

Digital Readiness and Innovation Behavior: The Role of Technology Adoption and Organizational Agility in Manufacturing Firms

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Abstract

This study aims to examine the influence of digital readiness on innovation behavior in manufacturing companies in West Java, considering the role of technology adoption as a mediating variable and organizational agility as a moderating variable. Using a quantitative approach and the Partial Least Squares Structural Equation Modeling (PLS-SEM) method, the findings reveal that digital readiness positively influences innovation behavior directly and is also associated with higher levels of technology adoption within organizations. However, technology adoption is not found to significantly mediate the relationship between digital readiness and innovation behavior. On the other hand, organizational agility strengthens this relationship, indicating that organizations responsive to change are better equipped to translate digital readiness into innovative actions. Theoretically, these findings extend the literature on digital transformation and innovation management by demonstrating that the integration of digital readiness with organizational agility provides a stronger explanatory framework for how firms achieve innovation outcomes in dynamic environments. These findings imply that in fostering a sustainable culture of innovation, companies should not only focus on enhancing digital readiness and technology adoption capabilities but also prioritize strengthening organizational agility to effectively respond to dynamic changes.

Keywords: Digital Readiness, Innovation Behavior, Technology Adoption, Organizational Agility, Manufacturing Industry, West Java

Introduction

In the face of an era of globalization full of various challenges, adaptation is the key to the survival of an entity, both an organization and a state. Emerging challenges, such as rapid technological change, global competition, and health crises, require every entity to be able to transform to remain relevant. In this context, the ability to adapt is not only related to responding to change, but also includes developing proactive strategies to take advantage of existing opportunities. Organizations that are able to adapt well will have a significant competitive advantage, which allows them to survive and thrive in the midst of uncertainty. One effective way to adapt to dynamic change is by innovating. Innovation is a change for the better, even in the midst of challenges such as the pandemic, innovation is an effort to survive. In crisis situations, many organizations are turning to innovative solutions, such as digitizing services and developing new products, to meet changing market needs. Thus, innovation not only serves as a tool to increase efficiency and productivity, but also as a means to create added value and strengthen market position. Through continuous innovation, entities can ensure their survival and growth in this challenging era (Haspemi et al., 2023).

In the world of organizations, transformational leadership is often considered a key driver of innovation and creativity; However, research shows that this leadership style does not always have a significant effect on both aspects. While transformational leaders can provide inspiration and motivation, other factors such as the organizational climate have a greater impact on innovative work behaviors. A positive organizational climate has a significant influence on employees' innovative work behavior, where the better and more positive the organizational climate, the more likely employees are to participate in innovative and creative activities. A supportive environment, where employees feel valued and have the freedom to express their ideas, will encourage them to innovate. Therefore, organizations need to create a conducive climate for employees to contribute to the maximum, thereby increasing the productivity and competitiveness of the organization as a whole (Asbari et al., 2019).



Figure 1. Business people who are ready for innovation and adaptation

Source: tribunnews.com

This year, business actors in Indonesia have shown their intention to expand their businesses even though many do not have protection against the various risks they face. These findings were revealed in the 'Business Growth and Resilience Index' report launched by Sun Life. The index is based on a survey of about 2,400 small and medium-sized business owners in seven Asian countries, including Indonesia. From the survey results, as many as 354 business owners in Indonesia gave a positive response. The vast majority, 95 percent, are optimistic about a financial improvement in their business in 2022, and 90 percent believe that the national economic situation will improve. Business expansion plans are also clearly visible, where 94 percent of respondents plan to expand or develop their business. The plan includes product and service development (53%), digitalization (47%), addition of new employees (29%), and expansion of business industries (31%). However, not all is good news; As many as 52 percent of respondents reported the negative impact of the pandemic on their business. However, there were also 31 percent who recorded growth during the difficult period. Adaptation is key for businesses, with 97 percent of them making changes to their strategies to survive, such as adding new distribution methods and virtualizing their

businesses. The risks faced by small and medium business actors are quite significant. The top three risks mentioned were pandemic and other health risks (59%), decreased demand (52%), and increased taxes or related policies (50%). This shows that despite the optimism for growth, challenges remain and need to be addressed with the right strategy. These conditions illustrate how national-level business optimism coexists with organizational-level vulnerabilities, further reinforcing the urgency of examining digital readiness and organizational agility as levers to sustain innovative behavior amid uncertainty.

The transformation process will take several years and requires competencies, capabilities, and digital changes throughout the organization, with preparation in the organization starting with evacuating the company's digital assets and employees' ability to improve the organization's goals and strategies (Machado et al., 2021).

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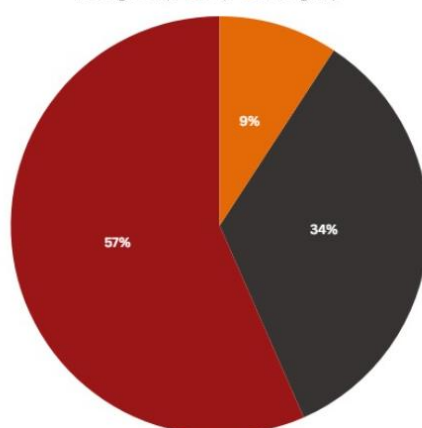


Figure 2. Readiness to face technology in the business world
Source: goodstats.id

Based on the results of the survey above, as many as 91% of respondents admitted that they were ready to face technological changes in the world of work, as many as 57% of respondents stated that they were ready and another 34% felt very prepared to face technological innovation, showing high confidence among workers. However, as many as 9% of respondents felt unprepared, which indicates the need for additional training or support to improve their adaptability to technology.

Oktober - November 2024

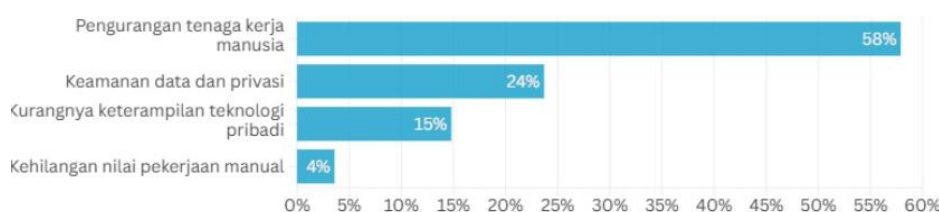


Figure 3. Employees' concerns about technological change
Source: goodstats.id

Based on the image above, as many as 24% of respondents are concerned about data security and privacy issues, which are caused by rapid technological developments that have the potential to increase the risk to personal data security. In addition, 15% of respondents feel that their technology skills are limited, which can affect their ability to compete in a sophisticated job market. And, only 4% of respondents think that manual work will be reduced, indicating that the majority of teens are aware of the transition to technology-based work. Overall, these findings illustrate that technological changes bring balanced challenges and opportunities, and employees can continue to develop their skills in the field of data security to be better prepared for the challenges of the evolving world of work. Based on several problems identified, namely how to be ready to use technology by adopting technology and how the organization responds so that employee behavior towards innovation in the face of technological change occurs. Taken together, these empirical facts emphasize the central problem: how digital readiness influences innovation behavior, why technology adoption may or may not serve as a mediator, and how organizational agility potentially strengthens this pathway. Addressing this gap forms the core of the present study.

There have been several previous studies that have discussed digital readiness for innovation behavior. Research by Arum Etikariena and Puspita Buana Amartya Dewi (2024), found that readiness to change significantly mediates the relationship between digital learning orientation and innovation work behavior. Research by Dimas Mirza Alifansa, Eristya Maya Safitri, Anita Wulansari (2024) shows that all factors of the Digital Innovation Model (DIM) such as Digital Organizational Culture, Digital Capabilities, Organizational Readiness, and Digital Innovation can positively affect the implementation of Digital Innovation at DISKOMINFO JATIM. Based on research by Yenof Patrione Hespemi, Laura Syahrul, Rahmi Fahmy (2023), the results of the data processing that have been carried out are that Digital Skills have a positive and significant effect on the innovative work behavior of employees of the Population and Civil Registration Department of Dharmasraya Regency. Despite these contributions, limited attention has been given to the combined role of digital readiness, technology adoption, and organizational agility in shaping innovation behavior within the manufacturing industry context, thereby constituting the specific research gap addressed in this study.

Digital Readiness includes the availability of devices and internet access, the ability and knowledge to utilize technology so that the readiness of organizational behavior and culture in the face of digital changes. In the scope of the organization, digital readiness means the readiness of all elements of the organization, including management and employees, to integrate digitalization into all business processes. This includes commitment to change, readiness of human resources through knowledge, skills, and training, readiness of organizational structure and culture, and financial and technological readiness needed to support digital transformation (Alqam et al., 2024).

Utilizing technology will create new opportunities for companies to achieve success. Companies that are able to leverage technology and develop innovative strategies can improve competitiveness, financial performance, and customer satisfaction. In the dynamic digital era, innovative strategies, progressive vision, adaptive leadership, and an organizational culture that supports innovation are imperative for companies to survive and thrive. The readiness of the organization in evaluating digitally in this situation to improve future strategies, develop skills and build a new ecosystem within the organization (Nurul SR, Dwi ML, Agustina AS, Andarini S, 2024).

Innovative behavior includes the application of ideas, procedures. New strategies, or policies to improve the effectiveness of the organization to achieve business success and ensure long-term sustainability (Anderson et.al, 2014 in Zuhaena & Harsuti, 2021). This is different from creativity, innovation emphasizes the novelty and radical nature of an idea. This behavior involves a socio-psychological process between individuals who focus on the execution and realization of real ideas and have the habit of thinking critically, trying to change the renewal of their environment to modernity, or the existence of bad habits will try to change to positive behavior with the aim of personal and organizational development in the workplace (Sulthan, Mauludin, 2022). Innovation in digital implementation is defined as the application of digital technology with the aim of solving problems through current technology. With the existence of digital in the organizational environment, it becomes easier to identify new opportunities and potentials, especially in today's digital era. Where almost all daily activities can be done digitally (Alifansa et al., 2024).

The adoption of this technology involves the development of internal talents who have a lot of skills and adequate knowledge and are ready to adopt technology in the industry. The process of technology adoption is complex and influenced by social factors and individual perceptions, this is due to globalization which accelerates the process of cross-border knowledge flow and then encourages to increase international competitiveness (Skare & Riberio Soriano, 2021).

Companies are increasingly adopting a digital approach as a strategy to deal with the complexity of modern products and systems, as well as meet the demands of customers and business partners. Digital innovation is key to improving efficiency, agility, and sustainability in the supply chain. Digital transformation is no longer an option, but rather a necessity to maintain competitiveness, so many organizations are in the process of changing their technical architecture and business practices in a more digital direction (Armando & Riorini, 2023).

Organization Agility can be interpreted as the company's ability to adapt to the changing company environment and complex problems within. Where this condition requires a quick reaction in the face of change and the company's ability to anticipate and capture opportunities, especially in innovation and learning (according to Digdowiseiso & Sugiyanto in Jaelani, 2021). Organization agility can be defined as a manufacturing system that responds quickly and innovatively in meeting changing market needs, is fast in responding to changing customer needs (Dewi, 2023).

Organizational agility has a strong relationship with digital transformation, because agile organizations are better able to face various challenges and opportunities that arise due to the development of digital technology. Organizations like this can adopt digital initiatives more effectively, adapt to new digital business models, and grow and compete in the digital age (octavia, Amanda D, Alamsjah, 2023).

Method

This study uses quantitative methods used to test the validity of hypotheses between variables. The population used was 100 respondents who were selected based on certain criteria such as activity status in the company as well as experience in digital readiness, technology adoption, organizational agility, and innovation behavior with the aim of obtaining valid and relevant data in accordance with the research objectives. The sample size of 100 respondents was determined with reference to the minimum sample size requirements

for PLS-SEM analysis, which suggests a minimum of 10 times the maximum number of structural paths directed at a construct, thereby ensuring sufficient statistical power. The technique used is a non-probability sampling technique with data collection using a Likert-scale google form questionnaire distributed via WhatsApp. The questionnaire items were adapted from validated scales in previous studies, each measured using a five-point Likert scale ranging from "strongly disagree" to "strongly agree." Reliability and validity testing were conducted through Cronbach's Alpha, Composite Reliability (CR), and Average Variance Extracted (AVE) to confirm internal consistency and construct validity. The variables used consisted of free variables, strain variables, mediation variables, and moderation variables to answer research questions. Analyzing data using SmartPLS 3 because it is able to test the relationship between variables.

Results and Discussion

Respondent Profile

Table 1. Respondent Profile Results

Items	Type	Respondent	Percentage (%)
Gender	Male	40	40%
	Female	60	60%
Age	18-20	29	29%
	21-25	46	46%
	25-30	6	6%
	>30	19	19%
The Working Year	1-5	76	76%
	5-10	7	7%
	>10	17	17%
Position	Staff / Operator	84	84%
	Supervisor	8	8%
	Manager	8	8%

Based on the results of data collection, the respondents in this study are dominated by women, while men are a minority group. The majority of respondents were in the age range of 21–25 years, followed by the age group of 18–20 years, then respondents over 30 years old, and a small percentage between 25–30 years old. Judging from the working period, most of the respondents have 1–5 years of work experience, while only a few have worked for 5–10 years or more than 10 years. In terms of position, most of the respondents occupy positions as staff or operators, while only a small number work as supervisors or managers. This indicates that the majority of respondents come from young people with relatively short working hours and occupy non-managerial roles in organizational structures.

R Square

Table 2. R-square Result

	R square	R square Adjusted
PI	0,811	0,803
TA	0,766	0,763

Source: SmartPLS 3.0

Based on table 2, it shows that the PI variable is able to explain 81.1% of the variation that occurs in the dependent variable, as shown by the R Square value. Meanwhile, the Adjusted R Square value of 80.3% confirms that after taking into account the number of variables in the model, PI still makes a significant contribution. This shows that PI has a strong influence on dependent variables, and the regression model used is very feasible because the difference between R Square and Adjusted R Square is very small. On the other hand, the TA variable also contributes greatly, with an R Square of 76.6%, which means that the TA explains most of the variation in the dependent variable. The Adjusted R Square of 76.3% further reinforces that the model remains accurate and representative. Overall, both PI and TA variables were shown to have a strong influence and the regression model used was considered valid and appropriate.

Path Coefficient

Table 3. Path Coefficient Result

	Original Sample (0)	Sample mean (m)	Standard deviation (STDEV)	T statistics (0/STDEV)	P values
Moderating effect 1 -> PI	-0,003	0,002	0,033	0,80	0,936
DR -> PI	0,280	0,257	0,117	2,405	0,017
DR-> TA	0,875	0,876	0,033	26,867	0,000
OA -> PI	0,603	0,593	0,104	5,808	0,000
YOUR > PI	0,070	0,100	0,129	0,539	0,590

Source: SmartPLS 3.0

Based on the results of table 3 shows that the results of testing the first hypothesis in the path coefficient with a high p-value (0.936) show that there is not enough statistical evidence to state that technology adoption moderates the relationship between independent variables and innovation behavior. This means that the existence of technology adoption as a moderation variable does not strengthen or weaken the influence of free variables on innovation behavior. In other words, the adoption of technology in this context does not have a significant influence on changing the direction or strength of the relationship. This may be due to several factors, such as an uneven rate of technology adoption, a lack of organizational readiness, or an underdeveloped culture of innovation. These findings contrast with several prior studies that identified technology adoption as a catalyst for innovation (Alifansa et al., 2024), thereby suggesting that in the manufacturing context of West Java, adoption alone may not be sufficient unless complemented by organizational agility and cultural readiness.

The results of the test on the path coefficient showed that there was a statistically significant relationship between the Digital readiness variable and innovation behavior, with a p-value of 0.017 which was smaller than the significance limit of 0.05 and a very high statistical T-value of 26.867. This relationship is positive, which means that any increase in the DR variable is likely to be followed by an increase in the PI variable. This means that the higher the level of readiness or quality of the DR, the more likely an individual or organization is to exhibit innovative behavior. These findings reinforce the theoretical view that DR contributes significantly in shaping and strengthening the tendency to innovate. This

result is consistent with Hespemi et al. (2023) who highlighted the central role of digital capabilities in fostering innovative work behavior, but this study advances the literature by showing that readiness itself beyond skills creates a strong foundation for innovation.

Based on the results of the analysis on the path coefficient, it was found that there was a very statistically significant relationship between the DR and TA variables, with a p-value of less than 0.001 and a T-statistical value of 26.867. This indicates that DR has a very strong and consistent influence on TA, and suggests that the relationship between the two variables does not occur by chance. These results show that the higher the digital readiness of DR, the higher the adoption rate of TA technology. This means that individuals or organizations that are more digitally ready tend to more easily accept and use technology. This finding aligns with the Digital Innovation Model proposed, but the weak mediating effect of TA in this study offers a new insight that readiness drives adoption strongly, yet adoption does not automatically transform into innovation unless reinforced by agility factors.

Based on the analysis of the path coefficient, it was shown that there was a statistically significant relationship between the variables of Organization agility and innovation behavior, with a p-value of less than 0.001. This relationship is positive and has a fairly strong influence, which means that OA substantially influences the improvement of innovative behaviors (PI). This means strengthening the understanding that OA is one of the important factors in driving innovation. Organizations that are flexible, open to change, or responsive to new environments will be better equipped to create and implement new ideas. This reinforces the argument of Asbari et al. (2019) regarding the enabling role of organizational climate, while extending it by demonstrating that agility provides the missing link between readiness and innovation outcomes in dynamic environments.

The results of the test on the path coefficient showed that the relationship between TA and PI was not statistically significant, with a p-value of 0.590 which far exceeded the threshold of 0.05. This suggests that there is not enough evidence to suggest that TA directly affects PI. This means that the adoption of technology (TA) does not directly encourage the emergence of innovative behaviors (PI) in the context of this study.

Spesific Path Coefficient

Table 4. Spesific Path Coefficient

	Original sample (o)	Sample mean (m)	Standard deviation (STDEV)	T statistis (0/STDEV)	P values
DR -> TA -> PI	0,061	0,088	0,113	0,537	0,591

Source: SmartPLS 3.0

Based on the results of table 4, it shows that the results of the pathway analysis show that the indirect effect coefficient of DR on innovation behavior (PI) through technology adoption (TA) is 0.061 based on the original sample, with an average sample value of 0.088. Although this coefficient is positive, it is relatively small, indicating that the role of ta mediation in the relationship between DR and PI tends to be weak. A standard deviation of 0.113 indicates a variation in the estimated coefficient, while a t-statistical value of 0.537 which is well below the critical value of 1.96 at a significance level of 5% indicates that the mediating effect is not statistically significant. This is reinforced by a p-value of 0.591 which

exceeds the significance threshold of 0.05. Thus, it can be concluded that technology adoption (TA) does not play a mediator role in the relationship between DR and innovation behavior (PI) in the context of this study. These findings suggest that the hypothesis regarding the mediating role of TA is not supported by empirical data, so further evaluation of the role of TA as a mediating variable is needed, or consideration of alternative models involving other supporting variables. This divergence from earlier studies that confirmed significant mediation (Etikariena & Dewi, 2024) underscores the contextual novelty of this research, suggesting that in manufacturing settings, agility rather than adoption is the more decisive mechanism for translating readiness into innovation. From a practical standpoint, these findings imply that managers should not rely solely on providing technological systems, but must also focus on fostering agile work practices, investing in capability-building programs, and aligning adoption processes with innovation-oriented goals. For manufacturers, this means ensuring that technology adoption is supported by change management, leadership involvement, and incentive structures that encourage employees to use technology for innovative purposes rather than mere operational compliance.

Conclusion

This study concludes that digital readiness significantly influences innovation behavior in manufacturing companies in West Java. This relationship is further reinforced by organizational agility, which proves to be a more decisive mechanism than technology adoption. In contrast, the mediating role of technology adoption is not supported, indicating that adoption alone is insufficient to bridge readiness and innovation. These findings highlight the contextual novelty of this study, showing that agility, rather than adoption, is the critical link that enables organizations to translate readiness into innovative outcomes.

From a theoretical perspective, the study advances the digital transformation and HRM literature by clarifying inconsistencies in earlier findings and demonstrating that the integration of readiness and agility provides a stronger explanatory framework for innovation than technology adoption alone. It also enriches innovation management theory by positioning organizational agility as a key construct for sustaining competitiveness in dynamic environments. In practical terms, the results imply that manufacturers in West Java must go beyond investing in new technologies and prioritize fostering agile work systems. Concrete steps include redesigning workflows to support flexibility, developing employee capabilities through continuous training, integrating cross-functional collaboration, and implementing incentive structures that encourage experimentation and innovative uses of technology.

This study is limited by its relatively small sample size and focus on a single industrial cluster, which constrains the generalizability of the findings. Future research should expand to multiple sectors, employ larger samples, and examine additional mediating or moderating mechanisms such as digital mindset, leadership support, or organizational culture to provide a more comprehensive understanding of how digital readiness translates into innovation.

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