

# Unravelling the Impact of Digital Transformation on Organizational Performance: The Mediating Role of Dynamic Capabilities

Nurfaznim Shuib<sup>1\*</sup>, Siti Murni Mat Khairi<sup>2</sup>, Izura Ibrahim<sup>3</sup>, Sovia Rosalin<sup>4</sup>, Mu'izzuddin Mat Nor<sup>5</sup>

<sup>1</sup>Faculty of Business Management, University Technology of MARA Kedah Branch

<sup>2</sup>Faculty of Business Management, University Technology of MARA Kedah Branch

<sup>3</sup>Faculty of Business Management, University Technology of MARA Selangor Branch

<sup>4</sup>Faculty of Vocational Studies, Universitas Brawijaya, Indonesia

<sup>5</sup>Electrical Engineering Department, SEA Asia Pacific Sdn. Bhd.

\*Corresponding Author

DOI: <https://dx.doi.org/10.47772/IJRISS.2026.10100028>

Received: 23 September 2025; Accepted: 17 October 2025; Published: 19 January 2026

## ABSTRACT

This study examines the impact of digital transformation on organizational performance, emphasizing the mediating role of dynamic capabilities. As organizations increasingly adopt digital strategies, many struggle to realize their full potential due to challenges in resource reconfiguration, strategic alignment, and technological adaptation. The study aims to develop how dynamic capabilities—such as sensing, seizing, and transforming—mediate the relationship between digital transformation and organizational performance, enabling firms to achieve competitive advantages. Using a quantitative research approach, data was collected from organizations across various industries, analyzed through structural equation modelling to assess the relationships among digital transformation, dynamic capabilities, and performance outcomes. The findings reveal that digital transformation positively influences organizational performance, with dynamic capabilities playing a crucial mediating role in optimizing digital investments, enhancing innovation, and fostering agility. Organizations with well-developed dynamic capabilities can better integrate digital technologies, restructure processes, and respond effectively to market changes, leading to sustained performance improvements. The study offers theoretical contributions by reinforcing the dynamic capabilities framework within the digital transformation context, highlighting the importance of adaptability and continuous learning in achieving long-term success. Practically, the findings suggest that firms should invest in digital skills development, data-driven decision-making, and agile strategies to maximize digital transformation benefits. However, the study acknowledges limitations, including industry-specific variations and the evolving nature of digital transformation, which may affect the generalizability of the results. Future research should explore sector-specific case studies, longitudinal analyses, and the role of emerging technologies to further understand how digital transformation can drive sustainable organizational performance.

**Keywords:** Digital Transformation, Dynamic Capabilities, Organizational Performance, Strategic Agility, Innovation Capability

## INTRODUCTION

In the era of rapid technological advancement, digital transformation (DT) has emerged as a critical factor shaping the competitive landscape of organizations across industries. DT encompasses the integration of digital

technologies into all aspects of business operations, fundamentally altering how firms create and deliver value [32]. Organizations that successfully implement DT strategies often experience enhanced efficiency, innovation, and adaptability, leading to superior organizational performance [13]. However, despite its growing significance, the mechanisms through which DT translates into improved performance remain insufficiently explored, highlighting the need for further investigation into mediating factors such as dynamic capabilities.

Extant literature underscores the transformative potential of DT, particularly in enhancing operational agility, customer engagement, and decision-making processes [2]. Scholars have also emphasized the role of dynamic capabilities defined as an organization's ability to sense opportunities, seize resources, and reconfigure operations as a crucial enabler of digital success [11]. These capabilities allow firms to harness digital innovations effectively, ensuring long-term competitiveness [10]. Despite these insights, research has largely focused on the direct impact of DT on organizational performance, overlooking the role of dynamic capabilities as an intermediary that facilitates this relationship.

The gap in current research lies in the limited understanding of how dynamic capabilities mediate the relationship between DT and organizational performance. While prior studies have explored the individual effects of DT and dynamic capabilities, few have examined how these factors interact to shape business outcomes [5]. This study aims to bridge this gap by proposing a conceptual framework that positions dynamic capabilities as a mediator in the DT-performance link. Specifically, it seeks to uncover the extent to which dynamic capabilities influence the effectiveness of DT strategies in driving superior organizational performance.

This study holds significant implications for both academic research and managerial practice. From a theoretical standpoint, it contributes to the ongoing discourse on DT by integrating insights from the dynamic capability's framework and digital transformation literature. By clarifying the mediating role of dynamic capabilities, the study advances strategic management theories and provides a more nuanced understanding of digital-enabled business transformation. From a practical perspective, the findings can inform business leaders and policymakers on how to optimize their DT investments by fostering dynamic capabilities that enhance organizational agility, resilience, and innovation [12].

The theoretical foundation of this study is grounded in the Dynamic Capabilities Theory (DCT), which posits that firms with superior dynamic capabilities are better positioned to navigate technological disruptions and sustain competitive advantage [11]. By leveraging DCT, this research elucidates how organizations can align digital transformation efforts with capability-building initiatives to maximize performance outcomes. The paper is structured as follows: Section 2 provides an in-depth literature review on DT and dynamic capabilities; Section 3 outlines the proposed conceptual framework; Section 4 discusses the theoretical underpinnings and methodology; and Section 5 presents conclusions, implications, and future research directions.

## LITERATURE REVIEW

In this section, we examine the literature on Digital Transformation (DT), Dynamic Capabilities (DC), and Organizational Performance (OP). The discussion highlights their interrelations and individual impacts, providing a foundation for understanding their role in shaping organizational success.

### A. Digital Transformation

Digital transformation (DT) refers to the process by which organizations integrate digital technologies into their operations, resulting in fundamental changes to business models, processes, and customer interactions [25]. The adoption of DT has been driven by rapid technological advancements, increasing global competition, and changing consumer expectations [24]. Key technologies associated with DT include artificial intelligence, big data analytics, cloud computing, and the Internet of Things (IoT), all of which contribute to enhanced operational efficiency, improved customer experiences, and the creation of new business opportunities [4];[18]. Research indicates that DT significantly improves organizational agility, enabling firms to respond to market disruptions more effectively [31].

Despite its benefits, DT implementation is not without challenges. Many organizations struggle with digital adoption due to cultural resistance, lack of digital skills, and insufficient leadership commitment [9]. The transformation process also requires a strategic approach to managing organizational change and ensuring alignment between digital initiatives and business objectives. Consequently, firms with strong dynamic capabilities are better equipped to navigate the complexities of digital transformation and achieve sustained performance improvements [22].

## **B. Dynamic Capabilities**

Dynamic capabilities (DC) refer to an organization's ability to integrate, build, and reconfigure internal and external resources to adapt to rapidly changing environments [21]. DCs are critical for firms undergoing DT, as they enable the sensing of new market opportunities, seizing them through resource mobilization, and transforming operational processes to remain competitive [28]. Research has shown that firms with strong DCs can leverage digital technologies more effectively, leading to enhanced innovation and strategic agility [15]. The role of leadership in fostering dynamic capabilities is well documented. Top management teams with a strong technical background and digital orientation are more likely to develop and sustain the dynamic capabilities required for successful DT [14];[1]. Additionally, organizational learning and a culture of experimentation contribute to the development of DCs by enabling firms to continuously refine their digital strategies [29]. Given the importance of DCs in bridging the gap between DT and performance, further research is needed to explore their specific mechanisms and moderating factors in different industrial contexts.

## **C. Organizational Performance**

Organizational performance (OP) is a multidimensional construct that encompasses financial performance, market performance, and innovation outcomes [23]. The impact of DT on OP has been extensively studied, with findings indicating that digital transformation enhances efficiency, customer satisfaction, and competitive advantage [6]. Firms that successfully implement DT strategies experience increased productivity, revenue growth, and improved decision-making capabilities [17]. However, the effect of DT on innovation performance may be paradoxical, as it can both promote and hinder innovation depending on organizational risk-taking [16].

However, the extent to which DT improves OP is influenced by an organization's dynamic capabilities. Research suggests that firms with well-developed DCs are better able to translate digital investments into performance gains by continuously adapting their business models and processes [26]. Moreover, firms that align their DT initiatives with strategic objectives and foster a culture of innovation tend to outperform those that focus solely on technology adoption [19]. Therefore, understanding the interplay between DT, DCs, and OP is essential for organizations seeking to maximize the benefits of digital transformation.

While most studies report a positive relationship between digital transformation and organizational performance, recent findings highlight that these outcomes are not uniform across organizations. The effectiveness of digital transformation depends on firms' ability to strategically align digital initiatives with dynamic capabilities, leadership support, and organizational learning mechanisms.

## **D. Industry-Specific Considerations**

Although this study adopts a cross-industry perspective, prior research indicates that the impact of digital transformation and dynamic capabilities varies across industries. Manufacturing firms tend to emphasize process automation and operational reconfiguration ([5]; [11]), whereas service-oriented organizations focus more on digital platforms, customer analytics, and service innovation ([2]). In SMEs and family-owned firms, dynamic capabilities often influence long-term performance outcomes rather than immediate financial returns due to resource constraints and governance structures. These variations suggest that industry context plays an important role in shaping how digital transformation initiatives translate into organizational performance. Future empirical studies could examine these sector-specific differences in more detail to provide tailored managerial guidance.

## METHODOLOGY

1) *Research Design:* This study employs a narrative review methodology to synthesize existing literature on digital transformation, dynamic capabilities, and organizational performance. A narrative review is an appropriate approach for conceptual papers as it enables the integration of diverse theoretical perspectives, empirical findings, and emerging trends within a field [20]. Unlike systematic reviews, which focus on structured data extraction and meta-analysis, narrative reviews provide a more flexible and comprehensive discussion of the topic, allowing for a critical examination of prior studies and identification of research gaps [3]. The narrative review approach was selected due to its suitability for conceptualizing the mediating role of dynamic capabilities in the relationship between digital transformation and organizational performance. This method facilitates the synthesis of theoretical and empirical studies to develop a conceptual framework that contributes to academic discourse and managerial practice. The review includes recent studies from high-impact journals, ensuring a robust theoretical foundation and alignment with contemporary scholarly discussions.

2) *Key Steps in Conducting a Narrative Review:* The data collection process for this study was conducted through the Scopus database, one of the most comprehensive and reputable sources for peer-reviewed academic literature. The search strategy involved identifying relevant articles by using a combination of keywords such as "digital transformation," "dynamic capabilities," and "organizational performance." Boolean operators (AND, OR) were used to refine search results, ensuring that selected articles specifically addressed the interrelationships among these variables. To enhance the reliability of the review, inclusion criteria were established, focusing on high-impact journal articles published in the last five years. Only studies written in English and those with full-text accessibility were considered. The review process involved multiple steps, beginning with the identification and screening of relevant articles. Abstracts and keywords were assessed to determine their relevance, followed by a full-text review of selected papers. A thematic analysis approach was employed to categorize findings into key themes, including the direct impact of digital transformation on organizational performance, the role of dynamic capabilities, and mediating mechanisms. This structured approach ensured the coherence of the narrative review and facilitated the development of a conceptual framework grounded in existing literature.

3) *Data Collection and Review Strategy:* The data collection process was designed to ensure comprehensive coverage of relevant literature in the field of digital transformation, dynamic capabilities, and organizational performance. A structured search string was developed to retrieve relevant academic papers from the Scopus database. The search string used was: ("digital transformation" OR "digital change" OR "digitization" OR "digitalization") AND ("organizational performance" OR "organizational effectiveness" OR "business performance" OR "company performance") AND ("innovation" OR "change management" OR "strategy" OR "agility") AND ("technology adoption" OR "IT integration" OR "system implementation" OR "software deployment") AND ("employee engagement" OR "workforce productivity" OR "staff performance" OR "human resources").

This search strategy ensured that a broad range of studies addressing the relationships among digital transformation, dynamic capabilities, and organizational performance were included. Articles were filtered based on relevance, recency (within the last five years), and publication in high-impact journals. Additionally, studies were screened for their methodological rigor, ensuring that only empirical and theoretical contributions with strong academic credibility were included.

An integrative thematic analysis approach was employed to identify and synthesize key themes, concepts, and theoretical perspectives. This approach allowed for the systematic categorization of findings into major themes such as the drivers of digital transformation, the role of dynamic capabilities in enabling organizational agility, and the impact of digital transformation on business performance. Thematic coding was conducted iteratively, ensuring that emerging patterns were captured and analyzed in-depth. The synthesis process involved comparing and contrasting findings across studies, facilitating the development of a conceptual framework that highlights the mediating role of dynamic capabilities in the digital transformation-performance nexus. Refer Fig 1.

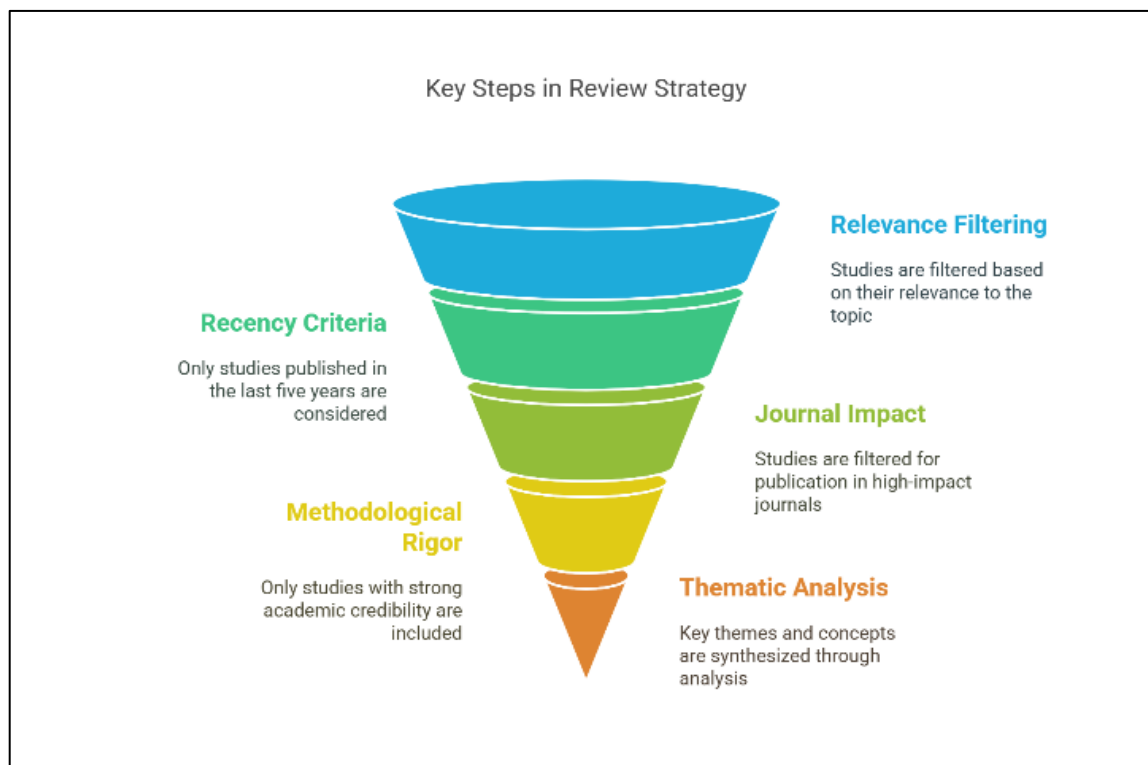


Fig 1. Key Steps in Review Strategy

TABLE I KEY FINDINGS FROM THE NARRATIVE REVIEW

Key Finding	Descriptions
Impact of Digital Transformation (DT) on Organizational Performance	Digital transformation enhances efficiency, innovation, and competitive advantage across various industries, including manufacturing, financial sectors, and SMEs ([13];[32];[2];[11]).
Role of Dynamic Capabilities in DT	Dynamic capabilities, including sensing, organizing, restructuring, and integrating competencies, are essential for leveraging digital transformation effectively ([32]; [11]; [10]; [5])
Mediating Role of Dynamic Capabilities	Dynamic capabilities mediate the relationship between digital transformation and organizational performance by enabling resource integration and reconfiguration, facilitating innovation and agility ([11]; [10]; [5])
Industry-Specific Effects	In family firms, dynamic capabilities mediate DT's impact on long-term performance, but the effect is less pronounced in the short term. In manufacturing enterprises, dynamic capabilities enhance innovation performance significantly ([5]; [11]).
Influencing Factors	Factors such as digital maturity, leadership support, and top management's technical background strengthen the relationship between DT and dynamic capabilities ([2];[11]; [12]).
Practical Implications	Organizations should focus on developing dynamic capabilities, investing in digital maturity and leadership support to maximize the benefits of digital transformation ([13]; [32]; [2]; [13]).

## DEVELOPMENT OF THEORETICAL FRAMEWORK

A theoretical framework serves as the foundation for understanding the relationship between digital transformation (DT), dynamic capabilities, and organizational performance. It provides a structured approach to explain how digital transformation influences organizational outcomes through dynamic capabilities. This study



adopts the Dynamic Capabilities Theory (DCT) as the primary lens, which posits that organizations can sustain competitive advantage by sensing opportunities, seizing them, and reconfiguring resources to adapt to market changes ([22]). In the context of digital transformation, DCT explains how firms leverage digital technologies to enhance agility, innovation, and strategic responsiveness [11]. Furthermore, Upper Echelon Theory (UET) is incorporated to examine how leadership and top management's technological expertise shape the effectiveness of digital transformation initiatives ([8]; [12]). The integration of these theories provides a multi-dimensional perspective that links digital transformation, organizational adaptability, and leadership influence.

Applying these theories to the study context, DCT clarifies how firms develop and enhance dynamic capabilities—such as digital sensing, organizational learning, and business model adaptation—to navigate digital transformation successfully [10]. For instance, organizations that undergo digital transformation restructure operations, integrate digital tools, and innovate business models to remain competitive [2]. Yet, the effect of DT on innovation performance is not always straightforward, as it may depend on organizational risk-taking behaviour [16]. Meanwhile, UET emphasizes the role of leadership support and digital maturity in reinforcing this transformation process [12]. The conceptual framework integrates these elements by positioning digital transformation as the independent variable, organizational performance as the dependent variable, and dynamic capabilities as the mediating factor [5]. This structured approach aligns with existing literature that highlights digital maturity and leadership as key enablers of dynamic capabilities [13]. Fig. 2 shows the conceptual framework of the study.



Fig. 2. Proposed Theoretical Framework

The proposed framework illustrates how digital transformation indirectly enhances organizational performance through dynamic capabilities. Digital transformation enables firms to develop sensing, seizing, and transforming capabilities, which subsequently drive agility, innovation, and performance outcomes.

The theoretical and practical implications of this framework are significant. Theoretically, it bridges the gap between digital transformation literature and dynamic capabilities research by emphasizing their interconnectedness [11]. From a managerial perspective, organizations should invest in leadership development, digital literacy, and strategic resource allocation to maximize the benefits of digital transformation [32]. The study further contributes to the literature on digital strategy and innovation by demonstrating how firms can achieve sustained performance through effective digital transformation initiatives [5]. In conclusion, this theoretical framework provides a holistic view of the relationship between digital transformation, dynamic capabilities, and organizational performance, integrating theoretical insights with practical applications to guide organizations in their digital transformation journeys.

## PROPOSITION DEVELOPMENT

This section develops theoretically grounded propositions derived from Dynamic Capabilities Theory and Upper Echelons Theory. The propositions articulate the causal relationships between digital transformation, dynamic capabilities, and organizational performance. These propositions provide a foundation for future empirical testing and validation

*1) Digital Transformation Affects Organizational Performance:* Digital transformation (DT) has emerged as a crucial driver of organizational performance, fostering innovation, agility, and competitiveness in an increasingly digital economy [30]. By leveraging advanced technologies such as artificial intelligence, big data analytics, and cloud computing, organizations can enhance operational efficiency, optimize decision-making, and improve customer experiences [32]. Additionally, research indicates that DT significantly reduces performance volatility by providing firms with strategic guidance, organizational empowerment, and environmental support [27]. However, the extent to which digital transformation positively impacts performance

is contingent on the firm's ability to integrate digital capabilities into its strategic objectives [7]. As firms navigate the complexities of digitalization, the dynamic capabilities framework highlights the importance of sensing, seizing, and transforming resources to sustain competitive advantage in volatile market environments [2]. Given these findings, it is proposed that digital transformation positively influences organizational performance by enhancing strategic adaptability, operational efficiency, and innovation capabilities. This leads to the following proposition:

**Proposition 1: The implementation of Digital Transformation positively influences Organizational Performance**

2) *Digital Transformation Affects Dynamic Capabilities:* Digital transformation (DT) significantly impacts an organization's dynamic capabilities by enhancing its ability to sense, seize, and transform opportunities in rapidly changing environments. Organizations undergoing digital transformation leverage advanced technologies such as artificial intelligence, big data analytics, and cloud computing to strengthen their ability to identify emerging trends and customer demands [30]. Furthermore, DT fosters organizational agility, enabling firms to restructure processes, optimize resource allocation, and develop innovative business models [32]. Research suggests that digital transformation positively influences firms' dynamic capabilities, including absorptive, adaptive, and innovative capacities, thereby facilitating R&D expansion and cross-border collaboration [10]. Moreover, digital maturity enhances strategic planning efficiency through the effective implementation of dynamic capabilities, ensuring sustained competitive advantage in an increasingly digital economy [2]. By reshaping dynamic capabilities, digital transformation also plays a crucial role in mitigating performance volatility and fostering innovation-led growth [27]. Given these insights, it is proposed that digital transformation positively affects an organization's dynamic capabilities by enhancing its ability to sense market changes, seize opportunities, and transform operations for sustained competitive advantage. Therefore, the following proposition has been developed:

**Proposition 2: The implementation of Digital Transformation influences Dynamic Capabilities**

3) *Dynamic Capabilities Affects Organizational Performance:* Dynamic capabilities play a critical role in enhancing organizational performance by enabling firms to adapt to changing environments, innovate, and sustain competitive advantages. According to [22], dynamic capabilities encompass the ability of an organization to sense opportunities, seize them through resource reconfiguration, and transform operations to maintain strategic agility. These capabilities allow firms to efficiently respond to technological disruptions and evolving market demands, leading to improved performance [11]. Research has shown that firms with strong dynamic capabilities are better positioned to leverage digital transformation, which in turn enhances operational efficiency and innovation capacity [2]. Furthermore, dynamic capabilities facilitate knowledge integration, learning, and collaboration, all of which contribute to sustained competitive advantages and superior financial outcomes [33]. Given the growing digitalization of industries, organizations that invest in building dynamic capabilities are more likely to achieve long-term success and resilience in volatile markets. Therefore, it is proposed that dynamic capabilities positively influence organizational performance by fostering adaptability, innovation, and strategic renewal.

**Proposition 3: The implementation of Dynamic Capabilities influences Organizational Performance**

4) *Dynamic Capabilities Mediate on the relationship between Digital Transformation and Organizational Performance:* Dynamic capabilities play a crucial role in mediating the relationship between digital transformation and organizational performance, as they enable firms to sense, seize, and reconfigure resources to adapt to digital advancements [22]. Digital transformation enhances firms' absorptive, adaptive, and innovative capabilities, which in turn drive improved organizational performance by fostering agility and competitive advantage [10]. Studies suggest that organizations with strong dynamic capabilities can effectively translate digital transformation initiatives into performance improvements by leveraging big data capabilities, organizational agility, and strategic alignment [30]. Moreover, digital maturity enhances the efficiency of strategic planning, further reinforcing the mediating role of dynamic capabilities in improving firm performance [2]. Given the increasing complexity of digital environments, firms must cultivate dynamic capabilities to maximize the benefits of digital transformation. Thus, it is proposed that dynamic capabilities mediate the

relationship between digital transformation and organizational performance, strengthening firms' ability to achieve superior performance outcomes.

#### **Proposition 4: The implementation of Dynamic Capabilities Mediate on the relationship between Digital Transformation and Organizational Performance**

## **CONCLUSIONS**

The study highlights that digital transformation positively influences organizational performance, with dynamic capabilities playing a crucial mediating role in this relationship. Key findings indicate that firms with strong dynamic capabilities can effectively harness digital transformation to enhance innovation, agility, and competitive advantage. Theoretically, the study contributes to the dynamic capabilities framework by reinforcing its relevance in the digital era, demonstrating how organizations can strategically reconfigure resources to maximize digital transformation benefits. Practically, the findings emphasize the need for businesses to invest in digital maturity, data-driven decision-making, and adaptive strategies to sustain long-term performance improvements. However, limitations include potential industry-specific variations, reliance on secondary data sources, and the evolving nature of digital transformation, which may affect the generalizability of the results. Future research should explore sector-specific case studies, longitudinal analyses, and the role of emerging technologies, such as artificial intelligence and blockchain, in further shaping the relationship between digital transformation and organizational performance.

## **ACKNOWLEDGMENT**

The authors would like to express their sincere gratitude to the Kedah State Research Committee, UiTM Kedah Branch, for the generous funding provided under the Tabung Penyelidikan Am. This support was crucial in facilitating the research and ensuring the successful publication of this article.

## **REFERENCES**

1. Albannai, N. A., Raziq, M. M., Malik, M., Scott-Kennel, J., & Igoe, J. (2024). Unraveling the role of digital leadership in developing digital dynamic capabilities for the digital transformation of firms. *Benchmarking*. <https://doi.org/10.1108/BIJ-10-2023-0756>
2. Alrub, Y. A., & Sánchez-Cañizares, S. M. (2025). Dynamic capabilities and digital transformation: Toward strategic planning in the digital age—Evidence from Palestine. *Administrative Sciences*, 15(1), Article 21. <https://doi.org/10.3390/admsci15010021>
3. Baumeister, R. F., & Leary, M. R. (1997). Writing narrative literature reviews. *Review of General Psychology*, 1(3), 311–320. <https://doi.org/10.1037/1089-2680.1.3.311>
4. Bresciani, S., Ferraris, A., Romano, M., & Santoro, G. (2021). *Digital transformation management for agile organizations: A compass to sail the digital world*. Emerald Publishing. <https://doi.org/10.1108/9781800431713>
5. Canjun, C., Lelin, L., & Changxin, X. (2025). Digital transformation and the performance of family firms: A dynamic capabilities perspective. *Innovation: Organization and Management*. <https://doi.org/10.1080/14479338.2024.2448486>
6. Fitzgerald, M., Kruschwitz, N., Bonnet, D., & Welch, M. (2014). Embracing digital technology: A new strategic imperative. *MIT Sloan Management Review*, 55(2), 1–12. Retrieved from <https://sloanreview.mit.edu>
7. Guo, L., & Xu, L. (2021). The effects of digital transformation on firm performance: Evidence from China's manufacturing sector. *Sustainability*, 13(22), 12844. <https://doi.org/10.3390/su132212844>
8. Hambrick, D. C., & Mason, P. A. (1984). Upper echelons: The organization as a reflection of its top managers. *Academy of Management Review*, 9(2), 193–206. <https://doi.org/10.5465/amr.1984.4277628>
9. Hanelt, A., Bohnsack, R., Marz, D., & Antunes Marante, C. (2021). A systematic review of the literature on digital transformation: Insights and implications for strategy and organizational change. *Journal of Management Studies*, 58(5), 1159–1197. <https://doi.org/10.1111/joms.12639>



10. Jin, X., & Wu, Y. (2024). How does digital transformation affect the ESG performance of Chinese manufacturing state-owned enterprises? Based on the mediating mechanism of dynamic capabilities. *PLOS ONE*, 19(2), e0301864. <https://doi.org/10.1371/journal.pone.0301864>
11. Jin, Y., Xu, H., & Su, X. (2023). Digital transformation, dynamic capabilities and enterprise innovation performance based on dynamic capability theory and upper echelon theory. *Frontiers in Artificial Intelligence and Applications*, 376, 276–288. <https://doi.org/10.3233/FAIA230739>
12. Joshi, Y., Chatterjee, S., Chaudhuri, R., Shams, S. M. R., & Apostolidis, C. (2024). Assessing the impact of digital transformation capability for international market growth: The role of leadership support. *International Marketing Review*. <https://doi.org/10.1108/IMR-03-2024-0100>
13. Karadağ, H., Şahin, F., Karamollaoğlu, N., & Saunila, M. (2024). Disentangling the dynamic digital capability, digital transformation, and organizational performance relationships in SMEs: A configurational analysis based on fsQCA. *Information Technology and Management*. <https://doi.org/10.1007/s10799-024-00437-y>
14. Karimi, J., & Walter, Z. (2015). The role of dynamic capabilities in responding to digital disruption: A factor-based study of the newspaper industry. *Journal of Management Information Systems*, 32(1), 39–81. <https://doi.org/10.1080/07421222.2015.1029380>
15. Li, D., Su, Z., Zhang, W., & Mao, J. Y. (2018). Digital transformation by SME entrepreneurs: A capability perspective. *Information Systems Journal*, 28(6), 1129–1157. <https://doi.org/10.1111/isj.12153>
16. Li, R., Fu, L., & Liu, Z. (2024). The paradoxical effect of digital transformation on innovation performance: Does risk-taking matter? *IEEE Transactions on Engineering Management*, 71, 3308–3324. <https://doi.org/10.1109/TEM.2023.3339341>
17. Matt, C., Hess, T., & Benlian, A. (2015). Digital transformation strategies. *Business & Information Systems Engineering*, 57(5), 339–343. <https://doi.org/10.1007/s12599-015-0401-5>
18. Matarazzo, M., Penco, L., Profumo, G., & Quaglia, R. (2021). Digital transformation and customer value creation in Made in Italy SMEs: A dynamic capabilities perspective. *Journal of Business Research*, 123, 642–656. <https://doi.org/10.1016/j.jbusres.2020.10.033>
19. Sebastian, I. M., Ross, J. W., Beath, C. M., Mocker, M., Moloney, K. G., & Fonstad, N. O. (2017). How big old companies navigate digital transformation. *MIS Quarterly Executive*, 16(3), 197–213. Retrieved from <https://misqe.org>
20. Snyder, H. (2019). Literature review as a research methodology: An overview and guidelines. *Journal of Business Research*, 104, 333–339. <https://doi.org/10.1016/j.jbusres.2019.07.039>
21. Teece, D. J. (2018). Business models and dynamic capabilities. *Long Range Planning*, 51(1), 40–49. <https://doi.org/10.1016/j.lrp.2017.06.007>
22. Teece, D. J., Pisano, G., & Shuen, A. (1997). Dynamic capabilities and strategic management. *Strategic Management Journal*, 18(7), 509–533. [https://doi.org/10.1002/\(SICI\)1097-0266\(199708\)18:7<509::AID-SMJ882>3.0.CO;2-Z](https://doi.org/10.1002/(SICI)1097-0266(199708)18:7<509::AID-SMJ882>3.0.CO;2-Z)
23. Venkatraman, N., & Ramanujam, V. (1986). Measurement of business performance in strategy research: A comparison of approaches. *Academy of Management Review*, 11(4), 801–814. <https://doi.org/10.5465/amr.1986.4283976>
24. Verhoef, P. C., Broekhuizen, T., Bart, Y., Bhattacharya, A., Dong, J. Q., Fabian, N., & Haenlein, M. (2021). Digital transformation: A multidisciplinary reflection and research agenda. *Journal of Business Research*, 122, 889–901. <https://doi.org/10.1016/j.jbusres.2019.01.022>
25. Vial, G. (2019). Understanding digital transformation: A review and a research agenda. *Journal of Strategic Information Systems*, 28(2), 118–144. <https://doi.org/10.1016/j.jsis.2019.01.003>
26. Wamba, S. F., Queiroz, M. M., Wu, L., & Roehrich, J. K. (2021). Expanding the resource-based view to explain the role of digital technologies and dynamic capabilities on firms' environmental performance. *Journal of Business Research*, 135, 304–315. <https://doi.org/10.1016/j.jbusres.2021.06.061>
27. Wang, J., Li, W., Wang, B., & Wang, Z. (2024). Digitalize and stabilize: Corporate digital transformation and performance volatility. *Applied Economics*. Advance online publication. <https://doi.org/10.1080/00036846.2024.2416090>
28. Warner, K. S. R., & Wäger, M. (2019). Building dynamic capabilities for digital transformation: An ongoing process of strategic renewal. *Long Range Planning*, 52(3), 326–349. <https://doi.org/10.1016/j.lrp.2018.12.001>

29. Wilden, R., Devinney, T. M., & Dowling, G. R. (2016). The architecture of dynamic capability research: Identifying the building blocks of a configurational approach. *Academy of Management Annals*, 10(1), 997–1076. <https://doi.org/10.1080/19416520.2016.1161966>
30. Xu, M., Zhang, Y., Sun, H., Tang, Y., & Li, J. (2024). How digital transformation enhances corporate innovation performance: The mediating roles of big data capabilities and organizational agility. *Heliyon*, 10(14), e34905. <https://doi.org/10.1016/j.heliyon.2024.e34905>
31. Yoo, Y., Boland, R. J., Jr., Lyytinen, K., & Majchrzak, A. (2012). Organizing for innovation in the digitized world. *Organization Science*, 23(5), 1398–1408. <https://doi.org/10.1287/orsc.1120.0771>
32. Yu, J., & Moon, T. (2021). Impact of digital strategic orientation on organization performance through digital transformation capability. *ICIC Express Letters, Part B: Applications*, 12(9), 847–856. <https://doi.org/10.24507/icicelb.12.09.847>
33. Zhang, Y., Wu, Y., Wu, T., & Hizam-Hanafiah, M. (2024). Dynamic capabilities and organizational performance in the digital economy: Evidence from Chinese SMEs. *Journal of Business Research*, 170, 114013. <https://doi.org/10.1016/j.jbusres.2023.114013>