

Technology, Organization, and Environment in Digital Transformation: The Role of Employees' Digital Readiness as a Moderating Variable at Benjamin Guluh Kolaka Regional Hospital

Nurwahida^{1*}, Ismanto², Niar Astaginy³

^{1*23}Department of Management, Faculty of Social and Political Sciences, Sembilanbelas November University, Kolaka, Indonesia

*Corresponding Author: nurw85843@gmail.com

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ABSTRACT

Dvancing modern healthcare relies heavily on digital transformation, a process driven not merely by deploying technological tools, but also by ensuring structural adaptability and workforce preparedness. This research investigates how Technology, Organization, and Environment influence Digital Transformation, while analyzing Employee Digital Readiness as a moderating factor within Benjamin Guluh Kolaka Regional General Hospital. Utilizing a quantitative cross-sectional framework, 200 participants were chosen via purposive sampling from a total cohort of 534 staff members. A 20-item instrument on a five-point Likert scale was administered, with data evaluated through Partial Least Squares-Structural Equation Modeling (PLS-SEM) using SmartPLS 4 and bootstrapping techniques. The results demonstrate that Technology, Organization, and Environment each exert a statistically significant positive effect on Digital Transformation. Additionally, Employee Digital Readiness demonstrates a direct positive association with Digital Transformation and enhances the structural connections between Technology, Organization, Environment, and Digital Transformation. With an R^2 coefficient of 0.335, the predictive model accounts for 33.5% of the variance observed in Digital Transformation, underscoring the critical interplay between technical infrastructure, institutional backing, external drivers, and staff preparedness in driving hospital digitalization.

INTRODUCTION

Digital transformation in healthcare fundamentally reshapes service delivery and institutional operations. This strategic evolution alters core functions, encompassing clinical procedures, data governance, patient care, and administrative decision-making. In healthcare organizations, digital transformation therefore involves more than simply adopting or installing information systems. It also requires adjustments in workflows, organizational routines, It also transforms how healthcare value is transmitted to patients and service recipients. Hence, digital

transformation represents a systemic organizational evolution that synchronizes technological integration with fundamental modifications in operational methods (Kraus et al., 2021; Verhoef et al., 2021).

Deploying digital tools in clinical settings enhances operational performance, service excellence, data administration, and data-informed decision-making. Solutions like health information platforms, electronic health records, and artificial intelligence reflect this advancing technological integration. However, infrastructure alone cannot ensure successful digital transformation, as institutional frameworks and workforce competence strongly dictate execution. In assessing hospital preparedness, Bilgiç and Akdağ (2021) highlighted management commitment, workplace culture, resource distribution, progress tracking, and service governance as key determinants. The strategic role of technology adoption in healthcare has been further underscored by recent literature (Kraus et al., 2021; Mauro et al., 2024; Stoumpos et al., 2023). In regional healthcare facilities, these initiatives often face resource constraints, making organizational learning, adaptability, and efficient resource allocation critical for service enhancement a dynamic examined by Wonua et al. (2026) regarding regional hospital optimization under constrained conditions.

The TOE model (Tornatzky and Fleischer, 1990) provides a conceptual lens for evaluating organizational technology adoption across three interconnected domains. The technological context addresses the attributes, accessibility, and relevance of digital innovations, while the organizational context evaluates internal elements including capital, leadership engagement, structural capacity, and institutional readiness. The environmental context encompasses external influences, including regulations, institutional support, and pressures arising from the organization's surrounding environment. Within healthcare organizations, this framework is particularly relevant because the successful implementation of digital technologies depends on their compatibility with work processes, adequate internal organizational support, and the organization's ability to respond to regulatory requirements and developments in digital healthcare (Ghaleb et al., 2021; Jeilani and Hussein, 2025).

In addition to TOE factors, workforce capacity plays a pivotal role in driving digital transformation. This research incorporates Employee Digital Readiness as a moderating construct, recognizing that frontline personnel directly operate digital systems and execute operational shifts. Representing staff knowledge, competencies, tech-positive attitudes, and adaptability, these capabilities are vital in healthcare environments for managing data, documentation, and care delivery. Prior studies confirm that digital affinity, technical skills, education, active engagement, and perceived utility significantly affect digital adoption among health workers (Burmam et al., 2023; Erfani et al., 2025; Longhini et al., 2022). Consequently, the impact of technological, organizational, and environmental drivers on digital transformation largely hinges on workforce digital readiness.

As a regional healthcare facility, Benyamin Guluh Kolaka Regional General Hospital has integrated digital solutions to enhance service delivery and administrative operations. While this technological adoption signifies progress toward modernization, hardware and software presence alone does not guarantee uniform operational shift across all departments. This disparity underscores that effective digital transformation demands more than mere tech deployment it requires aligning institutional dynamics, external environmental pressures, and the practical readiness of the healthcare personnel executing these systems.

Prior literature emphasizes diverse technological, structural, and human drivers behind healthcare digitalization. Kraus et al. (2021) associated digital transformation with gains in operational efficiency, institutional adaptations, workforce habits, and care delivery. Similarly, Rajamani et al. (2022) underlined how leadership engagement, corporate culture, capital, and internal hospital conditions drive health IT execution. On the human capital side, Longhini et al. (2022) highlighted digital competence as a key prerequisite for technology utilization among health personnel. In regional hospital contexts, Wonua et al. (2026) stressed that resource-constrained facilities must leverage organizational learning and resource management to optimize performance. Despite these insights, empirical studies synthesizing the Technology-Organization-Environment (TOE) matrix with Employee Digital Readiness as a moderating mechanism in regional hospital settings remain scarce.

Addressing this literature gap, the study develops an integrated model merging Technology, Organization, and Environment with Employee Digital Readiness as a moderating factor. This framework investigates both the direct influence of TOE factors on Digital Transformation and how employee readiness alters the intensity of these connections. Ultimately, this research offers empirical insights to the discourse on healthcare digitalization while delivering practical guidance for hospital leadership regarding staff readiness in driving tech adoption.

Grounded in this background, the study evaluates how Technology, Organization, and Environment drive Digital Transformation while analyzing whether Employee Digital Readiness reinforces these effects at Benyamin Guluh Kolaka Regional General Hospital.

RESEARCH METHODS

To evaluate the interplay between Technology (X_1), Organization (X_2), Environment (X_3), and Digital Transformation (Y), alongside the moderating influence of Employee Digital Readiness (Z) at Benyamin Guluh Kolaka Regional General Hospital, this study adopted a quantitative cross-sectional design. Quantitative methodology was chosen to quantify empirical constructs and execute statistical analyses (Wonua et al., 2020). From a total population of 534 hospital staff, a sample of 200 respondents was derived using purposive sampling. Primary data collection utilized a 20-statement survey instrument administered via a five-point Likert scale (Wonua et al., 2020).

Four core dimensions evaluated the Technology construct: relative advantage, compatibility, observability, and complexity. Meanwhile, the Organization domain was measured across executive leadership support, structural capacity, training programs, and institutional readiness. The Environment variable consisted of government support, legal framework, competitive pressure, and perceived trends. Employee Digital Readiness was measured through knowledge, skills, digital attitude, and the ability to cope with new technology. Digital Transformation was assessed based on operational efficiency, service quality, innovation and technology adoption, and data security.

Data processing was executed through Partial Least Squares Structural Equation Modeling (PLS-SEM) utilizing SmartPLS 4. The measurement (outer) model was validated via outer loading, AVE, and construct reliability tests. To analyze the moderating effect of Employee Digital Readiness, interaction terms were formulated between this moderator and each primary predictor: Technology, Organization, and Environment.

Hypothesis verification was performed using a 5% significance threshold via bootstrapping procedures. Statistical significance was confirmed for p -values below 0.05, with path coefficients determining the magnitude and orientation of structural relationships. PLS-SEM proved ideal for this study, effectively capturing complex inter-construct paths and moderating dynamics across the theoretical framework (Hair et al., 2021).

RELATIONSHIP BETWEEN VARIABLES

The Relationship Between Technology and Digital Transformation

Under the TOE paradigm, technological considerations center on the functional features of existing tools and their strategic fit with institutional requirements. Technology that provides benefits, aligns with work processes, has observable benefits, and can be deployed with minimal operational complexity, directly accelerating digital transformation efforts. Within clinical settings, technology implementation needs to be tailored to service needs and work processes to benefit the organization.

Empirical findings by Ghaleb et al. (2021) confirm that technological elements heavily dictate an institution's readiness for digital adoption. Reinforcing this perspective, Stoumpos et al. (2023) noted that technical characteristics directly influence how digital tools are accepted and integrated into clinical workflows. Based on this description, technology that aligns with job requirements is thought to be related to hospital digital transformation.

H1: Technology is positively and significantly related to Digital Transformation.

The Relationship Between Organizations and Digital Transformation

From the perspective of the TOE framework, the organizational context encompasses factors such as management support, resource availability, organizational readiness, and the internal capacity to respond to change. The implementation of digital transformation depends not only on the availability of technology but also on the organization's ability to provide adequate support and adapt its structures, resources, work processes, and employee competencies to technological changes.

Rajamani et al. (2022) demonstrated that organizational culture, leadership engagement, learning climate, resources, and organizational readiness are important contexts for implementing health information technology. Kruszyńska-Fischbach et al. (2022) likewise underlined structural readiness as a pivotal prerequisite for gearing healthcare delivery toward digital transformation.

H2: Organization is positively and significantly related to Digital Transformation.

The Relationship Between Environment and Digital Transformation

In the TOE paradigm, environmental context addresses external forces that shape an institution's choice to adopt technological innovations. In the hospital context, the environment can include government support, regulations, external pressures, and evolving digital trends in healthcare.

Ghaleb et al. (2021) demonstrated that environmental factors are one of the contexts related to readiness for technology adoption in healthcare organizations. Yang and Luo (2022) also demonstrated that environmental factors are part of the considerations for medical institutions in adopting digital-based technology. These external conditions can encourage organizations to adapt work processes to digital technology developments.

H3: Environment is positively and significantly related to Digital Transformation.

The Role of Employee Digital Readiness in the Relationship between Technology and Digital Transformation

The availability of technology does not automatically result in digital transformation if employees lack the skills to use and integrate it into their work. Digital readiness encompasses knowledge, skills, digital attitudes, and the ability to navigate new technologies.

Longhini et al. (2022) identified digital competency as a crucial component of healthcare workers' ability to utilize digital technology. Mauro et al. (2024) likewise underlined workforce proficiency and technical capabilities as key enablers of healthcare digitalization. Consequently, staff digital readiness is hypothesized to amplify the positive impact of technological conditions on digital transformation.

H4: Employee Digital Readiness strengthens the relationship between Technology and Digital Transformation.

The Role of Employee Digital Readiness in Organizational Relationships and Digital Transformation

Management support, organizational capacity, training, and organizational readiness need to be translated into employee work practices. When employees have adequate digital readiness, organizational support can more easily translate into technology adoption and work process changes.

Rajamani et al. (2022) emphasize the importance of leadership involvement, organizational culture, learning climate, resources, and readiness in implementing health information technology. Thus, employee digital readiness is expected to strengthen an organization's relationship with digital transformation.

H5: Employee Digital Readiness strengthens the Organization's relationship with Digital Transformation.

The Role of Employee Digital Readiness in the Relationship between Environment and Digital Transformation

Regulatory developments, external support, demands for change, and digital trends can encourage hospitals to adapt their work processes. However, these external forces need to be translated by employees into technology use and daily work practices.

Digital readiness enables employees to understand and respond to changes in the external environment. Consequently, workforce digital readiness is expected to amplify the positive connection between environmental factors and digital transformation.

H6: Employee Digital Readiness strengthens the relationship between Environment and Digital Transformation.

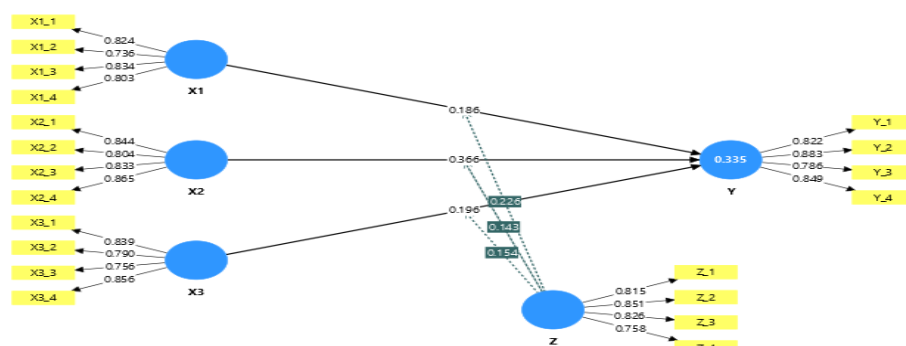
RESULTS AND DISCUSSION

Results

Primary data collection involved administering questionnaires to 200 participants at BLUD Benyamin Guluh Kolaka Hospital. Demographically, the sample was predominantly female, representing 91.5% (183 individuals), while males comprised 8.5% (17 individuals). In terms of tenure, the largest proportion of respondents had served for 6–10 years (51.0%, 102 people), followed by those with 1–5 years of service (39.5%, 79 people), over 10 years (7.0%, 14 people), and under 1 year (2.5%, 5 people). Across departments, nursing personnel constituted the majority of respondents at 53.5% (107 people), with the remaining staff distributed across various hospital operational units.

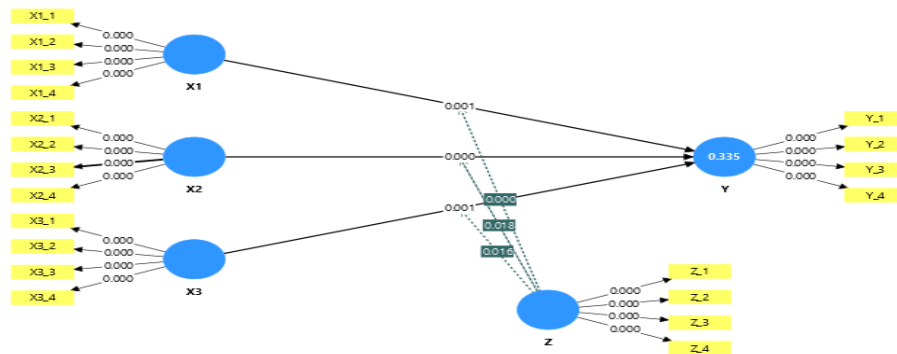
Analytical processing proceeded through a two-tiered PLS-SEM framework, encompassing measurement (outer) model validation and structural (inner) model evaluation. Construct validity and reliability were verified during the initial outer model assessment, whereas the inner model evaluation determined the explanatory power of endogenous constructs and tested hypothesized path relationships. The empirical findings of these sequential assessments are detailed below.

Figure 1. PLS Algorithm output



Source: Processed data (2026).

Figure 2. PLS Bootstrapping output



Source: Processed data (2026).

Validity Test

Convergent validity was confirmed across all constructs, Table 1 presents the Outer Loading values and AVE scores.

Table 1. Validity Test Results (Outer Loading and AVE)

Item	Technology	Organization	Environment	Digital Transformation	Employee Digital Readiness	AVE
X1_1	0.824					0.640
X1_2	0.736					
X1_3	0.834					
X1_4	0.803					
X2_1		0.844				0.700
X2_2		0.804				
X2_3		0.833				
X2_4		0.865				
X3_1			0.839			0.658
X3_2			0.790			
X3_3			0.756			
X3_4			0.856			

Y_1	0.822	0.699
Y_2	0.883	
Y_3	0.786	
Y_4	0.849	
Z_1	0.815	0.661
Z_2	0.851	
Z_3	0.826	
Z_4	0.758	

Source: SmartPLS 4 output, processed data (2026).

Convergent validity was fully established, as all outer loadings surpassed 0.70 and AVE values exceeded 0.50. Furthermore, discriminant validity was confirmed by HTMT ratios remaining below 0.90 and Fornell-Larcker evaluation showing that each construct's square root of the AVE exceeded its correlations with other constructs.

Reliability Test

Table 2. Reliability Test Result

Variables	Cronbach's alpha	Composite reliability
Technology	0.813	0.876
Organization	0.857	0.903
Environment	0.829	0.885
Digital Transformation	0.856	0.902
Employee Digital Readiness	0.830	0.886

Source: SmartPLS 4 output, processed data (2026).

Every construct achieved Cronbach's alpha and composite reliability scores above 0.70, confirming internal consistency. These results demonstrate that the survey instrument yields stable and dependable measurement across all evaluated variables.

Hypothesis Testing Results

Table 3. Hypothesis Testing Results

Indicator	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values	Decision
X1 -> Y	0.186	0.193	0.057	3,252	0.001	Accepted
X2 -> Y	0.366	0.367	0.058	6,287	0.000	Accepted

X3 -> Y	0.196	0.201	0.060	3,286	0.001	Accepted
Z x X1 -> Y	0.226	0.214	0.065	3,464	0.000	Accepted
Z x X2 -> Y	0.143	0.135	0.068	2,091	0.018	Accepted
Z x X3 -> Y	0.154	0.140	0.072	2,134	0.016	Accepted

Source: SmartPLS 4 bootstrapping output, processed data (2026).

Empirical results generated via SmartPLS 4.0 confirmed all six hypothesized paths. Hypotheses were supported based on standard statistical thresholds, specifically *t*-statistics exceeding 1.96 and *p*-values remaining below the 0.05 cutoff.

1. Technology on Digital Transformation, the relationship between Technology and Digital Transformation produced an original sample coefficient of 0.186, with a T-statistic of 3.252 and a P-value of 0.001. Since the T-statistic was greater than 1.96 and the P-value was below 0.05, Technology was found to have a positive and significant relationship with Digital Transformation. Therefore, H1 is accepted.
2. Organization towards Digital Transformation, the analysis of the relationship between Organization and Digital Transformation resulted in an original sample coefficient of 0.366, a T-statistic of 6.287, and a P-value of 0.000. These values satisfy the predetermined significance criteria, indicating that Organization has a positive and significant relationship with Digital Transformation. Therefore, H2 is accepted.
3. The Environment on Digital Transformation, the relationship between Environment and Digital Transformation generated an original sample coefficient of 0.196, a T-statistic of 3.286, and a P-value of 0.001. Because the T-statistic exceeded 1.96 and the P-value was below 0.05, Environment was found to have a positive and significant relationship with Digital Transformation. Thus, H3 is accepted.
4. Evaluating the interaction between Technology and Employee Digital Readiness revealed a positive moderating effect on Digital Transformation ($\beta = 0.226$, $t = 3.464$, $p < 0.001$). The statistical significance of this moderation confirms that higher staff digital readiness strengthens the impact of technological factors on transformation execution, thereby supporting H4.
5. Assessment of the interaction between Organization and Employee Digital Readiness demonstrated a statistically significant moderating impact on Digital Transformation ($\beta = 0.143$, $t = 2.091$, $p = 0.018$). The empirical evidence confirms that staff digital readiness positively enhances the relationship between organizational conditions and digital transformation execution, thus supporting H5.
6. The interaction analysis between Environment and Employee Digital Readiness demonstrated a significant positive moderating influence on Digital Transformation ($\beta =$

0.154, $t = 2.134$, $p = 0.016$). These results indicate that higher employee digital readiness amplifies the effect of external environmental conditions on digital transformation implementation, thereby accepting H6.

Discussion

Technology Has a Positive and Significant Influence on Digital Transformation

The findings indicate a statistically significant direct path from technology to digital transformation within Benyamin Guluh Kolaka Regional General Hospital, evidenced by an original sample coefficient of 0.186 ($t = 3.252$, $p = 0.001$). Consequently, technological readiness serves as a key determinant in advancing healthcare digitalization. In research findings depicted in the variable description, technology is reflected through relative advantage, compatibility, observability, and complexity. Respondents' assessments indicate that the digital technology used is quite helpful for work, meets job requirements, its benefits can be felt in daily work, and is quite easy to operate. This indicates that employees of Benyamin Guluh Kolaka Regional Hospital have used and experienced the benefits of technology in carrying out their work, although its implementation is still not at a high level. Similarly, the Digital Transformation variable scored in the moderate range. This level reflects that existing technology adoption moderately underpins work productivity, clinical service quality, organizational innovation, and data security measures within the facility. Overall, these conditions can help explain why technology is related to Digital Transformation, because technology that is perceived as useful and appropriate for work needs can support changes in hospital work processes. These empirical outcomes align with Ghaleb et al. (2021), who identified technical infrastructure as a core determinant of institutional technology readiness, as well as Stoumpos et al. (2023), who established that digital tools fundamentally drive operational restructuring and system acceptance in healthcare settings.

Organizations with a Positive and Significant Influence on Digital Transformation

Empirical results demonstrate that organizational conditions exert a significant positive effect on Digital Transformation at BLUD Benyamin Guluh Kolaka Hospital ($\beta = 0.366$, $t = 6.287$, $p = 0.000$). This underscores organizational readiness as a primary driver of digital progress within the institution. In research findings depicted in the variable description, the Organization is reflected through top management support, organizational capacity, training, and organizational readiness. Top management support and training indicate that employees feel sufficient support from leaders and opportunities to participate in training related to the use of digital technology. These conditions suggest that beyond mandatory system usage, personnel require institutional backing to master and adapt to digital tools. Coupled with moderate workforce digital readiness reflecting sound technical awareness, operational skills, and adaptability internal organizational support and targeted training effectively enable staff to navigate digital workflow transitions. This outcome aligns with Rajamani et al. (2022), who highlighted leadership, culture, learning resources, and institutional preparedness as critical

enablers of health technology deployment, as well as Kruszyńska-Fischbach et al. (2022), who underscored organizational readiness as a prerequisite for healthcare digitalization.

Environment Has a Positive and Significant Influence on Digital Transformation

Empirical results demonstrate that environmental factors exert a significant positive influence on digital transformation at BLUD Benyamin Guluh Kolaka Hospital ($\beta = 0.196$, $t = 3.286$, $p = 0.001$). This confirms that external pressures and external conditions actively drive the hospital's digital initiatives. The research findings, as described in the variable descriptions, reflect the environment through government support, legal framework, competitive pressure, and perceived trends. Respondents' assessments indicate that the development of digital technology and government support are quite felt within the hospital environment, so employees need to adjust their work to these developments. However, the perceived environmental conditions are still in the moderate category, so that external pressures for technology use are not yet fully strong. This condition indicates that changes occurring outside the organization are also part of the hospital's adjustment process in using digital technology. Meanwhile, digital transformation also fell within the moderate tier, reflecting that technological deployment has adequately reinforced both internal workflows and patient care services across the facility. Thus, external environmental conditions can help explain the relationship between the environment and digital transformation at Benyamin Guluh Kolaka Regional Hospital. Ghaleb et al. (2021) which shows that environmental factors are one of the contexts in the readiness to adopt technology in health organizations, as well as Yang and Luo, (2022) which shows that environmental factors are part of the considerations of medical institutions in adopting digital technology.

Employee Digital Readiness Moderates Technology's Relationship to Digital Transformation

Empirical findings demonstrate that Employee Digital Readiness significantly strengthens the link between technology and digital transformation at BLUD Benyamin Guluh Kolaka Hospital, as evidenced by an interaction coefficient of 0.226 ($t = 3.464$, $p = 0.000$). This confirms a positive moderating effect on the technology transformation pathway. These findings demonstrate that the relationship between Technology and Digital Transformation becomes stronger when employees have better Digital Readiness. This pattern is reflected in the moderate classification of Employee Digital Readiness across knowledge, skills, digital attitudes, and technological adaptability. Hospital personnel exhibit adequate technical understanding, operational competency, receptive mindsets, and adaptability, establishing a foundational baseline for digital tool adoption that retains room for growth. Consequently, the constructive impact of technology on digital transformation is magnified when backed by supportive employee competencies. These insights align with Longhini et al. (2022), who identified digital competence as a vital enabler for healthcare professionals using digital tools,

and Mauro et al. (2024), who highlighted workforce skills as essential drivers of organizational healthcare digitalization.

Employee Digital Readiness Moderates Organizational Relationship to Digital Transformation

Empirical results show that Employee Digital Readiness significantly strengthens the link between organizational factors and Digital Transformation at BLUD Benyamin Guluh Kolaka Hospital ($\beta = 0.143$, $t = 2.091$, $p = 0.018$), demonstrating that organizational drivers exert a greater impact when staff readiness is higher. Both variables fell within the moderate range: leadership support, capacity, training, and readiness on the organizational side matched the employees' baseline technical understanding, usage, and adaptability. This synergy implies that institutional backing and training accelerate digital transformation most effectively when paired with supportive workforce competencies. These findings corroborate Rajamani et al. (2022), who highlighted leadership engagement, organizational culture, learning environments, resources, and institutional readiness as vital components of health technology deployment.

Employee Digital Readiness Moderates the Relationship of the Environment to Digital Transformation

Empirical results demonstrate that Employee Digital Readiness significantly reinforces the link between environmental drivers and digital transformation at BLUD Benyamin Guluh Kolaka Hospital ($\beta = 0.154$, $t = 2.134$, $p = 0.016$). This confirms that higher staff readiness amplifies the positive impact of external environmental factors on digital progress. The statistical outcome reveals that relationship between the Environment and Digital Transformation becomes stronger when employees have better Digital Readiness. This condition is supported by the description of the Environment which is in the moderate category, which is reflected through government support, regulatory frameworks, competitive pressures, and perceptions of trends. Hospital staff perceive technological advancements and governmental backing as adequate within their operational environment, while Employee Digital Readiness indicates that they have sufficient understanding and are able to adapt to new technologies. This condition indicates that developments in the external environment need to be followed by employees' ability to understand and respond to technological changes in their work. Thus, digital demands and developments originating from the hospital environment can be more related to Digital Transformation when employees are ready to accept and use the technology. These results align with Ghaleb et al. (2021) who showed that environmental factors are one of the contexts in the readiness to adopt technology in healthcare organizations.

CONCLUSION AND SUGGESTIONS

Conclusion

In conclusion, technology, organization, and environment exert significant positive effects on Digital Transformation at BLUD Benyamin Guluh Kolaka Hospital, demonstrating that technical infrastructure, internal structural readiness, and external dynamics collectively drive institutional digital adoption. Furthermore, Employee Digital Readiness serves as a positive moderator that amplifies these direct relationships. These findings highlight that technological availability and structural support translate more effectively into digital progress when supported by workforce digital literacy, technical competencies, receptive mindsets, and adaptability. Ultimately, successful digital transformation relies not only on external conditions and infrastructure, but equally on employee readiness to integrate digital tools into daily operational workflows.

Suggestion

This research is aimed at RSUD Benyamin Guluh Kolaka to continue improving the digital readiness of employees through training and skills development related to the use of digital technology, as well as strengthening organizational support in technology implementation. Hospitals also need to pay attention to the suitability of technology to job needs and external environmental developments so that the Digital Transformation process can run sustainably. Subsequent investigations should consider incorporating supplementary determinants of Digital Transformation and expanding both the respondent demographics and organizational scope to enhance the generalizability of the findings. For further researchers, the research can be developed by adding other variables related to digital transformation and expanding the research object to hospitals or other healthcare organizations so that the research results can provide a more comprehensive picture.

Future studies should expand this line of inquiry by incorporating additional determinants of Digital Transformation, thereby providing a more comprehensive understanding of the factors driving digital technology adoption in hospital settings. Further research can also be conducted in hospitals with different characteristics or in wider regions to obtain a more diverse picture. Furthermore, future researchers can consider different research approaches or methods, including the application of qualitative frameworks or integrated mixed-methodology paradigms to enrich empirical observations, to further explore employee experiences in accepting and using digital technology in the hospital environment.

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