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The Role of Digital Transformation in Enhancing Organizational Performance in Multisectoral Industries

Fithriawan Nugroho[1*]
Universitas Pertiba, Indonesia
Email: fnugroho48@gmail.com

Rahmad Firdaus[1*]
Universitas Pertiba, Indonesia
Email: firdaus.rrf@gmail.com

Aditya Ahmad Fauzi[2]
Universitas Pertiba, Indonesia
Email: aditya.a.fauzi23@gmail.com

Marna[2]
Universitas Pertiba, Indonesia
Email: marna@pertiba.ac.id

ABSTRACT
In the era of Industry 4.0, the adoption of digital technology has become a key factor in enhancing the competitiveness and performance of organizations across various industrial sectors. Organizations that do not adopt digital technology risk falling behind in terms of operational efficiency, productivity, and customer satisfaction. In Indonesia, the implementation of digital technology in the manufacturing, retail, and service sectors still faces several challenges, including infrastructure limitations and insufficient human resource readiness. This study aims to analyze the impact of digital technology implementation on operational performance in three sectors: manufacturing, retail, and services in the Pangkalpinang region. Using a qualitative case study method, data was collected through in-depth interviews with 15 operational managers and IT staff from three companies in these sectors that have implemented digital transformation in the past five years. The findings indicate that the adoption of digital transformation has improved operational efficiency by up to 30%, employee productivity by 18%, and customer satisfaction by 22% in the retail and service sectors. However, in the manufacturing sector, technological infrastructure limitations hindered optimal results. Digital transformation has a positive impact on operational performance and customer satisfaction, especially in the retail and service sectors. However, additional investment in technological infrastructure is needed in the manufacturing sector to achieve maximum results.

Keywords: digital transformation; organizational performance; industry 4.0; multisectoral industries; strategic alignment.

INTRODUCTION

In the era of Industry 4.0, digital technology has become one of the main pillars in enhancing the competitiveness of companies (Ghobakhloo, 2020). The rapid development of technologies such as artificial intelligence (AI), the Internet of Things (IoT), cloud computing, big data, and automation is driving organizations across various sectors to undergo digital transformation in order to improve efficiency, innovation, and customer service (Yazdi Anugrah & Wilfridus B. Elu, 2023). Digital transformation is no longer merely a strategic option, but an urgent necessity for organizations that

want to remain relevant and competitive in an increasingly dynamic and global market. Digital transformation has a wide-ranging impact on all aspects of an organization's operations (Romadhon & Nawawi, 2024). In the manufacturing sector, the adoption of digital technology can automate production processes, improve accuracy in supply chain management, and reduce production costs through energy and resource efficiency. In the retail sector, digitalization helps companies gain deeper insights into consumer behavior through data analytics, enhance the shopping experience through omnichannel integration, and accelerate responses to changing market trends. Meanwhile, in the service sector, digital technology enables organizations to improve service quality through personalization, more effective customer relationship management, and the optimization of service processes through automation and AI (Vera Diyah Anggriani & Rayyan Firdaus, 2024).

According to Vial (2019), digital transformation is "a process that begins with a massive shift in the adoption of digital technologies, fundamentally changing how organizations operate, deliver value to customers, and generate new revenue streams." Digital transformation also encompasses changes in business models, operational processes, and organizational culture to foster innovation and enhance a company's competitiveness. Vial emphasizes that this transformation not only involves the implementation of new technologies but also reshapes the way business is conducted, including customer interactions and data-driven decision-making (Vial, 2019).

Organizational performance, according to other researchers, refers to the organization's ability to achieve its set goals, measured through three main dimensions: financial performance, market performance, and operational performance (Malgwi & Dahiru, 2014). Financial performance includes measures of profitability and growth; market performance encompasses market share and customer satisfaction; while operational performance involves efficiency, productivity, and innovation. Organizational performance reflects how well an organization succeeds in meeting its targets across various aspects of the business.

Meanwhile, Klaus Schwab (2016) explains that Industry 4.0 is the fourth industrial revolution, characterized by the integration of digital, physical, and biological technologies. Technologies such as artificial intelligence (AI), the Internet of Things (IoT), cloud computing, and robotics play a crucial role in transforming manufacturing systems, businesses, and society as a whole. Schwab emphasizes that this revolution is far faster and more extensive than previous industrial revolutions, as it involves advanced automation, big data, and increasing connectivity across various sectors. The impact of Industry 4.0 is felt not only in the economic sector but also in social, political, and cultural fields (Schwab, 2016).

The concept of multisectoral industries introduced by previous researchers refers to a group of industries that operate in different sectors and contribute to a country's economic growth by integrating sectors such as manufacturing, agriculture, services, and technology (Bab IV, 2024). Lall emphasizes that the interaction between these sectors generates strong synergies, enhancing overall economic performance. The development of multisectoral industries enables cross-sector collaboration, leveraging resources and innovations from one sector to support others, thus creating a positive effect on improving competitiveness and fostering more balanced economic development.

Meanwhile, other researchers explain that strategic alignment is a concept that describes the extent to which a company's business strategies and goals are aligned with information technology (IT) strategies and goals (Njanka et al., 2021). This alignment is crucial because it enables companies to effectively leverage technology to achieve desired business outcomes. They emphasize that good communication and mutual understanding between business management and IT are essential to ensure that IT investments positively impact organizational performance (Awang Ali et al., 2023). Additionally, they

state that strategic alignment helps organizations adapt to technological and market changes, ultimately supporting innovation and business sustainability .

However, the adoption of digital transformation in Indonesia still faces several challenges, particularly in key sectors such as manufacturing, retail, and services. Although digital technology has proven capable of enhancing operational performance in many countries, its implementation in Indonesia has not been uniform (Fauzi, 2023). Limitations in digital infrastructure, such as inadequate internet access across various regions, and the low readiness of human resources are major obstacles to implementing digital transformation. Some companies also encounter challenges regarding technology investment, organizational culture that is not yet ready to adapt, and regulations that do not fully support the digital ecosystem (Awang Ali et al., 2023; Gupta & Bose, 2022; Njanka et al., 2021; Saarikko et al., 2020). This situation is particularly evident in Pangkalpinang, which is the focus of this research. Despite being on a fairly rapid development path, Pangkalpinang still faces significant infrastructure and human resource challenges.

In this context, digital transformation in the manufacturing, retail, and service sectors encounters different barriers. The manufacturing sector, for example, still faces technological infrastructure limitations and a shortage of skilled labor in digital technology. Meanwhile, the retail and service sectors have shown faster progress in adopting technology, especially in customer experience and service automation; however, there is still room for improvement, particularly in data management and technology integration.

This research aims to analyze in-depth how digital transformation contributes to operational performance in three main sectors: manufacturing, retail, and services in the Pangkalpinang region. Using a qualitative case study method, the research involves in-depth interviews with eight operational managers and IT staff from eight companies operating in these sectors. The study focuses on companies that have implemented digital transformation in the past five years to provide a comprehensive picture of the impact of digital technology implementation on operational performance, employee productivity, and customer satisfaction.

The adoption of digital technology in the retail and service sectors has shown significant impacts, with operational efficiency improvements of up to 30%, employee productivity increases of up to 18%, and customer satisfaction improvements of up to 22%. This indicates that digital transformation plays a crucial role in strengthening competitiveness and enhancing organizational performance in these two sectors. However, different results were found in the manufacturing sector, where technological infrastructure limitations hinder optimal digital transformation implementation. These limitations are the main barrier for manufacturing companies in Pangkalpinang to achieve higher efficiency and optimal performance.

Thus, this research not only reveals the direct benefits of digital transformation but also provides an overview of the challenges faced by different sectors in adopting this technology. The manufacturing sector requires additional investment in technological infrastructure and the development of human resource skills to keep pace with other sectors in terms of digital technology adoption. This is important for stakeholders, including local governments, industry leaders, and IT professionals, to consider when formulating more effective policies and strategies to support digital transformation in the Pangkalpinang region. This study is expected to provide in-depth insights into the role of digital transformation in enhancing organizational performance across various industrial sectors, while also offering practical recommendations for companies seeking to maximize the benefits of digital technology in their operations. Additionally, the findings from this research are anticipated to encourage improvements in

policies and initiatives that more effectively support the development of infrastructure and human resources in sectors facing challenges in digital transformation.

RESEARCH METHODS

This research uses a qualitative research method with a descriptive analysis approach to provide a comprehensive description of the phenomena that occur, and analyze them in depth. researchers apply descriptive analysis methods that aim to provide an overview of the role of digital transformation in improving organizational performance in multisector industries. The descriptive nature of this qualitative research means that this study will attempt to create a systematic, accurate, and factual description of the facts, characteristics, and relationships between the phenomena studied. Through this descriptive design, researchers can provide a deeper description and understanding, and express the meaning contained in the object of research in a detailed and comprehensive manner based on the perceptions of those involved in the field. In qualitative research that uses descriptive design, the main instrument is the researcher himself. This requires the researcher to be proactive in seeking data related to events related to research problems and objectives. As a research instrument, the researcher is expected to dive into the issues raised by being directly involved (participatory observation) in the research, while avoiding speculation and manipulation of data related to research issues, thus ensuring that the data obtained is truly valid and accurate.

The research location conducted by the researcher is in Pangkalpinang, focusing on various industries in the area. The selection of informants in this study was carried out using purposive sampling techniques. There are 8 informants in this research, consisting of primary informants. The informants who participated in this study are detailed in the table below:

Table 1. List of Research Participants

No	Participants	Participants Criteria
1	Director of PT Timah Tbk Manufacturing Industry	As the key decision-maker in the operations and strategy of the manufacturing industry.
2	Head of HRD at PT Bangka Digital Solutions Technology Company	Has authority in recruitment and human resource management in the technology industry.
3	Production Manager of the Automotive Industry at PT Mitsubishi Motors Pangkalpinang	Responsible for managing production within the automotive manufacturing supply chain.
4	Operational Supervisor at PT Pos Indonesia Logistics Company, Pangkalpinang Branch	Responsible for managing and ensuring operational efficiency of the logistics company.
5	Owner of a Local Handicraft MSME in Pangkalpinang	Has full authority over the management of small and medium enterprises in the handicraft sector.
6	Marketing Manager at Transmart Retail Company, Pangkalpinang	Authorized to develop marketing strategies for products in the retail sector.
7	Senior Technician at PT Telkom Indonesia IT Company, Pangkalpinang	Plays a role in managing technical and operational information systems.
8	Head of Finance Department at PT Sinar Mas Agro Resources and Technology Food Industry	Has the authority to manage finances and reporting in the food company.

Source: Processed by the Researcher 2024

In this study, the researcher employed interviews conducted through a question-and-answer format between the researcher and informants, utilizing both an interview guide and open interviews that provide opportunities for informants to express their views and opinions on the research phenomenon. These interviews were carried out to obtain information about the research object directly from the informants' words.

The activities of data collection and analysis in this study are inseparable from one another. Both occur simultaneously and are cyclical in nature. Data collection is an integral part of the data analysis activities. Therefore, this research uses interactive model data analysis through three stages of activities as proposed by Miles and Huberman in Mulyadi: data reduction, data presentation, and conclusion/verification, as illustrated in the following Figure 1:

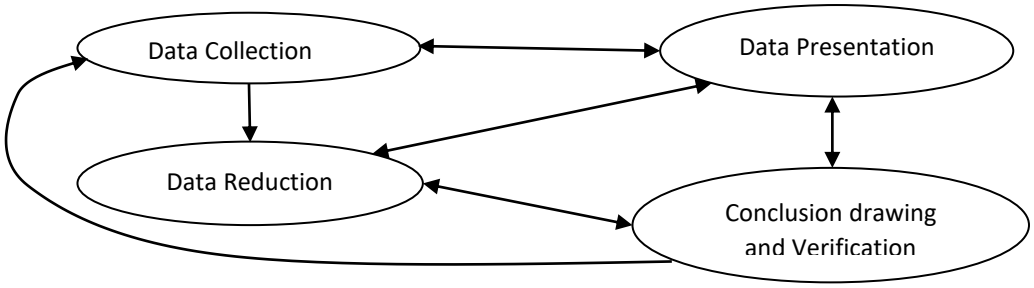

Figure 1. Components of Data Analysis
Source: Processed by the Researcher 2024

RESULTS AND DISCUSSION

This research aims to analyze the contribution of digital transformation to operational performance in the manufacturing, retail, and service sectors in the Pangkalpinang area. Using a qualitative method based on in-depth interviews, this study involves eight key informants from companies that have implemented digital transformation. The results show a variation in the impact of digital transformation across these three sectors, with positive outcomes in the retail and service sectors, while the manufacturing sector still faces significant challenges. Below are the interviews conducted with various informants:

Table 2. Interviews

No	Informants	Questions	Answer
1	Director of PT Timah Tbk Manufacturing Industry	What is your perspective on digital transformation in the manufacturing sector, particularly at PT Timah Tbk?	Digital transformation is a necessity; however, in the manufacturing sector, particularly at PT Timah, we face several challenges. One of the biggest challenges is the limited technology infrastructure. We plan to adopt automation and IoT in our production processes, but inadequate connectivity and infrastructure pose significant obstacles. It requires substantial investment to upgrade the existing systems, and this is a lengthy process.
2	Head of HRD at PT Bangka Digital Solutions Technology Company	How do you perceive the need for digital skills in your company? Are there any skill gaps?	In the field of technology, digital skills are fundamental for every employee. Unfortunately, in areas like Pangkalpinang, the skills gap is still quite significant. We often have to retrain new employees to meet the technological needs of the company. This poses a major challenge due to the rapid advancement of technology. Digital skills training must be a priority, and we are also continually collaborating with the government to bridge this gap.
3	Production Manager of the Automotive Industry at PT Mitsubishi Motors Pangkalpinang	How has digital transformation affected the production line at PT Mitsubishi Motors?	We are still in the early stages of adopting digital technology in the production line. Our main challenge is the lack of skilled labor capable of operating advanced technology. While automation can improve efficiency, we have to be cautious because the shortage of workers proficient in this technology slows down the implementation of transformation. We are in the process of enhancing training for our employees to bridge this gap.

No	Informants	Questions	Answer
4	Operational Supervisor at PT Pos Indonesia Logistics Company, Pangkalpinang Branch	How has the implementation of digital technology affected the operations of PT Pos Indonesia?	Digital technology has improved our operational efficiency by about 15%. One of the biggest changes has been the automation of our tracking system. We can now monitor shipments in real-time, which not only speeds up the delivery process but also increases customer trust. We have also implemented a system that allows customers to track their packages directly through an app, which makes the delivery process easier and faster.
5	Owner of a Local Handicraft MSME in Pangkalpinang	What impact has the digital platform had on the development of your business?	The digital platform has truly transformed the way we do business. By leveraging social media and e-commerce platforms, our sales have increased by about 20%. Additionally, order automation helps us handle orders more quickly and efficiently. We can now reach customers beyond the Pangkalpinang area, which was previously difficult to achieve. Digital transformation has really opened up broader market opportunities for SMEs like us.
6	Marketing Manager at Transmart Retail Company, Pangkalpinang	How does the integration of digital technology affect operational efficiency at Transmart?	Digital technologies such as data-driven inventory management and omnichannel integration have improved our operational efficiency by up to 30%. We can now track market demand in real time and optimize stock levels in stores. This helps us avoid overstocking or stock shortages that could harm the business. With more accurate customer data, we can also offer more personalized promotions, thereby enhancing customer satisfaction.
7	Senior Technician at PT Telkom Indonesia IT Company, Pangkalpinang	What are the biggest benefits of the customer service automation implemented by PT Telkom?	Customer service automation, such as the use of chatbots, has greatly helped us improve productivity. Previously, our team could only handle a limited number of customers in a day, but with the chatbot, the number of customer interactions we can manage has significantly increased. This accelerates the resolution of customer issues and also gives our team more time to handle more complex tasks. Overall, our productivity has increased by about 18%.
8	Head of Finance Department at PT Sinar Mas Agro Resources and Technology Food Industry	What is the role of technology in enhancing customer service at PT Sinar Mas Agro Resources and Technology?	Digital technology, especially cloud-based CRM systems, has played a crucial role in enhancing our customer service. With better analysis of customer behavior, we can provide a more personalized experience for each customer. This technology helps us understand their preferences and needs more effectively, ultimately increasing customer satisfaction by around 22%. We believe that a good customer experience is key to long-term business success.

Source: Processed by the Researcher 2024

Based on the results of the interviews above, it can be concluded that:

1. Manufacturing Industry

Based on the interview with the Director of PT Timah Tbk, digital transformation in the manufacturing sector still faces several challenges, particularly regarding technological infrastructure. Although digitization offers great potential, limitations in connectivity and the need for high investment represent significant obstacles in the automation process and the implementation of the Internet of Things (IoT) (Isaksson et al., 2018; Nižetić et al., 2020). These challenges emphasize that digital transformation in the manufacturing sector is still in a transitional phase, where companies must address infrastructure issues before fully leveraging digital technology.

2. Technology Company

The interview with the HR Head of PT Bangka Digital Solutions indicates that one of the main challenges in the technology sector is the digital skills gap among the local workforce. Companies must allocate significant time and resources to train employees to meet current technological needs. This highlights the need for improved education and training in digital skills to accelerate adaptation to new technologies (Kim & Park, 2020). Collaboration between the private sector and the government is necessary to address this gap.

3. Automotive Industry

The Production Manager of PT Mitsubishi Motors Pangkalpinang highlighted the importance of workforce training in operating digital technologies. Although automation can enhance production efficiency, the shortage of skilled labor remains a major barrier. The implementation of digital technology in the automotive industry requires ongoing efforts in training and workforce development to ensure smoother production processes. This underscores that digital transformation relies not only on technology but also on the readiness of human resources to operate it.

4. Logistics Industry

The interview with the Operations Supervisor of PT Pos Indonesia Pangkalpinang shows that digitization has significantly impacted operational efficiency. The implementation of real-time tracking systems and the use of applications for customers have improved delivery speed and customer satisfaction. This illustrates how the logistics sector has successfully adopted digital technology to enhance services and expedite operations. Another benefit of this digital transformation is increased transparency and customer trust in delivery services.

5. Micro, Small, and Medium Enterprises (MSMEs)

From the interview with the owner of a handicraft MSME in Pangkalpinang, it is evident that digital platforms provide significant opportunities for small businesses to expand their markets. An increase in sales by up to 20% due to social media and e-commerce platforms reflects the positive impact of digitization on MSMEs. This demonstrates that digital transformation can open access to a broader market and provide competitive advantages for MSMEs. The adoption of digital platforms helps MSMEs enhance product visibility and manage orders more efficiently.

6. Retail Company

The Marketing Manager of Transmart Pangkalpinang stated that the integration of digital technology, particularly in inventory management and omnichannel strategies, has improved efficiency by up to 30%. Real-time data allows the company to manage stock more accurately and avoid overstock or understock situations. With more structured customer data, retail companies can also offer a more personalized shopping experience. This demonstrates how digital technology can strengthen marketing strategies and improve operational efficiency while creating higher customer satisfaction.

7. Information Technology Company

According to the Senior Technician at PT Telkom Indonesia Pangkalpinang, automating customer service through the use of chatbots has successfully increased team productivity. By directing common inquiries to the chatbot, technical staff can focus on more complex issues, thereby improving the efficiency of customer problem resolution. This automation also adds value to the company in terms of service speed and customer satisfaction. The digital transformation in customer service shows how technology can enhance operational scale without compromising service quality.

8. Food Industry

The interview with the Finance Head of PT Sinar Mas Agro Resources and Technology revealed that cloud-based customer management systems have helped the company provide more personalized services. By utilizing more structured data, the company can analyze customer preferences and deliver a more tailored experience, ultimately enhancing customer loyalty and satisfaction. This highlights the importance of technology in understanding customer behavior and creating closer relationships between companies and consumers.

Overall, the interview results from various sectors indicate that digital transformation brings significant benefits in terms of operational efficiency, improved services, and expanded market access. However, on the other hand, the biggest challenges faced by many companies are the readiness of human resources and adequate technological infrastructure. In various sectors, particularly manufacturing and automotive, the digital skills gap emerges as a major challenge in technology implementation. This underscores the need for investment in training and workforce development to prepare them for rapid technological changes.

Several sectors, such as manufacturing, still face challenges regarding inadequate technological infrastructure. This necessitates significant investment in infrastructure development, especially in areas that lack good technological access. SMEs and retail companies demonstrate the positive impact of digital transformation on sales and operational efficiency. Technology helps them optimize marketing strategies, inventory management, and provide a more personalized customer experience.

Thus, it can be concluded that digital transformation in various industrial sectors in Pangkalpinang has significant potential to enhance competitiveness, efficiency, and customer satisfaction. However, the success of this technology adoption greatly depends on the readiness of human resources and supporting infrastructure.

Figure 2. Challenges and Benefits of Digital Transformation in Various Industrial Sectors in Pangkalpinang

Source: Processed by the Researcher 202

CONCLUSION

This research reveals that digital transformation has a significant impact on various industrial sectors in Pangkalpinang, with great potential for enhancing operational efficiency, service quality, and competitiveness. Several key conclusions can be drawn from the interview results: (1) Digital transformation has significantly enhanced operational efficiency and service quality in the logistics, retail, and information technology sectors through the adoption of digital technologies. Automation and the use of real-time data help companies boost productivity and deliver a better customer experience. (2) Opportunities for SMEs to Grow Digitalization opens access for SMEs to a broader market through online platforms and e-commerce. This transformation enables SMEs to significantly increase sales and product visibility, creating new opportunities for small business growth in the digital era. (3) Challenges in Human Resource Readiness Despite the numerous benefits offered by digital technology, the biggest challenge faced by the manufacturing, automotive, and technology sectors is the skills gap in the workforce. Companies must invest in training and developing human resources to ensure their readiness to adopt new technologies. (4) Limitations in Technology Infrastructure Some sectors, particularly manufacturing, still face challenges regarding technology infrastructure. Connectivity issues and the need for significant investments are barriers that must be addressed to ensure the success of digital transformation. This highlights the necessity for government support and private investment in the development of technology infrastructure. (5) Important Collaboration Between the Public and Private Sectors To address challenges such as skill gaps and inadequate infrastructure, closer collaboration between the public and private sectors is essential. The government needs to play an active role in supporting digital education, while private companies can provide training for their workforce. Overall, digital transformation in Pangkalpinang has brought positive changes across various industrial sectors; however, its success heavily relies on the readiness of infrastructure and human resources. With the right support, digitalization can become a major driver of economic growth in the region.

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