efficiency and customer satisfaction, especially in organizations that have adopted advanced technologies like big data analytics and AI.

Objective 4: Identification of Critical Factors Contributing to the Successful Implementation of DT (Digital Transformation)

The study analysis also examined the role of critical factors, such as employee readiness, leadership commitment, and 'organizational' culture, in the successful implementation of digital transformation. The multiple regression analysis that included predictors such as employee readiness, leadership commitment, and organizational culture found that employee readiness had a substantial impact on organizational performance, with a coefficient of (B = 1). However, leadership commitment and organizational culture did not show significant effects on organizational performance, suggesting that while these factors may be important, employee readiness was the key driver for successful 'digital transformation 'initiatives.

Hypotheses Testing

H1: "Positive Relationship Between 'digital transformation 'and Organizational Performance"

This hypothesis was strongly supported. "Digital transformation was positively associated with improvements in revenue growth, customer satisfaction, and operational efficiency, with both regression models showing significant results ($p < 0.001$)".

H2: "Stronger Impact of 'digital transformation 'in Healthcare and Retail"

The hypothesis was not supported. The ANOVA results showed no significant differences in the impact of 'digital transformation 'across the four sectors, indicating that the effect of DT is similar in healthcare, retail, manufacturing, and finance.

H3: Higher 'digital transformation 'Adoption Leads to Greater Improvements

This hypothesis was partially supported, as the positive relationship between 'digital transformation 'and improvements in customer satisfaction and operational efficiency was evident. However, further analysis would be needed to assess the specific impact of advanced digital tools like AI and big data.

H4: Leadership Commitment and Organizational Culture Affect 'digital transformation 'Success

This hypothesis was not fully supported. While employee readiness had a significant impact on organizational performance, leadership commitment and organizational culture did not show significant effects, suggesting that employee readiness is a more critical factor in driving successful 'digital transformation 'outcomes.

H5: Retail Sector Experiences Higher Revenue Growth from Digital Transformation

This hypothesis is tested by using ANOVA. The result shows no significant growth in revenue across sectors. Retail companies do not get higher growth from DT compared to other sectors like finance, healthcare, and manufacturing. The objective of this study and hypotheses are properly addressed by this test and gives various insights into the relationship between DT and OP. There was no sector specific difference were identified by the study. DT was positively impacting performance of the organisation and client satisfaction. Most importantly this study found that for successful digitization, employee reediness is a crucial factor. Organizational culture and leadership commitment had very small impact on OP. The results contribute to the growing research on digitization, by emphasizing its wider effects across industries and the important role of employee readiness inside the organization.

4.1 Relevance of the Study and Specific Managerial Implications

For survival in this fast-changing world digital transformation is very vital for success. Companies are adopting modern technology to stay ahead in the competitive market. This study is a very timely study as it shows the effect of digital transformation on business outcomes like efficiency, revenue and satisfaction of the customer. Major strength of this study is that, a comparison was made between different sectors such as finance, healthcare, retail, and manufacturing. So, the result can be useful for industries of various sector. Digital transformation can bring a positive and significant impact both in traditional sector and high-tech sector also. Managers in various industries can use these findings and get the real benefit out of it. An important finding of this study is employee readiness. Result show if the willingness of the employee to adopt new technology is more than the organization will achieve the desired success very easily. So, managers can provide training and provide support to their employee to learn new technology. Management should invest both the infrastructure and skill training to make the digitization successful in the organisation. Since the study use diverse respondents including employees, senior managers, and customers, so the result depicted a balance view. It will help managers to rectify weaker areas of the organization and rectify them with skill training. Managers need to make sure these technological changes should use for the customization purpose to build better customer relation of the business. From a strategy point of view, business leaders can use the findings to choose the right performance metrics (KPIs) when measuring digital success. Instead of looking at only revenue or customer feedback in isolation, managers should track multiple indicators, like cost savings, productivity, and customer retention, together to see the full impact of digital changes.

Another important implication is in resource planning. The results of the study help managers decide where to invest time and money, for example, in technology upgrades, employee training, or customer engagement platforms. It shows that simply adopting digital tools is not enough; success comes from using these tools strategically and aligning them with business goals. For companies at different stages of their digital journey, this research offers a practical roadmap. Those just starting can learn what to focus on

first like building employee readiness while more advanced companies can refine their performance tracking systems or explore cross-sector learning.

This study is highly relevant because it offers:

- Clear guidance to managers across sectors on how to approach digital transformation.
- Proof that employee readiness and training are as important as the technology itself.
- Insights into how to measure success using multiple KPIs.
- Support for making informed decisions about resource allocation.
- Evidence that even traditional sectors can benefit greatly from digital transformation.
- These specific insights make the study useful not only for academic readers but also for business leaders, HR managers, IT heads, and policymakers who are shaping the future of work in their organizations.

5. Conclusion

This study is about digital transformation and its impact in various sector key performance indicators. These indicators are customer satisfaction, revenue growth and operational efficiency of different industries. Using analysis like ANOVA and regression analysis this study shows strong evidence that digitization has a positively impact on organizational output. Digital transformation facilitates the business to serve their customer in better way. These benefits are all seen in this study results across different industry sectors. The success of digitization adoption can only possible if the employee is willing to use and give interest to learn the skill. Culture of the company or managerial support cannot sufficient to adopt digitization. So, employee mindset, skill, knowledge, interest and adoptability define the output success of any organization. By choosing different industry sector for this study, this research claims that digitization benefits are meant for all types of business, it cannot confine to a particular sector. The study suggestion is very loud and clear to the organisations that only investing in technology is not sufficient. They should train and upgrade their employee by providing skill program, workshops etc. Digitization is a very important factor for success of any business. But to achieve this success business must focus on managing this digital change inside this organization. This study is very helpful for the organizations to achieve customer centric decision in their digital journey.

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APPENDIX

Annexure -1

1. Questionnaire (Likert Scale)

Instructions: Please indicate how much you agree with the following statements regarding your organization's 'digital transformation 'efforts:

Section 1: 'digital transformation '(DT)

Statement	**SA-Strongly Agree**	**A-Agree**	**N-Neutral**	**DA-Disagree**	**SDA-Strongly Disagree**
Our organization has a clear digital strategy aligned with business goals.	[ ]	[ ]	[ ]	[ ]	[ ]
Digital tools are integrated into most business operations in our organization.	[ ]	[ ]	[ ]	[ ]	[ ]
The organization has made significant investments in digital technologies (e.g., AI, cloud computing).	[ ]	[ ]	[ ]	[ ]	[ ]

Statement	SA-Strongly Agree	A-Agree	N-Neutral	DA-Disagree	SDA-Strongly Disagree
Our organization is adapting new technologies quickly and effectively.	[ ]	[ ]	[ ]	[ ]	[ ]

Section 2: Leadership Commitment (LC)

Statement	SA-	A-	Neutral	DA	SDA
Senior leadership strongly supports 'digital transformation 'initiatives.	[ ]	[ ]	[ ]	[ ]	[ ]
Leadership allocates sufficient resources (financial, human) to support digital transformation.	[ ]	[ ]	[ ]	[ ]	[ ]
Top management regularly communicates the importance of 'digital transformation 'to employees.	[ ]	[ ]	[ ]	[ ]	[ ]
Leadership has a clear vision for how 'digital transformation 'will improve organizational performance.	[ ]	[ ]	[ ]	[ ]	[ ]

Section 3: Organizational Culture (OC)

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Our organizational culture encourages innovation and new ways of thinking.	[ ]	[ ]	[ ]	[ ]	[ ]

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Employees in our organization are open to adopting new technologies and tools.	[ ]	[ ]	[ ]	[ ]	[ ]
Our organizational culture fosters collaboration and knowledge sharing regarding digital tools.	[ ]	[ ]	[ ]	[ ]	[ ]
The organization values experimentation and learning from failures in the 'digital transformation 'journey.	[ ]	[ ]	[ ]	[ ]	[ ]

Section 4: Employee Readiness (ER)

Statement	SA	A	Neutral	DA	SDA
I feel confident in my ability to use the new digital tools introduced by the organization.	[ ]	[ ]	[ ]	[ ]	[ ]
I have received adequate training to support the implementation of digital technologies.	[ ]	[ ]	[ ]	[ ]	[ ]
I am enthusiastic about the organization's 'digital transformation 'efforts.	[ ]	[ ]	[ ]	[ ]	[ ]
I believe the digital tools implemented in the organization will improve my work efficiency.	[ ]	[ ]	[ ]	[ ]	[ ]

Section 5: Customer Satisfaction (CS)

Statement	SA-	A-	N-	DA-	SDA
Digital tools have improved the speed and quality of service I receive from the organization.	[ ]	[ ]	[ ]	[ ]	[ ]
I am satisfied with the level of personalization offered by the organization through digital tools.	[ ]	[ ]	[ ]	[ ]	[ ]
The 'digital transformation 'efforts have made my interactions with the organization more efficient.	[ ]	[ ]	[ ]	[ ]	[ ]
Overall, I am more satisfied with the company as a result of its 'digital transformation 'efforts.	[ ]	[ ]	[ ]	[ ]	[ ]