

**YANGON UNIVERSITY OF ECONOMICS  
DEPARTMENT OF MANAGEMENT STUDIES  
MBA PROGRAMME**

**EFFECT OF DIGITAL TRANSFORMATION ON  
EMPLOYEE PERFORMANCE  
AT CITY PROPERTIES CO., LTD.**

**MIN MIN**

**EMBA II - 41**

**EMBA 20<sup>th</sup> BATCH (ONLINE)**

**JUNE, 2025**

**YANGON UNIVERSITY OF ECONOMICS  
DEPARTMENT OF MANAGEMENT STUDIES  
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**ACADEMIC YEAR (2023 – 2025)**

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**EMBA 20<sup>th</sup> Batch (Online)**

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This thesis is submitted to the Board of Examiners in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA).

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**Yangon University of Economics**

**2023 – 2025**

## ACCEPTANCE

This is to certify that the thesis entitled “**Effect of Digital Transformation on Employee Performance at City Properties Co., Ltd.**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

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**JUNE, 2025**

## ABSTRACT

This study aims to examine the effect of digital transformational leadership, organizational agility, and organizational culture on digital transformation, to analyze the moderating effect of digital strategy on the relationship between digital transformational leadership and digital transformation, as well as between organizational agility and digital transformation. Furthermore, the study investigates the mediating effect of digital transformation on the relationship between organizational culture and employee performance at City Properties Co., Ltd. This study uses both primary and secondary data. Primary data is collected from 184 employees of City Properties Co., Ltd. through online survey method using a structured questioners with a five-point Likert scale. The sample is selected through simple random sampling from 184 a total of workforce of 350 employees. Secondary data are obtained from textbooks, academic journals, and credible online sources. Descriptive statistics and regression analysis are employed to analyze the data. Base on the regression results, organizational agility and organizational culture have positive and significant effect on digital transformation. There is no moderating effect of digital strategy on the relationship between digital transformational leadership and digital transformation. There is no moderating effect of digital strategy on the relationship between organizational agility and digital transformation. There is the mediating effect of digital transformation on the relationship between organizational culture and employee performance. It is recommended that City Properties Co., Ltd. should focus on strengthening its organizational culture and agility to enhance digital transformation efforts. This, in turn, is expected to improve employee performance and support long-term competitive advantage.

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# TABLE OF CONTENTS

	<b>Page</b>
<b>ABSTRACT</b>	<b>i</b>
<b>ACKNOWLEDGEMENTS</b>	<b>ii</b>
<b>TABLE OF CONTENTS</b>	<b>iii</b>
<b>LIST OF TABLES</b>	<b>v</b>
<b>LIST OF FIGURES</b>	<b>vii</b>
<b>CHAPTER 1 INTRODUCTION</b>	<b>1</b>
1.1 Rationale of the Study	3
1.2 Objectives of the Study	6
1.3 Scope and Method of the Study	6
1.4 Organization of the Study	6
<b>CHAPTER 2 THEORETICAL BACKGROUND</b>	<b>8</b>
2.1 Digital Transformational Leadership	8
2.2 Organizational Agility	9
2.3 Organizational Culture	10
2.4 Digital Transformation	11
2.5 Digital Strategy	13
2.6 Employee Performance	14
2.7 Previous Studies	15
2.8 Conceptual Framework of the Study	17
<b>CHAPTER 3 PROFILE AND DIGITAL TRANSFORMATION AT CITY PROPERTIES CO. LTD.</b>	<b>19</b>
3.1 Profile of City Properties Co., Ltd.	19
3.2 Organization Structure of City Properties Co., Ltd.	21

3.3 Digital Transformation at City Properties Co., Ltd.	27
3.4 Demographic Profile of Respondents	28
3.5 Reliability Test	31
<b>CHAPTER 4 ANALYSYS ON THE EFFECT OF DIGITAL TRANSFORMATION ON EMPLOYEE PERFROMANCE IN CITY PROPERTIES CO., LTD.</b>	<b>33</b>
4.1 Employee Perception on Digital Transformational Leadership, Organizational Agility, Organizational Culture, Digital Strategy, Digital Transformation, and Employee Performance	33
4.2 Analysis on the Effect of Digital Transformational Leadership, Organizational Agility, Organizational Culture on Digital Transformation in City Properties Co., Ltd.	40
4.3 Analysis on the Moderating Effect of Digital Strategy on the Relationship between Digital Transformational Leadership and Digital Transformation in City Properties Co., Ltd.	42
4.4 Analysis on the Moderating Effect of Digital Strategy on the Relationship between Organizational Agility and Digital Transformation in City Properties Co., Ltd.	44
4.5 Analysis on the Mediating Effect of Digital Transformation on the Relationship between Organizational Culture and Employee Performance in City Properties Co., Ltd.	46
<b>CHAPTER 5 CONCLUSION</b>	<b>52</b>
5.1 Findings and Discussions	52
5.2 Suggestions and Recommendations	55
5.2 Needs for Further Research	57
<b>REFERENCES</b>	
<b>APPENDIX A</b>	
<b>APPENDIX B</b>	

## LIST OF TABLES

<b>Table No.</b>	<b>Particular</b>	<b>Page</b>
Table 3.1	Demographic Profile of Respondents	29
Table 3.2	Reliability Test of the Variables	31
Table 4.1	Digital Transformational Leadership	34
Table 4.2	Organizational Agility	35
Table 4.3	Organizational Culture	36
Table 4.4	Digital Strategy	37
Table 4.5	Digital Transformation	38
Table 4.6	Employee Performance	39
Table 4.7	Effect of Digital Transformational Leadership, Organizational Agility, Organizational Culture on Digital Transformation	40
Table 4.8	Moderating Effect of Digital Strategy on the Relationship between Digital Transformational Leadership and Digital Transformation	42
Table 4.9	Moderating Effect of Digital Strategy on the Relationship between Organizational Agility and Digital Transformation	44
Table 4.10	Effect of Organizational Culture on Employee Performance	47
Table 4.11	Effect of Organizational Culture on Digital Transformation	48
Table 4.12	Effect of Organizational Culture and Digital Transformation on Employee Performance	49
Table 4.13	Sobel Test Result for Mediating Test of Digital Transformation on the Relationship between Organizational Culture and Employee Performance	50

## LIST OF FIGURES

<b>Figure No.</b>	<b>Particular</b>	<b>Page</b>
Figure 2.1	Conceptual Framework of Widodo et al.	15
Figure 2.2	Conceptual Framework of AlNuaimi et al.	17
Figure 2.3	Conceptual Framework of the Study	18
Figure 3.1	Organization Chart of City Properties Co., Ltd.	22
Figure 4.1	Mediating Effect of Digital Transformation on the Relationship between Organizational Culture and Employee Performance	51

# CHAPTER 1

## INTRODUCTION

In today's fast-changing business landscape, digital transformation is essential for driving organizational change and performance improvement. It involves the comprehensive integration of digital technologies into all aspects of an organization, significantly altering its operations, business models, and value delivery to stakeholders. In response to ongoing technological disruptions, companies must adopt effective digital strategies to remain competitive and resilient. Central to this transformation are digital leadership and organizational culture, both of which significantly influence the success of digital initiatives and employee performance. Digital leadership, which combines transformational leadership traits with technological expertise, plays a vital role in fostering innovation, improving operational efficiency, and enhancing adaptability (De Waal et al., 2016).

Digital transformational leadership is the ability of leaders to inspire and guide their organizations through the adoption and integration of digital technologies, fostering innovation and improving performance (AlNuaimi et al., 2022). It involves creating a vision for digital transformation and motivating employees to achieve digital goals (Widodo et al., 2024). This leadership style is crucial for navigating the complexities of the digital age and ensuring organizational success (AlNuaimi et al., 2022).

Organizational agility is the capability of an organization to rapidly adapt to market changes and environmental shifts by reconfiguring internal resources and processes efficiently (AlNuaimi et al., 2022). It involves the ability to sense and respond to changes swiftly, ensuring competitive advantage (Widodo et al., 2024). Organizational agility is essential for maintaining flexibility and responsiveness in a dynamic business environment.

Organizational culture refers to the set of deeply rooted values, beliefs, and behaviors that support an organization in achieving its vision, mission, and objectives (Widodo et al., 2024). It shapes the work environment and influences employee performance by fostering motivation, creativity, and innovation (Paais & Pattiruhu,

2020). A positive organizational culture is critical for successful digital transformation and overall organizational effectiveness. Concurrently, organizational culture, which comprises deeply embedded values, beliefs, and behavioral norms, plays a pivotal role in shaping employee engagement and overall performance (Aboramadan et al., 2020). These two factors collectively influence an organization's ability to optimize workforce effectiveness and ensure long-term business sustainability.

Digital transformation is defined as the process of integrating digital technologies into all aspects of an organization, leading to significant changes in operations, business models, and value propositions (Widodo et al., 2024). It involves the use of advanced technologies such as big data, analytics, and cloud computing to improve efficiency and innovation (AlNuaimi et al., 2022). Digital transformation is essential for organizations to remain competitive and responsive in the digital age.

Digital strategy is described the comprehensive plan that integrates digital technologies with business strategies to achieve strategic alignment and organizational goals (AlNuaimi et al., 2022). It involves creating a shared vision for digital transformation and ensuring that digital initiatives are aligned with the company's mission and objectives (Porfirio et al., 2021). A well-defined digital strategy is crucial for driving digital transformation and enhancing decision-making processes.

Employee performance is the measure of how well employees accomplish their assigned tasks and responsibilities within a given timeframe (Widodo et al., 2024). It is influenced by various factors, including motivation, skills, and organizational support (Shin et al., 2023). High employee performance is critical for achieving organizational goals and maintaining a competitive edge (Widodo et al., 2024).

City Properties Co., Ltd., founded in 2006 and headquartered in Yangon, serves as a compelling case study for analyzing these dynamics. As a leading shopping center management company, City Properties Co., Ltd., oversees a vast portfolio of over 2.3 million square feet across 27 shopping centers nationwide. Its operations provide essential infrastructure that supports diverse businesses and

enhances consumer engagement. Given the increasing integration of digital technologies within the retail and property management sectors, the company is actively navigating digital transformation to enhance operational efficiency and workforce productivity.

This study aims to explore the relationship between digital transformational leadership, organizational agility, organizational culture, and employee performance within City Properties Co., Ltd.

## **1.1 Rationale of the Study**

Employee performance is a critical determinant of an organization's overall productivity, operational efficiency, and service quality. At City Properties Co., Ltd., where the business model is centered around shopping center management, employee performance directly affects tenant satisfaction, facility maintenance, customer engagement, and overall business continuity. Given the increasing reliance on digital technologies in the retail and property management sectors, employees must be proficient in using digital tools, data-driven decision-making, and automated systems to optimize workflows. High employee performance, which is influenced by factors such as motivation, ability, and work environment, ensures that the organization can effectively manage its extensive property portfolio and respond to dynamic market demands.

Digital transformation is crucial for organizations because it fundamentally enhances their ability to compete and thrive in the modern business environment. By integrating advanced digital technologies, organizations can streamline operations, improve efficiency, and reduce costs. Digital transformation also enables better data management and analytics, leading to more informed decision-making and strategic planning. Additionally, it enhances customer experiences by providing more personalized and responsive services. Furthermore, digital transformation fosters innovation by enabling the development of new business models and revenue streams. Overall, it helps organizations stay agile, adapt to market changes, and maintain a competitive edge in an increasingly digital world.

The establishment of a coherent digital strategy is vital to achieving optimal alignment between information technology (IT) infrastructure and information systems (IS) in support of broader business goals. At City Properties Co., Ltd., digital strategy plays a pivotal role in integrating property management software, customer relationship management (CRM) systems, automated maintenance tracking, and data analytics for market insights. A coherent digital strategy enables the organization to leverage technology to improve operational efficiency, optimize resource allocation, and enhance tenant satisfaction. Without a structured digital strategy, technology adoption may be fragmented, leading to inefficiencies and a lack of competitive advantage in an increasingly digitalized industry.

Digital leadership is crucial for guiding City Properties Co., Ltd., through its ongoing digital transformation efforts. This leadership approach integrates transformational leadership characteristics with digital strategies to drive innovation, agility, and operational efficiency. Leaders at City Properties Co., Ltd., must exhibit vision, adaptability, and the ability to inspire employees toward embracing technological advancements. Given the organization's large-scale operations and its need for effective property management solutions, digital leadership can enhance decision-making, streamline processes, and improve service delivery. By fostering an environment that supports digital literacy and innovation, City Properties Co., Ltd., leadership can ensure that employees remain motivated, productive, and aligned with strategic objectives.

Organizational agility is essential for the ability to rapidly respond to market changes, technological disruptions, and evolving consumer preferences. Given the dynamic nature of the retail and property management industries, agility is critical for City Properties Co., Ltd., to maintain a competitive edge. The company's ability to swiftly adapt to emerging digital trends, such as smart building technologies, digital payment systems, and AI-driven analytics, ensures resilience and long-term sustainability. Furthermore, agility allows City Properties Co., Ltd., to proactively address regulatory changes, economic fluctuations, and shifting tenant demands, reinforcing its market positioning in an unpredictable business environment.

Organizational culture, plays a fundamental role in shaping employee attitudes, engagement, and performance. At City Properties Co., Ltd., a strong organizational culture that embraces digital transformation can facilitate change management, encourage innovation, and enhance workforce adaptability. Given that digital transformation requires a shift in traditional operational processes, employees must align with a culture that supports continuous learning, collaboration, and technological proficiency. A culture resistant to change can hinder the adoption of digital initiatives, leading to inefficiencies and reduced competitiveness. Therefore, fostering a digital-friendly culture is essential for maximizing the potential benefits of technological advancements.

The variables of digital leadership, organizational culture, and digital transformation are crucial for City Properties Co., Ltd., because they directly influence employee performance and overall organizational success. Digital leadership ensures that the company effectively navigates technological changes, fostering innovation and enhancing productivity. A strong organizational culture creates a supportive work environment, motivating employees and encouraging collaboration. Digital transformation integrates advanced technologies into all aspects of the business, streamlining operations and improving decision-making processes. Together, these variables help City Properties Co., Ltd., maintain a competitive edge in the real estate industry, drive continuous improvement, and achieve strategic goals. By focusing on these areas, the company can enhance employee performance, customer satisfaction, and long-term sustainability.

The factors mentioned are interconnected and together contribute to City Properties Co., Ltd., success in managing digital transformation. Employee performance is enhanced by a supportive organizational culture, which is influenced by effective digital leadership. A well-structured digital strategy ensures smooth technological integration, while organizational agility allows the company to remain resilient in the face of industry disruptions. By strategically prioritizing these areas, City Properties Co., Ltd., can improve workforce productivity, streamline operations, and promote sustainable business growth in an increasingly digital corporate landscape.

## **1.2 Objectives of the Study**

There are four objectives in the study. These are:

1. To analyze the effect of digital transformational leadership, organizational agility, organizational culture on digital transformation in City Properties Co., Ltd.;
2. To analyze the moderating effect of digital strategy on the relationship between digital transformational leadership and digital transformation in City Properties Co., Ltd.;
3. To analyze the moderating effect of digital strategy on the relationship between organizational agility and digital transformation in City Properties Co., Ltd.; and
4. To analyze the mediating effect of digital transformation on the relationship between organizational culture and employee performance in City Properties Co., Ltd.

## **1.3 Scope and Method of the Study**

The study focuses on the effect of digital transformation and organizational culture on employee performance within City Properties Co., Ltd. The study targets the company's total workforce of 350 employees in 2025, from which a sample size of 184 is determined using the Raosoft sample size calculator. A simple random sampling method is applied to select the respondent. Primary data are collected through an online survey using a structured questionnaire designed with a 5-point Likert scale. Secondary data are gathered from academic textbooks, peer-reviewed journal articles, international dissertations, credible websites, and local MBA research papers available in the university library. For data analysis, descriptive statistics and regression analysis are utilized in this study.

## **1.4 Organization of the Study**

This study is organized into five chapters to analyze the effect of digital transformational leadership, organizational agility and organizational culture on digital transformation and employee performance within City Properties Co., Ltd.

Chapter one provides introduction including rationale of the study, objectives of the study, scope and method of the study and organization of the study. Chapter two includes a theoretical background, reviewing relevant literature and conceptual framework related to digital transformation at City Properties Co., Ltd. Chapter three presents an overview of the profile of City Properties Co., Ltd., organization structure of City Properties Co., Ltd., digital transformation at City Properties Co., Ltd., demographic profile of respondents and reliability test. Chapter four analyzes employee perception, and the relationship between digital transformation and employee performance through statistical analysis of collected data. Finally, chapter five summarizes the key findings, discusses their implications for practice, proposes recommendations for enhancing digital transformation's effect on employee performance, and identifies potential areas for future research.

## **CHAPTER 2**

### **THEORITICAL BACKGROUND**

This chapter presents the theoretical background of the study. It includes relevant theories and definitions associated with digital transformational leadership, organizational agility, organizational culture, digital strategy, digital transformation, and employee performance. These constructs are critical to understanding how digital transformation influences employee performance within the context of City Properties Co., Ltd. In addition, this chapter presents the previous studies and the conceptual framework of the study.

#### **2.1 Digital Transformational Leadership**

Digital transformational leadership refers to a leadership approach that focuses on guiding organizations through digital change by leveraging advanced technologies and data-driven strategies (Bennis & Thomas, 2020). Digital transformational leadership enables change, builds organizational capabilities, and reshapes business models in response to technological advancements. This type of leadership is essential for navigating the complex business environment of today, where digital innovation serves as a key driver of competitive advantage. Digital transformational leadership represents the capability of leaders to align digital technologies with strategic goals while fostering a culture of agility, learning, and continuous innovation across the organization (Yoo et al., 2010). This leadership is particularly relevant in organizations facing the pressures of digital disruption, as it encourages dynamic capabilities and promotes adaptive behaviors.

Furthermore, digital transformational leadership is the process by which leaders influence employees to embrace digital technologies and adapt to rapidly changing market environments by encouraging experimentation, innovation, and collaborative problem-solving (Warner & Wäger, 2019). Through this approach, leaders not only manage digital tools but also empower teams to use those tools creatively to generate value and improve performance outcomes. Digital transformational leadership involves the ability of leaders to integrate digital thinking into the organizational mindset, ensuring the transformation of culture, operational

processes, and workforce skills for long-term success in a digital ecosystem (Susanti et al., 2023). This mindset allows organizations to remain relevant and competitive, even amid continuous technological change.

Digital transformational leaders create a vision for digital advancement, communicate that vision effectively, and motivate employees to achieve digital transformation goals. By building trust, demonstrating competence, and modeling innovative behaviors, these leaders play a critical role in aligning digital investments with business strategies. As digital technologies continue to reshape industries, the presence of strong digital transformational leadership becomes increasingly important for organizations seeking to sustain growth, improve operational efficiency, and gain a competitive edge.

## **2.2 Organizational Agility**

Organizational agility is described the capability of a business to rapidly adapt and renew itself in response to uncertain and turbulent external conditions (Doz & Kosonen, 2010). It represents the firm's ability to remain resilient and competitive by continuously adjusting its operations, structures, and strategies to seize emerging opportunities and mitigate potential threats. Agility is a strategic necessity for companies operating in dynamic and fast-evolving industries where customer preferences, technological advancements, and market conditions change rapidly. According to Overby et al. (2006), organizational agility functions as a dynamic capability enables firms to reconfigure their internal processes and resources, thereby align with the changing needs of the market and customer expectations. It highlights agility as not only a reactionary trait but also a proactive strategic capability that strengthens a firm's responsiveness.

Tallon and Pinsonneault (2011) emphasized that organizational agility is the capacity of a firm to respond quickly and effectively to both internal and external changes without compromising its long-term strategic direction or losing operational momentum. This responsiveness allows organizations to maintain consistency in their goals while remaining flexible in how those goals are achieved. Moreover, Lu and Ramamurthy (2011) pointed out that organizational agility involves the ability to

anticipate change, adjust leadership approaches, and realign operational practices to maintain strategic fit in a highly volatile business environment.

This adaptability proves crucial for sustaining growth, improving innovation, and enhancing competitive performance in uncertain markets. Organizational agility provides firms with the advantage of speed, innovation, and customer responsiveness, making it an essential component of long-term sustainability. Agile organizations are better equipped to learn from environmental signals, experiment with new business models, and respond to customer demands in real time. The ability to anticipate market trends, shift resources, and manage change allows firms to outperform less agile competitors. In the context of digital transformation and technological disruption, organizational agility is regarded as a critical success factor that enables businesses to survive and thrive. Embedding agility into an organization's culture and leadership style helps improve strategy execution and builds resilience in uncertain times.

### **2.3 Organizational Culture**

According to Schein (2010), organizational culture is a pattern of shared basic assumptions learned by a group as it solves its problems of external adaptation and internal integration. These assumptions prove effective enough to be considered valid and are therefore taught to new members as the correct way to perceive, think, and feel in relation to those problems. This definition emphasizes the historical and learning-based nature of culture formation within organizations. Organizational culture is a central concept in management studies, often recognized as a key factor that influences organizational performance, employee behavior, and the capacity for change, as the set of shared values, beliefs, and behaviors that guide how members of an organization interact and make decisions. Cameron and Quinn (2011) mentioned organizational culture as the shared values, beliefs, and principles among members of an organization that shape its internal environment and influence how it operates. According to their framework, organizational culture is a core determinant of organizational effectiveness. This perspective suggests that culture has a direct impact on internal processes such as communication and decision making, as well as

on the organization's strategic direction affecting how goals are formed, implemented, and achieved.

From a global and comparative perspective, Hofstede et al. (2010) proposed that organizational culture is the collective programming of the mind that distinguishes the members of one organization from another. This definition underscores the influence of national and organizational values on behavior and communication patterns within firms.

Robbins and Coulter (2018) described organizational culture as the shared values, traditions, customs, philosophies, and rules that influence the way organizational members act and interact with each other. This view presents culture as a structural framework that defines acceptable behavior and aligns the actions of individuals with organizational goals. Moreover, Kotter and Heskett (1992) emphasized that organizational culture is a system of shared values that strongly influences what employees believe is expected of them and how they behave within the organization. Their perspective highlights the dynamic relationship between culture and performance, especially regarding how culture affects long-term adaptability and strategic execution.

Organizational culture is not only about shared beliefs but also about shaping behaviors, attitudes, and practices that drive organizational success. It serves as a powerful mechanism that influences employee motivation, fosters innovation, and supports strategic change. Understanding different definitions of organizational culture provides valuable insights into how it can be cultivated and leveraged to improve organizational performance and competitiveness in a rapidly changing business environment.

## **2.4 Digital Transformation**

Digital transformation is the process through which organizations leverage digital technologies to fundamentally alter their internal and external processes, aiming for increased value creation and improved customer experiences (Vial, 2019). It involves the integration of digital tools and platforms into all areas of the business to create significant improvements in operations, services, and stakeholder value.

According to Henriette et al. (2015), digital transformation is a strategic shift that integrates digital technology across business functions, resulting in changes to organizational culture, customer engagement, and business performance. It is no longer limited to simple automation but has become essential for rethinking and redesigning entire business models. Digital transformation is also defined as the adoption of digital technologies to enable new or modified business processes, culture, and customer experiences to meet changing market requirements (Fitzgerald et al., 2014). It is closely tied to innovation and organizational agility, allowing firms to respond quickly to changes in customer expectations and competitive environments. In the digital era, companies that fail to adopt digital transformation risk falling behind as consumers and stakeholders increasingly demand seamless, personalized, and technology-driven interactions.

According to Verhoef et al. (2021), digital transformation is a multidimensional phenomenon that combines technological, organizational, and social aspects to enable continuous innovation and adaptation in the face of digital disruption. It is not limited to the implementation of technology, but also includes changes in leadership, culture, employee capabilities, and operational strategies. Businesses that successfully undergo digital transformation enhance efficiency, improve decision-making through data analytics, and achieve a sustainable competitive advantage.

Historically, many businesses focus on isolated technological upgrades, but with the growing impact of the digital economy, there is a shift towards comprehensive digital transformation strategies. Organizations focus on using technologies such as big data analytics, artificial intelligence, the internet of things, and cloud computing to streamline operations and improve both internal collaboration and customer engagement. Therefore, digital transformation is not merely a trend but a strategic imperative for long-term organizational success. Companies that embrace digital transformation are better positioned to innovate, meet customer demands, and sustain performance in a rapidly evolving business landscape.

## 2.5 Digital Strategy

According to Bharadwaj et al. (2013), digital strategy is a business approach that leverages digital resources and capabilities to create competitive advantages by improving customer experiences, operational processes, and business models. It emphasizes the integration of digital capabilities across different areas of the business to deliver unique value to customers and to transform internal operations for increased efficiency. Digital strategy is a critical element in the business environment, enabling organizations to align digital technologies with strategic objectives to achieve competitive advantages. Westerman et al. (2014) indicated that digital strategy is the use of digital technologies to radically improve the performance or reach of enterprises, focusing on technology-enabled business transformation. This perspective highlights the transformative power of digital tools and platforms, which help organizations expand their market presence, optimize productivity, and foster long-term sustainability. In the context of rapid technological advancement, organizations that effectively implement digital strategy are better positioned to adapt to industry changes and outperform competitors.

Matt et al. (2015) defined digital strategy as a roadmap for how an organization would use digital tools and platforms to support its strategic goals, enabling continuous innovation and adaptation in a rapidly evolving technological environment. This definition underscored the importance of strategic planning and agility in digital initiatives. A well-structured digital strategy allowed firms to anticipate market shifts and respond with innovative solutions, reinforcing their relevance in dynamic markets. Chen et al. (2014) further explained that digital strategy was an integrated framework that guided how firms used digital platforms, data, and ecosystems to generate value, differentiate their offerings, and compete in digital markets. This definition emphasized the ecosystem perspective, where businesses not only used internal digital tools but also participated in broader digital networks to co-create value with partners and customers.

Digital strategy is no longer limited to IT departments but has become a cross-functional initiative involving leadership, marketing, operations, and customer service. It provides direction for how digital capabilities such as big data, AI, cloud computing, and mobile technologies can be deployed across the organization. By

aligning digital initiatives with business strategy, firms improve decision-making, streamline workflows, and enhance stakeholder engagement. In the digital era, companies that fail to adopt a robust digital strategy risk losing relevance and market share. Therefore, implementing a comprehensive digital strategy is essential for sustaining growth, fostering innovation, and driving long-term organizational success.

## **2.6 Employee Performance**

Employee performance is the degree to which an employee fulfills the job tasks and responsibilities as required by the organization, both in terms of quality and quantity of work (Robbins & Judge, 2019). It is a crucial aspect of organizational behavior and human resource management, as it directly influences the overall productivity, efficiency, and success of the company. Employee performance is not only about completing assigned tasks, but also about how effectively and consistently the tasks are accomplished in alignment with organizational goals and standards (Dessler, 2020). According to Armstrong (2020), employee performance refers to the observable behavior and actions of an individual that contribute to the achievement of organizational objectives. This behavioral perspective focuses on what employees do and how their actions affect the performance outcomes of the organization. Employees who exhibit strong work behaviors such as dependability, initiative, and collaboration are more likely to contribute to positive organizational results.

As stated by Mathis and Jackson (2011), employee performance is the effectiveness and efficiency with which employees carry out their assigned duties, often assessed through indicators such as productivity, timeliness, accuracy, and service quality. These performance indicators help organizations evaluate how well employees meet expectations and contribute to the company's mission. Moreover, Dessler (2020) highlighted that employee performance reflects an employee's ability to meet organizational expectations through the application of skills, knowledge, and commitment to their role. Employees who possess the necessary competencies and are motivated to perform tend to deliver higher levels of performance. Organizational strategies such as training, mentoring, and performance appraisal systems are implemented to support and improve individual performance.

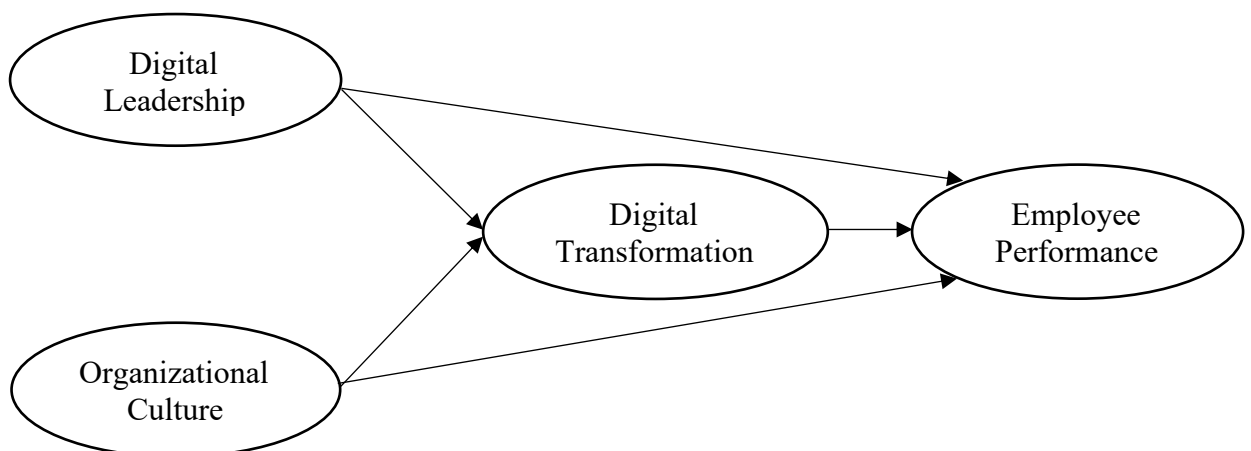
Organizations that consistently nurture and monitor high-performing employees are more likely to achieve sustainable growth and customer satisfaction. It is also linked to employee engagement, job satisfaction, and organizational citizenship behavior. Therefore, understanding the factors that influence employee performance is essential for managers and leaders who aim to improve operational efficiency and achieve long-term business success.

## 2.7 Previous Studies

The conceptual framework of the study is developed through an examination and analysis of previously published papers. This section describes a relevant research study concerned with the influence of digital leadership and organizational culture on employee performance. The mediating effect of digital transformation is also examined in the previous study.

Widodo et al. (2024) analyzed how digital leadership and organizational culture influence employee performance in the Indonesian port logistics sector. In this study, digital transformation was identified as a mediating variable that links leadership and culture with performance outcomes. The research adopted a quantitative approach using saturation sampling to collect data from 65 structural employees. Data analysis was conducted using SmartPLS 3.0 software through the PLS-SEM method. The study framework focused on four main constructs: digital leadership, organizational culture, digital transformation, and employee performance. The conceptual model of Widodo et al. (2024) is shown in Figure (2.1).

**Figure (2.1) Conceptual Framework of Widodo et al.**



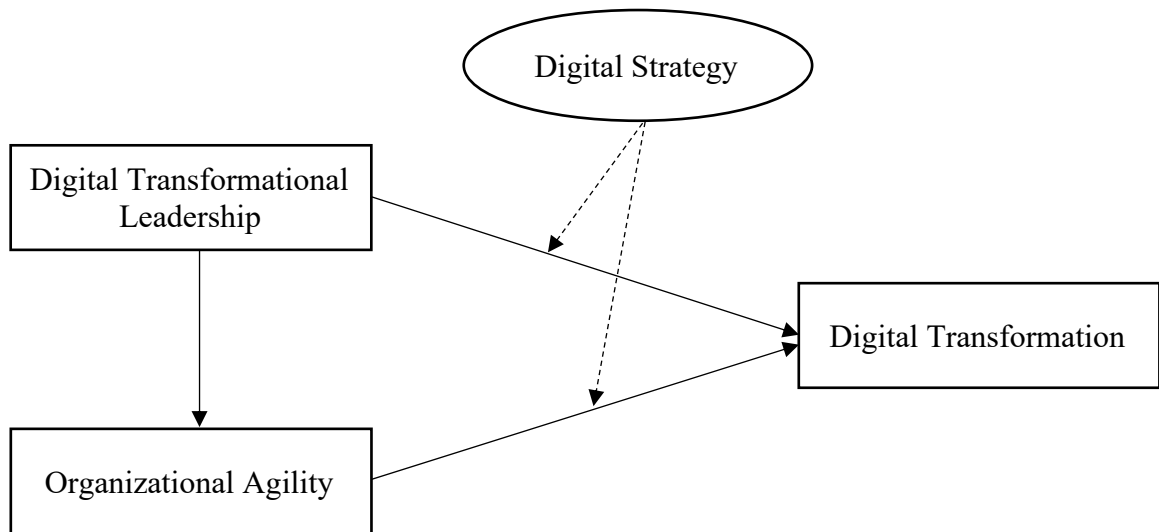
Source: Widodo et al. (2024)

The findings revealed that digital leadership significantly and positively influences employee performance both directly and through digital transformation. Similarly, organizational culture was found to have a strong positive impact on digital transformation and employee performance. The study emphasized that digital transformation acts as a bridge linking leadership and culture to employee performance outcomes. This reinforces the importance of fostering strong leadership and adaptive culture to support organizational digitalization. Based on the study, organizations that aim to improve performance must invest in digital leadership development and cultivate an innovative organizational culture. This research provided a strong foundation for understanding how digital transformation mediates the relationship between leadership, culture, and performance within logistics and service sectors.

AlNuaimi et al. (2022) conducted a study to examine the effects of digital transformational leadership and organizational agility on digital transformation. The purpose of the study was to test whether these two internal factors improve digital transformation in public sector organizations. The study was based on a sample of 513 employees from various government departments in Abu Dhabi. A quantitative method was used, and data were collected through online surveys. The data were analyzed using SmartPLS software with the PLS-SEM technique.

In the study, digital transformational leadership and organizational agility were considered as independent variables. Digital transformation was the dependent variable, and digital strategy was tested as a moderator. The conceptual model of AlNuaimi et al. (2022) is shown in Figure (2.2).

**Figure (2.2) Conceptual Framework of AlNuaimi et al.**



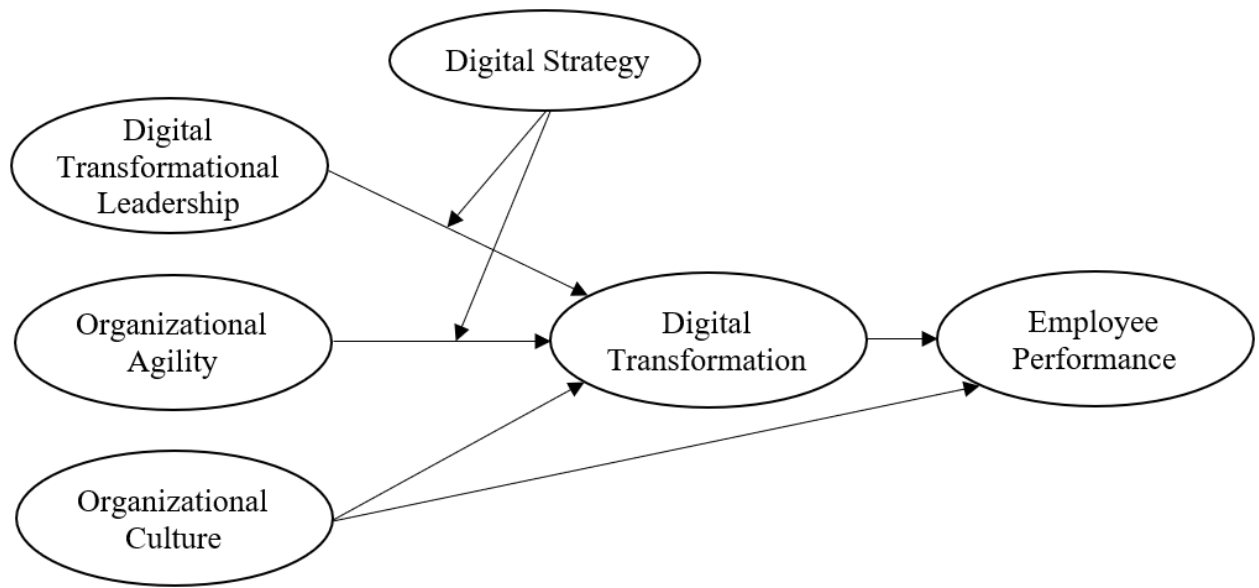
Source: AlNuaimi et al. (2022)

The results showed that leadership and agility had significant and positive effects on digital transformation. Organizational agility also acted as a mediator between leadership and digital transformation. However, the moderating effect of digital strategy was not significant. The study confirmed that having strong digital leadership and agile teams helps public organizations succeed in digital transformation. This paper provided useful insights into how internal leadership and agility can support digital change.

## **2.8 Conceptual Framework of the Study**

The conceptual framework of the study presented in Figure (2.3) demonstrates how the study examined the effect of digital transformation on employee performance at City Properties Co., Ltd., with digital transformational leadership, organizational agility, and organizational culture as key influencing factors. The relationship between digital strategy, digital transformation, and employee performance is derived from existing literature on digital transformational leadership, organizational agility and organizational culture.

**Figure (2.3) Conceptual Framework of the Study**



Source: Own Compilation (2025)

According to the conceptual framework, digital transformational leadership, organizational agility, and organizational culture are identified as the independent variables and the dependent variable is digital transformation. Within this framework, digital transformational leadership and organizational agility are independent variables and digital transformation is dependent variable, digital strategy is a moderating variable, specifically moderating the relationships between digital transformational leadership and organizational agility with digital transformation. Furthermore, employee performance is the dependent variable and organizational culture is the independent variable. Digital transformation serves as a mediating variable, particularly in the relationship between organizational culture and employee performance.

## **CHAPTER 3**

### **PROFILE AND DIGITAL TRANSFORMATION IN CITY PROPERTIES CO. LTD.,**

In this chapter, an overview of the profile, organizational structure, and key operational dimensions of City Properties Co., Ltd. is presented. First, the background, general profile, and organizational structure of City Properties Co., Ltd., are discussed. Then, the company's strategic vision, core values, and commitment to service quality and innovation in retail space management are described in detail. In addition, this chapter includes a demographic profile of the respondents and presents the reliability analysis of the variables used in the study.

#### **3.1 Profile of City Properties Co., Ltd.**

City Properties Co., Ltd. is a well-established company specializing in retail space management in Myanmar. It was founded in 2006 and has accumulated over 16 years of experience in managing shopping centers. The company began its operations with the North Point Shopping Center and has since expanded significantly. Its head office is located at No. (73-76) Waizayantar Road, Thingangyun Township, Yangon. City Properties Co., Ltd., currently manages over 2.3 million square feet of retail space across 26 shopping centers throughout the country. The company's portfolio includes several well-known retail formats such as City Mall Centers, Ocean Centers, Marketplace Centers, and City Mart Centers. In addition to these centers, the company also operates special zones like City Kids Zone and Latt Sone Food Court to meet the diverse needs of customers.

The company operates under the umbrella of City Holdings, a major conglomerate in Myanmar. As part of a larger group, City Properties Co., Ltd., benefits from shared strategic goals, management systems, and support functions. The company plays a central role in the commercial real estate and retail sector of the country, helping to shape urban retail development. City Properties Co., Ltd., employs more than 1,000 people and places a strong focus on employee growth and development. The company offers learning opportunities, training programs, and

mentoring activities to improve employee skills and build organizational capacity. Employee performance and satisfaction are important priorities, which the company supports through structured human resource practices and professional development plans. The company is also committed to sustainable business practices. It incorporates economic, environmental, and social considerations into its business operations. These values are reflected in daily activities, customer service, and corporate policies that promote long-term success and responsible business behavior.

The company vision is to be the benchmark of excellent in developing and managing commercial and residential space. It strives to be the first-choice company recognized as the preferred business partner by contractors, service providers, and retail tenants by consistently upholding a strong commitment to integrity. Furthermore, it aims to be the responsible company, setting the standard for ethical and sustainable business practices. In addition, the company aspires to be the innovative company by enhancing the customer experience through the strategic application of cutting-edge technology. This vision is grounded in a set of core values that shape both the company's daily operations and its long-term strategic direction. These values include a strong customer focus, a commitment to integrity, a continuous drive for excellence, the promotion of effective teamwork, and the development of people. Together, these principles serve as the foundation for the organization's pursuit of sustainable growth, operational effectiveness, and stakeholder satisfaction.

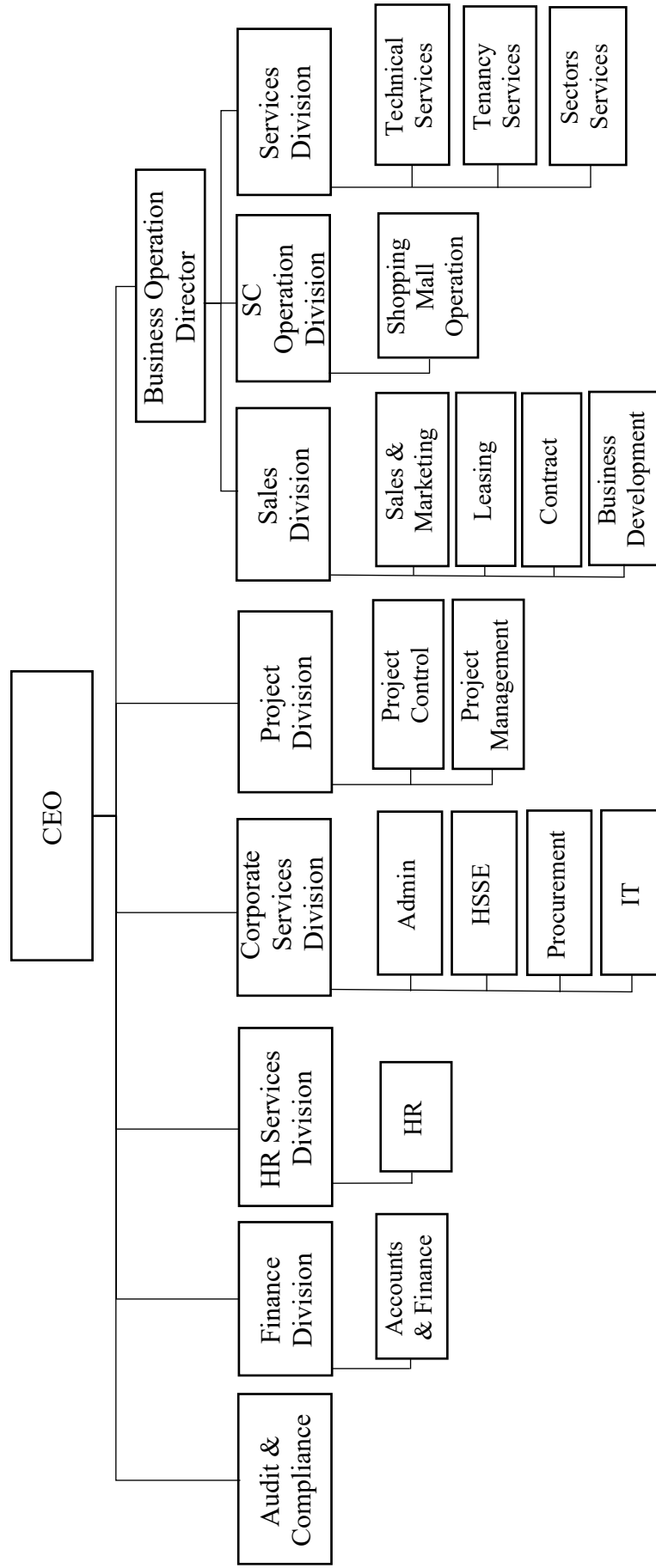
In recent years, City Properties Co., Ltd., has adopted digital transformation as a key strategic focus. The company's Information Technology department is responsible for planning and implementing various digital applications. These tools are designed to meet client requirements, enhance operational efficiency, and support data-driven decision-making. Through digital solutions, the company aims to improve internal processes, increase accessibility to information, and strengthen overall performance. The use of digital tools is aligned with global trends in retail and property management. City Properties Co., Ltd., recognizes that technology plays a vital role in improving service delivery and employee productivity. By integrating digital transformation into its core operations, the company continues to improve its competitiveness and adapt to changes in the business environment.

Digital transformation is helping the company stay competitive in the evolving retail and real estate markets. It allows employees to work more effectively, communicate across departments, and respond quickly to operational challenges. City Properties Co., Ltd., continues to invest in digital tools to strengthen its performance and remain a market leader in shopping center management in Myanmar.

### **3.2 Organization Structure of City Properties Co., Ltd.,**

According to the organization chart, City Properties Co., Ltd. operates under the leadership of the chief executive officer (CEO), who holds overall responsibility for strategic direction and company performance. Reporting directly to the CEO are key functional divisions that collectively support the company's business operations, project execution, financial stability, human resources, corporate services and audit & compliance. A business operations director also plays a critical role in overseeing core business functions, with direct responsibility for divisions such as sales, shopping center operations, and services divisions. Each division plays an essential role in supporting the company's operational and strategic objectives. Organization chart of City Properties Co., Ltd., is shown in Figure (3.1).

**Figure (3.1) Organization Chart of City Properties Co., Ltd.**



Source: City Properties Co., Ltd. (2025)

**(a) Audit & Compliance Division**

The audit and compliance division is primarily responsible for ensuring the organization adheres to internal policies, legal regulations, and industry standards. This division conducts regular internal audits to evaluate the effectiveness of internal control systems and to identify any potential risks or non-compliance. Through systematic assessments, the division provides independent evaluations of the company's operations and promotes transparency and accountability. It also ensures that each department complies with standard operating procedures (SOPs), financial reporting rules, and ethical business practices. Findings from audits are reported to senior management, along with recommendations for corrective actions and improvements. The division collaborates with other departments to implement these recommendations and strengthen risk management systems. Additionally, it plays a key role in fraud prevention, operational consistency, and corporate governance enhancement. By maintaining strong compliance mechanisms, the audit and compliance division helps safeguard the company's integrity and contributes to sustainable performance in a competitive business environment.

**(b) Finance Division**

The finance division plays a central role in managing the company's financial resources and ensuring financial stability. It is responsible for planning, budgeting, forecasting, and monitoring the company's financial performance. This division prepares financial reports in compliance with accounting standards and provides critical insights to support management decision-making. Activities such as cash flow management, cost control, and capital allocation are conducted to ensure efficient use of funds. The division also oversees accounts payable and receivable, fixed asset tracking, and tax compliance. In addition, it ensures the accuracy of financial transactions and supports external audits by providing necessary documentation. Regular financial analysis is conducted to identify trends, evaluate operational efficiency, and guide strategic planning. By maintaining transparency in financial operations, the finance division builds trust among stakeholders and supports organizational growth. Overall, its function is essential for aligning financial

strategies with corporate goals and maintaining the financial health of City Properties Co., Ltd.

**(c) HR Services Division**

The HR services division is responsible for managing all aspects of human capital within the organization. This division plays a strategic role in attracting, developing, and retaining a skilled and motivated workforce. Key responsibilities include recruitment and selection, training and development, performance appraisal, compensation, and employee relations. The division designs and implements human resource policies that are aligned with the company's strategic goals. It manages employee data, oversees payroll processing, and ensures compliance with labor laws and regulations. In addition, it provides support for career development and succession planning through structured training programs and mentoring activities. The HR services division also promotes a positive work culture by resolving conflicts and maintaining effective communication between management and staff. Through its functions, it contributes to higher employee engagement, satisfaction, and productivity. By aligning human resource practices with organizational needs, the division enhances overall business performance and supports long-term competitiveness in the retail property management sector.

**(d) Corporate Services Division**

The corporate services division provides essential internal support that ensures operational efficiency across the company's shopping centers and head office. It comprises four key functions: administration, HSSE (Health, Safety, Security, and Environment), IT, and procurement. The administration function takes responsibility for day-to-day tasks such as office management and general coordination. HSSE ensures workplace safety and compliance with environmental standards. The IT function manages digital infrastructure, ensuring that systems are secure, reliable, and accessible. The procurement function oversees the sourcing of goods and services, negotiating contracts and optimizing supplier relationships. By integrating these services, the division ensures that all other operations can function without interruption and in compliance with established policies. Together, the four

sub-functions coordinate to streamline processes, reduce operational risk, and maintain business continuity. The corporate services division underpins the organization's ability to deliver its core services by securing the administrative, technical, and logistical foundations necessary for sustained performance.

**(e) Project Division**

The project division is responsible for overseeing all construction, renovation, and infrastructure development activities carried out by City Properties Co., Ltd. This division plays a vital role in expanding and maintaining the physical assets of the company, including shopping centers and intercompany facilities. It consists of three key functional areas: site management, design team, and project control. The site management team supervises on-ground construction activities, ensuring that all projects are executed according to safety standards, construction plans, and scheduled timelines. The design team is responsible for preparing architectural layouts, interior plans, and space utilization concepts that align with the company's retail and operational needs. Project control monitors overall progress, manages budgets, coordinates timelines, and ensures that resources are utilized efficiently throughout the project lifecycle. The division handles both new construction and renovation work for shopping centers as well as buildings used by affiliated companies. By integrating planning, design, and execution, the Project Division ensures that all physical developments meet quality standards and support long-term operational goals. This division plays a strategic role in enhancing the company's asset value, retail environment, and customer experience.

**(f) Sales Division**

The sales division leads the company's revenue generation activities through its three sub-functions: sales & marketing, leasing, and contracts & business development. The leasing function negotiates tenant agreements and helps ensure high occupancy across all shopping centers. The sales & marketing function implements promotional campaigns, digital marketing initiatives, and public relations efforts to attract both tenants and customers. The contracts & business development function manages tenant renewals, negotiations, and the exploration of new

commercial opportunities. Together, these teams strive to maximize rental income, enhance tenant satisfaction, and support center profitability. Their work is closely integrated with operations, which manages tenant relations and center performance. By aligning marketing campaigns with leasing strategies, the division nurtures tenant relationships and strengthens the City Properties Co., Ltd., brand. In this way, the Sales Division plays a pivotal role in driving ongoing revenue and reinforcing the company's competitive position in the retail real estate market.

**(g) Shopping Center Operations Division**

The shopping center operations division is responsible for the day-to-day functioning of all shopping centers managed by City Properties Co., Ltd. This division ensures that each location meets service standards, maintains tenant satisfaction, and delivers a positive customer experience. Its key duties include facilities management, tenant coordination, security oversight, cleanliness, and customer service. Operational metrics such as footfall, tenant satisfaction surveys, and service quality are monitored to evaluate performance and identify opportunities for improvement. The division also acts as a liaison between tenants and internal teams, resolving issues and facilitating operational consistency. It collaborates with sales, marketing, and corporate services to align operational procedures and support center initiatives. By maintaining a safe, clean, and well-managed environment, the shopping center operations division plays a central role in sustaining the appeal and commercial viability of City Properties Co., Ltd.,' retail assets.

**(h) Services Division**

The services division focuses on technical and logistical operations that support both shopping centers and back-office functions. This division includes three sub-functions: technical services, tenancy services, and sector services. Technical services handle equipment maintenance, including air conditioning, electrical systems, lifts, and generators. Tenancy services supports tenants with logistical needs such as utility connections, installations, and technical assistance. Sector services extends maintenance operations to related entities within the group. Together, these functions ensure that all facilities remain operational and that tenant operations are

uninterrupted. The services division also coordinates closely with corporate services and operations to manage repair schedules, maintenance standards, and service continuity. Through proactive maintenance and responsive service delivery, the division reduces downtime, enhances tenant satisfaction, and supports organizational resilience. Its role is essential in preserving the structural and functional integrity of City Properties Co., Ltd., physical assets.

### **3.3 Digital Transformation at City Properties Co., Ltd.**

City Properties Co., Ltd. has made steady progress in adopting digital transformation across its operations. The company recognizes the importance of technology in enhancing efficiency, improving decision-making, and supporting business growth. As part of its transformation strategy, the company has introduced digital systems in several functional areas, including finance, leasing, marketing, operations, and human resources. These systems aim to automate routine tasks, reduce paperwork, and improve data accuracy. For example, digital dashboards are used to monitor performance indicators and support data-driven decisions at the management level.

In particular, several previously manual administrative functions were successfully transitioned to digital platforms as part of the company's digital transformation initiatives. In human resources, attendance tracking, payroll, and employee data are managed through integrated into the City Family Application, enabling automated and streamlined processing. Similarly, financial and accounting operations, which had been conducted manually, were transformed through the implementation of the SAP S4/HANA system, enhancing the accuracy and efficiency of financial reporting and management.

In the area of shopping center operations, digital tools are used to track tenant contracts, manage utility consumption, and streamline communication with tenants. Digital platforms are also used for internal reporting and information sharing among departments. These initiatives help reduce manual work and improve collaboration across teams. Furthermore, the company's IT team plays a critical role in developing and maintaining customized applications to meet operational needs.

The use of cloud storage and network systems has made data access more efficient and secure. Overall, City Properties Co., Ltd., is using digital transformation not only to improve internal processes but also to support employee performance, enhance customer experience, and strengthen organizational competitiveness in the retail space management industry.

### **3.4 Demographic Profile of Respondents**

In this part, the demographic profile of 184 employees of City Properties Co., Ltd., In the analysis of the profile of respondents, it focuses on age, gender, level of education, service years, and respondents role. For each question, respondents are given multiple choices, out of which they have to choose the most relevant one. Table (3.1) presents the demographic data of the respondents.

**Table (3.1) Demographic Profile of Respondents**

<b>Sr. No.</b>	<b>Demographic Factors</b>	<b>No. of Respondents</b>	<b>Percentage</b>
	<b>Total Respondents</b>	<b>184</b>	<b>100</b>
<b>1</b>	<b>Age</b>		
	18 – 25 years	37	20
	26 – 35 years	67	36
	36 – 45 years	61	33
	Above 45 years	19	10
<b>2</b>	<b>Gender</b>		
	Male	87	47
	Female	97	53
<b>3</b>	<b>Education Level</b>		
	High School Diploma	19	10
	Bachelor degree	137	74
	Master degree or higher	28	15
<b>4</b>	<b>Service Years</b>		
	Under 1 year	10	5
	1 - 5 years	51	28
	6 - 10 years	46	25
	Over 10 years	77	42
<b>5</b>	<b>Respondents Role</b>		
	End User/ Key User	128	70
	System Administrator/ Developer	33	18
	Project Coordinator	14	8
	Project Manager/ Owner	9	5

Source: Survey Data (2025)

According to the results presented in Table (3.1), a total of 184 employees from City Properties Co., Ltd., participated in the survey. Regarding age distribution,

the majority of respondents—67 individuals (36%)—are between 26 and 35 years old, followed closely by 61 individuals (33%) in the 36 to 45 years category. Additionally, 37 respondents (20%) are between 18 and 25 years, while 19 respondents (10%) are aged above 45 years. This data suggests that the company’s workforce is predominantly composed of young to middle-aged professionals, an age range typically associated with active participation in digital systems and openness to transformation.

In terms of gender, 97 respondents (53%) identified as female, and 87 respondents (47%) identified as male. No participants selected the “prefer not to say” option. This slightly female-dominated composition contributes to a diverse and inclusive representation of perspectives in assessing the effects of digital transformation.

With respect to educational qualifications, the vast majority of respondents 137 individuals (74%) hold a bachelor’s degree, while 28 respondents (15%) had obtained a master’s degree or higher. Only 19 respondents (10%) reported having a high school diploma as their highest level of education. This distribution suggests that the workforce is highly educated, which may positively influence their adaptability and responsiveness to digital initiatives.

In terms of years of service, 77 employees (42%) had worked at the company for over 10 years, reflecting a significant presence of experienced staff. This was followed by 51 respondents (28%) with 1 to 5 years of service, and 46 respondents (25%) who had worked for 6 to 10 years. Only 10 respondents (5%) reported being with the company for less than 1 year. This spread indicates a strong representation of long-tenured employees, which is valuable in assessing how institutional knowledge and digital transformation intersect.

Regarding job roles, the largest group 128 respondents (70%) are classified as end users or Key Users, highlighting that most of the feedback came from employees directly impacted by digital tools in their day-to-day operations. Additionally, 33 respondents (18%) served as System Administrators or Developers, while 14 respondents (8%) are Project Coordinators, and 9 respondents (5%) are

Project Managers or Owners. This broad role distribution ensures the survey captures insights from both technical and strategic viewpoints, critical to evaluating the overall impact of digital transformation on employee performance.

In summary, the demographic profile indicates that City Properties Co., Ltd., has a well-educated, gender-balanced workforce, largely composed of mid-career and experienced professionals. The diversity in roles and years of service positions the company well to assess the true influence of digital transformation across various functions and hierarchical levels.

### 3.5 Reliability Test

The reliability test is a statistical approach employed to evaluate the internal consistency and accuracy of the measurement scales utilized in the study. Cronbach's alpha coefficient is calculated to assess reliability. According to the interpretation scale, a Cronbach's Alpha score between 0.01 – 0.20 indicates less reliability, 0.21 – 0.40 is rather reliable, 0.41 – 0.60 is quite reliable, 0.61 – 0.80 is reliable, and 0.81 – 1.00 is very reliable. The following Table (3.2) describes the Cronbach's alpha values of the variables.

**Table (3.2) Reliability Test of the Variables**

<b>Sr. No.</b>	<b>Factors</b>	<b>No. of Items</b>	<b>Cronbach's Alpha</b>	<b>Interpretation</b>
1	Digital Transformational Leadership	5	0.949	Very Reliable
2	Organizational Agility	5	0.939	Very Reliable
3	Organizational Culture	5	0.940	Very Reliable
4	Digital Strategy	5	0.932	Very Reliable
5	Digital Transformation	5	0.940	Very Reliable
6	Employee Performance	5	0.936	Very Reliable

According to Table (3.2), the Cronbach's alpha values for all variables values are exceed 0.8, indicating that the survey items under each factor are highly

reliable and internally consistent. This result is satisfactory for each variable, confirming that the scale items in the questionnaire are highly reliable for the study.

## CHAPTER 4

### ANALYSIS ON THE EFFECT OF DIGITAL TRANSFORMATION ON EMPLOYEE PERFORMANCE AT CITY PROPERTIES CO., LTD.

This chapter presents the results and findings of the study based on the survey responses collected from 184 employees of City Properties Co., Ltd. All questionnaire items are measured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). Both descriptive statistics and regression analysis are applied to analyze the data. Before conducting the regression analysis, the descriptive statistics is conductive.

According to Best (1977), the mean values of five-point Likert scale items are interpreted as follows:

The score among 1.00 – 1.80 means strongly disagree.

The score among 1.81 – 2.60 means disagree.

The score among 2.61 – 3.40 means neutral.

The score among 3.41 – 4.20 means agree.

The score among 4.21 – 5.00 means strongly agree.

The mean values provide insights into the overall perception of employees regarding digital transformation and its effect on employee performance.

#### **4.1 Employee Perception on Digital Transformational Leadership, Organizational Agility, Organizational Culture, Digital Strategy, Digital Transformation, and Employee Performance**

This section presents the descriptive analysis of employee perception on regarding the main variables examined in this study. The analysis includes the means and standard deviations for digital transformational leadership, organizational agility, organizational culture, digital strategy, digital transformation, and employee performance.

#### 4.1.1 Digital Transformational Leadership

Five structured items are used to assess the digital transformational leadership at City Properties Co., Ltd. Based on the survey findings, the study presents the means, overall mean, and standard deviations for each item measuring digital transformational leadership.

**Table (4.1) Digital Transformational Leadership**

<b>Sr. No.</b>	<b>Description</b>	<b>Mean</b>	<b>Std Deviation</b>
1	Inspiring all members with the digital transformation plans for our organization	3.66	0.71
2	Providing a clear digital transformation vision for the organization's members to follow	4.05	0.58
3	Motivating team members to work together for the same digital transformation goals	4.06	0.70
4	Encouraging all members to achieve digital transformation goals for our organization	3.72	0.71
5	Acting by considering the digital transformation beliefs of all members	3.63	0.73
	<b>Overall Mean</b>	<b>3.82</b>	

Source: Survey Data (2025)

According to Table (4.1), the mean values for digital transformational leadership, (including the overall mean), range between 3.41 and 4.20. These values fall within the agree level, indicating that respondents generally agree with the presence of digital transformational leadership practices at City Properties Co., Ltd. Respondents agree that leadership inspires team members, provides a clear vision, fosters motivation towards shared goals, and encourages belief-driven actions related to digital transformation.

#### 4.1.2 Organizational Agility

Five structured items are used to assess the organizational agility at City Properties Co., Ltd. Based on the survey findings, the study presents the means, overall mean, and standard deviations for each item measuring organizational agility.

**Table (4.2) Organizational Agility**

<b>Sr. No.</b>	<b>Description</b>	<b>Mean</b>	<b>Std Deviation</b>
1	Rapidly responding to customers' and government's needs	4.05	0.69
2	Rapidly adapting production, process, and activities to meet demand fluctuations	3.99	0.73
3	Coping with problems from suppliers and partners rapidly	4.30	0.79
4	Rapidly implementing decisions to face market and government changes	4.03	0.67
5	Continuously searching for forms to reinvent or redesign the organization	3.97	0.65
	<b>Overall Mean</b>	<b>4.07</b>	

Source: Survey Data (2025)

According to Table (4.2), the mean values for organizational agility, except one statement, (including the overall mean), range between 3.41 and 4.20. These fall within the agree level. This indicates that respondents generally agree that the organization's activities include meeting demand fluctuations, quickly respond to the needs of customers and government, promptly implementing decisions in response to market and government changes, and continuously seeking ways to reinvent or redesign the organization.

According to the mean value regarding the organization's ability to quickly addressing issues from suppliers and partners entities is between 4.21 and 5.00, indicating a strongly agree level. This shows that most respondents strongly agree that

the organization demonstrates a high level of agility in meeting the needs of both customers and government agencies.

#### 4.1.3 Organizational Culture

Five structured items are used to assess the organizational culture at City Properties Co., Ltd. Based on the survey findings, the study presents the means, overall mean, and standard deviations for each item measuring organizational culture.

**Table (4.3) Organizational Culture**

<b>Sr. No.</b>	<b>Description</b>	<b>Mean</b>	<b>Std Deviation</b>
1	Carrying out the company's goal and vision through its business operations in a transparent and quantifiable manner.	4.31	0.77
2	Carrying out the company's business procedures with a defined objective in mind.	3.78	0.66
3	Maintaining positive relationships between staff.	3.91	0.67
4	Offering rewards based on performance.	3.91	0.66
5	Building strong bonds and emphasizing teamwork and cooperation to accomplish company objectives.	3.79	0.65
	<b>Overall Mean</b>	<b>3.94</b>	

Source: Survey Data (2025)

According to Table (4.3), the mean values for organizational culture except one statement (including the overall mean), range between 3.41 and 4.20, falling within the agree level. This indicates that respondents perceive the organizational culture positively. Respondents agree that the carries out procedures with a defined objective in mind, maintains positive relationships among staff, supports performance-based rewards, and fosters strong teamwork.

According to the mean value regarding the company aligns its operations with its goals transparently, lies between 4.21 and 5.00 at the strongly agree level. This indicates that most of the respondents strongly agree that the company aligns its operations with its goals in a quantifiable manner.

#### 4.1.4 Digital Strategy

Five structured items are used to assess the digital strategy at City Properties Co., Ltd. Based on the survey findings, the study presents the means, overall mean, and standard deviations for each item measuring digital strategy.

**Table (4.4) Digital Strategy**

<b>Sr. No.</b>	<b>Description</b>	<b>Mean</b>	<b>Std Deviation</b>
1	Integrating digital technology and business strategy to attain strategic alignment with the government and other partners	3.79	0.73
2	Creating a shared vision of the role of digital technology in business strategy	3.70	0.71
3	Jointly planning how digital technology will enable the business strategy	3.76	0.68
4	Conferring before making strategic decisions	3.78	0.71
5	Being too slow to implement a digital business strategy	4.01	0.68
	<b>Overall Mean</b>	<b>3.81</b>	

Source: Survey Data (2025)

According to Table (4.4), the mean values for digital strategy (including the overall mean), range between 3.41 and 4.20, falling within the agree level. Most of the respondents generally agree that the company integrating digital technology and business strategy to attain strategic alignment with the government and other partners, creating a shared vision of the role of digital technology in business strategy, jointly

planning how digital technology will enable the business strategy, conferring before making strategic decisions, and being too slow to implement a digital business strategy.

#### 4.1.5 Digital Transformation

Five structured items are used to assess the digital transformation at City Properties Co., Ltd. Based on the survey findings, the study presents the means, overall mean, and standard deviations for each item measuring digital transformation.

**Table (4.5) Digital Transformation**

<b>Sr. No.</b>	<b>Description</b>	<b>Mean</b>	<b>Std Deviation</b>
1	Aiming to digitalize everything that can be digitalized	3.74	0.67
2	Collecting large amounts of data from different sources	3.70	0.72
3	Creating more robust networking with digital technologies between the different business processes	3.74	0.68
4	Enhancing an efficient customer interface with digitality	3.81	0.73
5	Achieving information exchange with digitality	3.73	0.69
	<b>Overall Mean</b>	<b>3.74</b>	

Source: Survey Data (2025)

According to Table (4.5), the mean values for digital transformation, (including the overall mean), range between 3.41 and 4.20, falling within the agree level. Respondents agree that digital transformation is actively pursued, aiming to digitalize everything that can be digitalized, collecting large amounts of data from different sources, creating more robust networking with digital technologies between the different business processes, enhancing an efficient customer interface with digitality and achieving information exchange with digitality. These results show a

strong, ongoing commitment to digitalizing operations and ensuring effective information exchange.

#### 4.1.6 Employee Performance

Five structured items are used to assess the employee performance at City Properties Co., Ltd. Based on the survey findings, the study presents the means, overall mean, and standard deviations for each item measuring employee performance.

**Table (4.6) Employee Performance**

<b>Sr. No.</b>	<b>Description</b>	<b>Mean</b>	<b>Std Deviation</b>
1	Meeting objectives for both number and quality of work produced.	3.90	0.67
2	Advancing at a rate in line with the requirements of the company.	3.87	0.70
3	Showing up on time and following the organization's established policies.	3.90	0.66
4	Following the work-related budget guide.	3.82	0.72
5	Collaborating effectively with one another to complete tasks.	3.69	0.71
	<b>Overall Mean</b>	<b>3.83</b>	

Source: Survey Data (2025)

According to Table (4.6), the mean values for employee performance, (including the overall mean), range between 3.41 and 4.20, falling within the agree level. This indicates that respondents generally agree that employees meet both quantitative and qualitative work objectives, advance in line with company requirements, are punctual and follow organizational policies, adhere to budget guidelines, and collaborate effectively to complete tasks.

#### 4.2 Analysis on the Effect of Digital Transformational Leadership, Organizational Agility, Organizational Culture on Digital Transformation in City Properties Co., Ltd.

This section presents an examination of the effect of digital transformational leadership, organizational agility, and organizational culture as independent variables on digital transformation as the dependent variable, using regression analysis. The results are shown in Table (4.7).

**Table (4.7) Effect of Digital Transformational Leadership, Organizational Agility, Organizational Culture on Digital Transformation**

Variable	Unstandardized Coefficients		Standardized Coefficients (Beta)	t	Sig.	VIF
	B	Std Error				
(Constant)	-0.020	0.229		-0.88	0.930	
Digital Transformational Leadership	0.046	0.080	0.040	0.579	0.564	2.292
Organizational Agility	0.317***	0.087	0.299	3.636	0.000	3.172
Organizational Culture	0.583***	0.092	0.496	6.359	0.000	2.861
R	0.785					
R Square	0.617					
Adjusted R Square	0.610					
Durbin – Watson	1.523					
F Value	96.475***					

Source: Survey Data (2025)

Note - \*Significant at 10% level, \*\*Significant at 5% level, \*\*\*Significant at 1% level

As shown in Table (4.7), the R value is 0.785, indicating a strong positive correlation between the combined independent variables and digital transformation. The R Square value is 0.617, meaning that approximately 61.7% of the variance in digital transformation can be explained by the three independent variables in this study.

The adjusted R Square value is 0.610, slightly lower due to adjusting for the number of predictors, yet still demonstrating that 61.0% of the variance is accounted for by the model. The Durbin-Watson statistic is 1.523, which is close to 2, indicating that there is no serious autocorrelation in the residuals. The F value of 96.475 is significant at the 1% level, confirming that the overall regression model is statistically significant. Organizational culture and organizational agility have positive and significant effects on digital transformation.

Among the independent variables, organizational culture has a positive and significant effect on digital transformation at the 1% significance level. This indicates that a strong, supportive organizational culture significantly contributes to the success of digital transformation initiatives. It implies that when City Properties Co., Ltd., fosters a culture conducive to innovation and change, the organization is more likely to adapt effectively to digital transformation efforts. Employees are likely to demonstrate openness to new technologies, collaborate across functions, and align with the strategic digital vision of the company.

Organizational agility also has a positive and significant effect on digital transformation at the 1% significance level. This result highlights that the organization's ability to rapidly respond to environmental changes and internal needs is a critical driver for successful digital transformation. Agile structures and decision-making processes enable faster adoption of digital tools and processes, thereby enhancing competitiveness and operational efficiency.

Conversely, digital transformational leadership does not have a statistically significant effect on digital transformation in this model. The result indicates that leadership alone may not be sufficient to drive digital transformation unless supported by a conducive culture and organizational agility. This finding suggests that, within City Properties Co., Ltd., leadership may need to be more actively aligned with digital strategy execution, or that its influence is more indirect and mediated by other organizational factors.

In conclusion, the regression analysis reveals that organizational culture and agility play a significant role in driving digital transformation at City Properties Co., Ltd. These findings highlight the need to build a flexible and adaptable workplace with

a strong company culture to support digital changes. While leadership is still important, it works better when combined with other parts of the organization that help prepare for change

#### **4.3 Analysis on the Moderating Effect of Digital Strategy on the Relationship between Digital Transformational Leadership and Digital Transformation in City Properties Co., Ltd.**

The moderating effect of digital strategy on the relationship between digital transformational leadership and digital transformation, multiple regression analysis is applied in the analysis. In this analysis, there are two variables used to measure digital transformation. Table (4.8) presents the regression result that indicates the moderating effect of digital strategy on the relationship between digital transformational leadership and digital transformation. There are two models compared and interpreted based on the findings of the two models.

**Table (4.8) Moderating Effect of Digital Strategy on the Relationship between Digital Transformational Leadership and Digital Transformation**

Variables	Model 1				Model 2			
	Unstandardized Coefficients		Standardized Coefficients (Beta)	Sig.	Unstandardized Coefficients		Standardized Coefficients (Beta)	Sig.
	B	Std Error			B	Std Error		
(Constant)	0.449	0.182		0.015	0.450	0.183		0.015
Digital Transformational Leadership	-0.98	0.70	-0.086	0.162	0.99	0.070	-0.086	0.161
Digital Strategy	0.964***	0.065	0.907	0.000	0.964***	0.065	0.906	0.000
Digital Transformational Leadership *Digital Strategy					0.002	0.019	0.005	0.902
R	0.844				0.844			
R Square	0.712				0.712			
Adjusted R Square	0.708				0.707			
F Value	223.318***				148.074***			
R Square Change	0.712				0.000			

Source: Survey Data (2025)

Note - \*Significant at 10% level, \*\*Significant at 5% level, \*\*\*Significant at 1% level

Table (4.8) presents the results of a moderation analysis examining the interaction effect of digital strategy on the relationship between digital transformational leadership and digital transformation, comparing two models (Model 1 and Model 2).

In Model 2, which includes the interaction term (digital transformational leadership  $\times$  digital strategy), the R Square value remains unchanged at 0.712. The Adjusted R Square slightly decreases from 0.708 to 0.707, indicating that the addition of the interaction term does not enhance the model's explanatory power. Furthermore, the R Square Change is 0.000, showing no meaningful improvement in the model due to the inclusion of the interaction term. There is no moderating effect of digital strategy on the relationship between digital transformational leadership and digital transformation.

In conclusion, while digital strategy independently has a significant positive effect on digital transformation, the interaction between digital transformational leadership and digital strategy does not significantly influence digital transformation. Thus, digital strategy does not moderate this relationship, although it remains a key independent predictor of digital transformation.

#### **4.4 Analysis on the Moderating Effect of Digital Strategy on the Relationship between Organizational Agility and Digital Transformation in City Properties Co., Ltd.**

The moderating effect of digital strategy on the relationship between organizational agility and digital transformation, multiple regression analysis is applied in the analysis. In this analysis, there are two variables used to measure digital transformation. Table (4.9) presents the regression result that indicates the moderating effect of digital strategy on the relationship between organizational agility and digital transformation. There are two models compared and interpreted based on the findings of the two models.

**Table (4.9) Moderating Effect of Digital Strategy on the Relationship between Organizational Agility and Digital Transformation**

Variables	Model 1				Model 2			
	Unstandardized Coefficients		Standardized Coefficients (Beta)	Sig.	Unstandardized Coefficients		Standardized Coefficients (Beta)	Sig.
	B	Std Error			B	Std Error		
(Constant)	0.159	0.177			0.142	0.187		
Organizational Agility	0.165**	0.067	0.155	0.016	0.169**	0.070	0.160	0.016
Digital Strategy	0.765***	0.068	0.720	0.000	0.764***	0.068	0.718	0.000
Organizational Agility *Digital Strategy					0.006	0.020	0.012	0.775
R	0.847				0.847			
R Square	0.718				0.718			
Adjusted R Square	0.715				0.713			
F Value	230.155***				152.686***			
R Square Change	0.718				0.000			

Source: Survey Data (2025)

Note - \*Significant at 10% level, \*\*Significant at 5% level, \*\*\*Significant at 1% level

Table (4.9) presents the results of a moderation analysis examining the effect of digital strategy on the relationship between organizational agility and digital transformation, comparing two models (Model 1 and Model 2).

Model 2 includes the interaction term (organizational agility  $\times$  digital strategy), and the R Square remains unchanged at 0.718. The Adjusted R Square slightly

decreases from 0.715 to 0.713, indicating that the inclusion of the interaction term does not enhance the model's explanatory power. Additionally, the R Square Change is 0.000, providing further evidence that the interaction term does not contribute meaningfully to the model. There is no moderating effect of digital strategy on the relationship between organizational agility and digital transformation.

In conclusion, while both organizational agility and digital strategy have significant and positive direct effect on digital transformation, the interaction effect between them is not significant. This shows that digital strategy does not moderate the relationship between organizational agility and digital transformation, although it remains a strong independent predictor of digital transformation.

#### **4.5 Analysis on the Mediating Effect of Digital Transformation on the Relationship between Organizational Culture and Employee Performance in City Properties Co., Ltd.,**

To assess the mediating effect of digital transformation on the relationship between organizational culture and employee performance, the following analytical steps are undertaken:

1. Regression analysis is conducted to assess the total effect of independent variable on dependent variable.
2. A regression analysis is then performed to examine the effect of the independent variable on the proposed mediating variable.
3. A third regression analysis is conducted to test the combined effect of both the independent variable and mediating variable on the dependent variable.
4. The Sobel test is performed to statistically evaluate the significance of mediating effect on the relationship between independent variable and dependent variable.
5. Finally, the indirect effect, direct effect, and total effect are determined based on the analysis results.

This section presents the detailed analysis of the mediating effect of digital transformation on the relationship between organizational culture and employee performance in City Properties Co., Ltd.,

As a first step, the total effect of the organizational culture (independent variable) on employee performance (dependent variable) is analyzed. The results are shown in Table (4.10).

**Table (4. 10) Effect of Organizational Culture on Employee Performance**

Independent Variable	Unstandardized Coefficients		Standardized Coefficients (Beta)	t	Sig.	VIF
	B	Std Error				
(Constant)	0.312	0.228		1.369	0.173	
Organizational Culture	0.894***	0.057	0.757	15.605	0.000	1.000
R	0.757					
R Square	0.572					
Adjusted R Square	0.570					
Durbin – Watson	1.834					
F Value	243.530***					

Source: Survey Data (2025)

Note - \*Significant at 10% level, \*\*Significant at 5% level, \*\*\*Significant at 1% level

According to Table (4.10), the total effect of organizational culture on employee performance is 0.894 with a standard error of 0.057, statistically significant at the 1% level. The analysis indicates that organizational culture has a strong and significant positive effect on on employee performance. The regression model explains 57.2% of the variance in employee performance, with organizational culture as the independent variable. Thus, organizational culture is a key factor in predicting employee performance at City Properties Co., Ltd.

As a second step, the effect of the organizational culture (independent variable) on the digital transformation (mediating variable) at City Properties Co., Ltd. is examined. The results are shown in Table (4.11).

**Table (4. 11) Effect of Organizational Culture on Digital Transformation**

Independent Variable	Unstandardized Coefficients		Standardized Coefficients (Beta)	t	Sig.	VIF
	B	Std Error				
(Constant)	0.228	0.225		1.015	0.312	
Organizational Culture	0.892***	0.057	0.760	15.771	0.000	1.000
R	.760					
R Square	0.577					
Adjusted R Square	0.575					
Durbin – Watson	1.520					
F Value	248.738***					

Source: Survey Data (2025)

Note - \*Significant at 10% level, \*\*Significant at 5% level, \*\*\*Significant at 1% level

According to Table (4.11), the coefficient value for the effect of organizational culture on digital transformation is 0.892, with a standard error of 0.057. These results show that organizational culture has a strong and positive influence on digital transformation, which is statistically significant at the 1% level. The regression model also indicates that 57.7% of the variation in digital transformation can be explained by organizational culture as the independent variable. This indicates that stronger organizational culture significantly improves digital transformation within the company.

Following this, the mediating effect is analyzed by including both organizational culture and digital transformation as independent variables and employee performance as the dependent variable. The results are presented in Table (4.12).

**Table (4. 12) Effect of Organizational Culture and Digital Transformation on Employee Performance**

Independent Variable	Unstandardized Coefficients		Standardized Coefficients (Beta)	t	Sig.	VIF
	B	Std Error				
(Constant)	0.168	0.179		0.937	0.350	
Organizational Culture	0.332***	0.069	0.281	4.798	0.000	2.367
Digital Transformation	0.630***	0.059	0.626	10.687	0.000	2.367
R	0.859					
R Square	0.738					
Adjusted R Square	0.735					
Durbin – Watson	2.283					
F Value	254.608***					

Source: Survey Data (2025)

Note - \*Significant at 10% level, \*\*Significant at 5% level, \*\*\*Significant at 1% level

According to Table (4.12), the effect of organizational culture on employee performance is 0.332, with a standard error of 0.069, while the effect of digital transformation on employee performance is 0.630, with a standard error of 0.059. These results indicate that although organizational culture has a direct and significant effect on employee performance, its effect is notably enhanced when combined with digital transformation. The regression model explains 73.8% of the variance in employee performance, indicating a strong model fit. This indicates that both organizational culture and digital transformation have statistically significant effects on employee performance.

To further assess the mediating role of digital transformation on the relationship between organizational culture and employee performance, the Sobel test is conducted. The results are shown in Table (4.13).

**Table (4.13) Sobel Test Result for Mediating Test of Digital Transformation on the Relationship between Organizational Culture and Employee Performance**

Input			Test Statistic:	Std Error:	p-value
a	0.892	Sobel Test:	8.82029954	0.06371212	0.00000000
b	0.630	Aroian Test:	8.80803767	0.06380082	0.00000000
S <sub>a</sub>	0.057	Goodman Test:	8.83261276	0.0636233	0.00000000
S <sub>b</sub>	0.059	Rest all	Calculate		

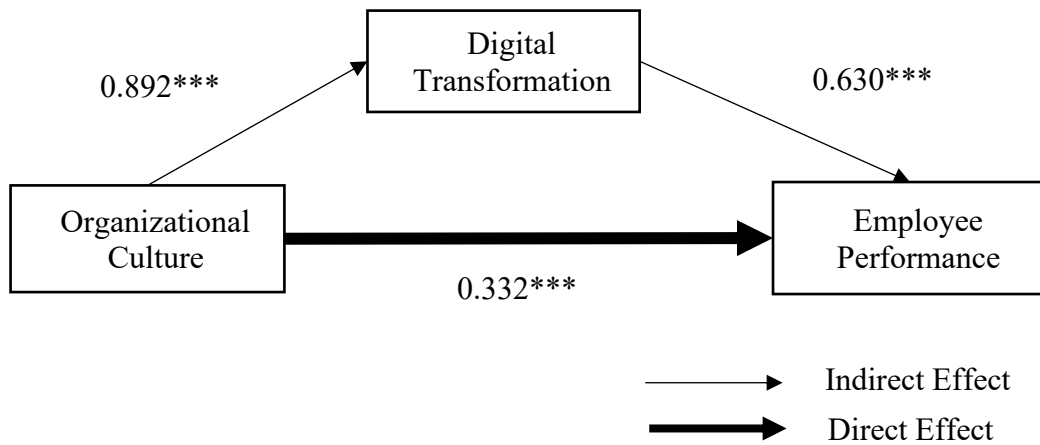
Source: Survey Data (2025)

According to the Table (4.13), the p-value 0.00000000 is less than 0.01. Thus, there is the mediating effect of digital transformation on the relationship between organizational culture and employee performance at the 1 % significant level. The total effect, direct effect and indirect effect are as follows:

$$\begin{aligned}
 \text{Total Effect} &= 0.894 \\
 \text{Direct Effect} &= 0.332 \\
 \text{Indirect Effect} &= 0.892 \times 0.630 = 0.562 \\
 \text{Direct Effect} + \text{Indirect Effect} &= \text{Total Effect} \\
 \mathbf{0.332 + 0.562} &= \mathbf{0.894}
 \end{aligned}$$

The direct effect and indirect effect are shown in Figure (4.1)

**Figure (4.1) Mediating Effect of Digital Transformation on the Relationship between Organizational Culture and Employee Performance**



Source: Survey Data (2025)

Note - \*Significant at 10% level, \*\*Significant at 5% level, \*\*\*Significant at 1% level

According to Figure (4.1), the results reveal a significant positive effect of organizational culture on employee performance. Moreover, organizational culture is also a significant and positive influence on digital transformation, which in turn has a strong and statistically significant effect on employee performance. These findings indicate that digital transformation acts as a mediating variable in the relationship between organizational culture and employee performance at City Properties Co., Ltd. The indirect effect of organizational culture on employee performance (through digital transformation) is stronger than its direct effect. While organizational culture alone positively affects performance, its influence becomes more substantial when it enhances digital transformation, which then leads to a greater impact on employee performance.

Thus, City Properties Co., Ltd., focus on building a strong organizational culture not only directly improves employee performance but also facilitates digital transformation, which further amplifies performance outcomes. These findings emphasize the importance of nurturing a supportive culture while also investing in digital initiatives to boost workforce effectiveness and overall organizational success.

## **CHAPTER 5**

### **CONCLUSION**

This chapter provides the conclusion of the analysis, including findings and discussions, as well as suggestions and recommendations derived from the analysis the effect of digital transformation on employee performance at City Properties Co., Ltd. Furthermore, it focuses on the identified areas requiring further research.

#### **5.1 Findings and Discussions**

This study is conducted to explore the influence of digital transformational leadership, organizational agility, and organizational culture on digital transformation and employee performance at City Properties Co., Ltd. The research also examines how digital strategy moderates' specific relationships and how digital transformation mediates the relationship between organizational culture and employee performance. The data are collected with structured questionnaires by systematic sampling methods to select sample of 184 employees of City Properties Co., Ltd.

According to the demographic results, the majority of employees at City Properties Co., Ltd. are young to middle-aged adults. These age groups together represent more than two-thirds of the total respondents. In terms of gender, slightly more than half of the respondents are female, indicating a diverse and inclusive workforce. Regarding educational background, most employees hold a bachelor degree. In terms of years of service data show that a large proportion of employees have been with the company for over 10 years, reflecting strong organizational loyalty and job stability. The distribution of roles also highlights that the majority of respondents are end users or key users, indicating direct involvement with digital systems in daily operations. These demographic characteristics reflect a mature, well-qualified, and experienced workforce that is actively engaged in the company's digital transformation efforts.

The mean value analysis of digital transformational leadership reveals that respondents generally agree with the presence of key leadership behaviors supporting

digital transformation. The leadership at City Properties Co., Ltd., is seen as providing a clear digital vision, motivating the team toward shared goals, and inspiring members to engage in digital efforts. This indicates that leadership efforts toward digital transformation are recognized but need greater consistency and integration across the organization.

The mean value analysis of organizational agility shows that respondents agree that the company demonstrated agility across most dimensions, including responding to demand fluctuations, adapting operations, and implementing decisions quickly. Notably, respondents strongly agree that the organization rapidly responds to the needs of both customers and government entities. These results indicate that City Properties Co., Ltd., has built a solid foundation of agile capabilities, which are critical in a dynamic market environment, particularly in the retail property management sector.

The mean value analysis of organizational culture reveals that respondents generally agree that the culture is positive and performance-oriented. The other items, such as teamwork, performance-based rewards, positive relationships among staff and carrying out the company's business procedures with a defined objective in mind, received consistent agreement. Respondents strongly agree that the organization carries out its operations with transparency aligned to company goals, which reflects a strong commitment to strategic alignment. These findings indicate that City Properties Co., Ltd., has established a constructive and goal-driven culture that supports collaboration and accountability.

The mean value analysis of digital strategy indicates that respondents agree that the company aligns digital technologies with strategic goals and fosters a shared vision. Respondents agree on involving stakeholders in strategic decisions, and reflecting a collaborative approach. However, some responses highlight that implementation may be slower than expected, mentions a gap between planning and execution. Overall, the company has a clear and structured digital strategy, but efforts are needed to accelerate execution in today's rapidly evolving digital environment.

The mean value analysis of digital transformation shows that respondents agree that the organization is making steady efforts to digitalize operations, particularly in data collection, customer interface, and internal networking. This shows that City

Properties Co., Ltd., is moving in the right direction, but requires continued investment to achieve complete digital transformation.

The mean value analysis of employee performance indicates that respondents generally agree they meet expectations in terms of work quality and quantity, follow company policies, and collaborate well. This highlights the need for targeted improvements through enhanced training, consistent performance feedback, and stronger cross-functional collaboration to further boost overall employee performance.

Based on the regression analysis, the study found that organizational culture and organizational agility have significant and positive effects on digital transformation at City Properties Co., Ltd. It indicates that a strong and aligned culture plays a critical role in driving successful digital initiatives. Employees who feel part of a collaborative, goal-driven environment are more likely to support and adopt digital tools. Similarly, organizational agility has a positive and significant effects on digital transformation. This underscores the importance of adaptability and quick decision-making in the effective implementation of digital changes. These findings indicate that companies aiming for successful digital transformation must focus on nurturing a culture that embraces change and developing processes that allow quick adaptation to external demands.

There is no moderating effect of digital strategy on the relationship between digital transformational leadership and digital transformation. This means that digital strategy does not significantly enhance or weaken the impact of digital transformational leadership on digital transformation. While digital strategy was found to have a strong direct effect, its moderating role was minimal. This finding indicates that even though having a well-structured digital strategy is important, it does not significantly alter the leadership-digital transformation relationship. Therefore, leadership efforts to be intensified or more closely linked with strategy execution to be effective in driving transformation.

Similarly, no moderating effect of digital strategy on the relationship between organizational agility and digital transformation. While agility independently has a positive influence on transformation, the digital strategy does not significantly enhance that effect. This indicates that organizational agility works as a standalone driver of

transformation rather than relying on digital strategy to amplify its impact. These results highlight that, although digital strategy is a critical enabler, its role may be more foundational than conditional, and it need to be integrated early in the transformation process rather than used to reinforce other variables.

Finally, the study examines the mediating effect of digital transformation on the relationship between organizational culture and employee performance. The results revealed that digital transformation significantly mediates this relationship. This means that the positive effect of organizational culture on employee performance is strengthened when digital transformation is actively pursued. A strong culture promotes openness to change and learning, which in turn accelerates digital adoption and enables better performance outcomes. These findings highlight that digital transformation serves as an effective bridge between culture and performance. Organizations with a strong culture that also invest in digital tools and capabilities are more likely to achieve superior employee performance.

In conclusion, the findings of this study demonstrate that organizational culture and agility are key drivers of digital transformation at City Properties Co., Ltd. While leadership behaviors are acknowledged and appreciated, their impact is less direct in facilitating transformation. Digital strategy plays a strong independent role but does not significantly moderate the other relationships studied. Furthermore, digital transformation mediates the effect of organizational culture on performance, indicating that cultural alignment combined with digital efforts leads to stronger outcomes. To strengthen digital transformation and performance further, City Properties Co., Ltd., focus on reinforcing culture, enhancing agility, and accelerating the execution of digital strategy through clear alignment with leadership practices.

## **5.2 Suggestions and Recommendations**

Based on the findings of the study, several suggestions and recommendations are proposed to enhance the effectiveness of digital transformation and improve employee performance at City Properties Co., Ltd. These suggestions are intended to guide management in reinforcing key areas and addressing identified limitations in the digital journey.

First, City Properties Co., Ltd., should prioritize strengthening its organizational culture to further drive digital transformation. Since culture was found to have the strongest effect, it is important to maintain a work environment that supports innovation, open communication, and continuous learning. Management should encourage a culture that embraces change and promotes digital thinking among all employees. This can be achieved through frequent workshops, digital awareness campaigns, and recognition of digital innovation at all levels of the organization.

Second, efforts should be made to improve organizational agility. Since agility significantly contributes to digital transformation, City Properties Co., Ltd., should enhance its responsiveness to market changes and internal feedback. City Properties Co., Ltd., should do this by simplifying approval processes, decentralizing decision-making where appropriate, and ensuring departments have the autonomy to adapt processes swiftly. Agile work practices such as cross-functional teams and short feedback loops can also improve the organization's ability to adapt in a fast-paced business environment.

Third, City Properties Co., Ltd., should more actively involve leaders and managers in digital strategy execution. While leadership was rated positively in perception, it did not have a significant effect on digital transformation. Therefore, senior leaders need to take a more hands-on approach in aligning digital goals with daily operations. Leaders should communicate clear digital expectations, monitor progress closely, and empower middle managers to implement digital initiatives more effectively. Leadership development programs with a focus on digital competencies can also help bridge this gap.

Fourth, City Properties Co., Ltd., should be translated into more timely and impactful execution. Although the company has a well-defined strategy, respondents noted delays in implementation. Management should establish a clearer roadmap with milestones, timelines, and performance indicators to ensure that strategic goals are met. In addition, digital governance mechanisms, including project tracking and strategic oversight committees, can ensure that implementation is aligned with business priorities and conducted at an appropriate pace.

Fifth, investment in digital infrastructure and tools should continue, with particular focus on improving internal integration and data sharing. As respondents agreed on the progress of digital transformation but did not strongly agree, further steps are needed to fully digitalize key business processes. The City Properties Co., Ltd., should consider upgrading legacy systems, adopting more cloud-based platforms, and integrating cross-departmental systems for improved collaboration. Training employees on how to use digital tools effectively will also ensure better utilization of digital resources.

Sixth, employee performance can be further enhanced by strengthening internal communication, feedback systems, and support mechanisms. While performance was generally rated positively, continuous improvement should be encouraged. Regular performance reviews, peer evaluations, and performance-linked incentives can reinforce high standards. City Properties Co., Ltd., should also ensure that employees are equipped with the necessary digital skills and supported in their efforts to meet evolving work demands.

Lastly, cross-functional collaboration should be fostered to break down silos and align departments with digital transformation goals. This includes forming cross-departmental task forces to handle digital projects, encouraging shared ownership of transformation outcomes, and creating digital champions within each team. A culture of collaboration ensures that digital transformation is not confined to the IT or strategy departments, but is a shared responsibility across the entire organization.

By addressing these areas, City Properties Co., Ltd. can maximize the effectiveness of its digital transformation efforts and strengthen overall employee performance. These improvements will support long-term competitiveness and enable the organization to thrive in a rapidly evolving business landscape.

### **5.3 Needs for Further Research**

While this study has offered valuable insights into how leadership, culture, and agility influence digital transformation and employee performance, several areas warrant further investigation. One important area is the development of digital leadership. Although this study included digital transformational leadership, its direct

effect was not significant. Future research could explore whether specific leadership traits—such as innovation support, digital literacy, or risk-taking—have a stronger impact in different organizational settings. Longitudinal studies could also examine how leadership practices evolve and influence outcomes over time.

Another area for future research is the implementation of digital strategy. Although respondents viewed the strategy positively, slow execution may limit impact. Studies should investigate barriers to effective execution, such as resistance to change, limited resources, or lack of accountability. Additionally, future research could assess how digital transformation affects specific performance metrics like customer satisfaction, innovation, or operational efficiency.

The confirmed mediating role of digital transformation between culture and performance could also be expanded to include other mediators such as employee engagement or knowledge sharing. Finally, comparative studies across industries or regions and longitudinal research tracking employee responses to digital initiatives over time would provide deeper insights and improve generalizability of the findings.

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## APPENDIX A QUESTIONNAIRE

Dear Respondents,

My name is **Min Min**, and I am currently pursuing an **Master of Business Administration (MBA)** program at **Yangon University of Economics**. As part of my academic journey, I am conducting research for my thesis titled:

**“THE EFFECT OF DIGITAL TRANSFORMATION ON EMPLOYEE PERFORMANCE AT CITY PROPERTIES CO., LTD.”**

The purpose of this questionnaire is to gather valuable insights into how digital transformation impacts employee performance. Your responses will help provide a better understanding of how technological advancements, process automation, and digital tools influence work efficiency, productivity, and overall job satisfaction.

Please note that all responses will be **kept confidential** and will be used solely for **academic research purposes**. Your participation is **highly appreciated**, and your input will contribute significantly to the success of this study.

Thank you for your valuable time and support.

Best regards,

Min Min

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### **Section – I: Demographic Profile**

For each question, please select the answer that best represents your choice and specify.

#### 1. Age of Respondent

- 18 – 25 years
- 26 – 35 years
- 36 – 45 years
- Above 45 years

2. Gender of Respondent

- Male
- Female
- Prefer not to say

3. Educational Status of Respondent

- Up to high school
- Bachelor degree
- Master degree or higher

4. Service Years in City Properties Co. Ltd.,

- Under 1 Years
- 1 – 5 Years
- 6 -10 Years
- Above 10 Years

5. What is your role of Digital Transformation process.

- End User/ Key User
- System Administrator/ Developer
- Project Coordinator
- Project Manager/ Owner

**Section II: Perceptions toward Digital Transformation of City Properties.**

For each of the statements below, please indicate the extent of your agreement or disagreement by placing a tick in the appropriate box. The response scale is as follows:

1. Strongly disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly agree

<b>I. Digital Transformational Leadership</b>						
<b>Statements</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Q1	Our leaders inspire all members with the digital transformation plans for our organization.					
Q2	Our leaders provide a clear digital transformation vision for the organization's members to follow.					
Q3	Our leaders motivate team members to work together for the same digital transformation goals.					
Q4	Our leaders encourage all members to achieve digital transformation goals for our organization.					
Q5	Leaders in my organizations act by considering the digital transformation beliefs of all members.					
<b>II. Organizational Agility</b>						
<b>Statements</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Q1	We can rapidly respond to customers' and government's needs.					
Q2	We can rapidly adapt production, process, and activities to meet demand fluctuations.					
Q3	We can cope with problems from suppliers and partners rapidly.					
Q4	We rapidly implement decisions to face market and government changes.					
Q5	We continuously search for forms to reinvent or redesign our organization.					
<b>III. Digital Strategy</b>						
<b>Statements</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Q1	In my organization, we integrate digital technology and business strategy to attain strategic alignment with the government and other partners.					
Q2	In my organization, we create a shared vision of the role of digital technology in business strategy.					
Q3	We jointly plan how digital technology will enable the business strategy.					

Q4	In my organization, we confer before making strategic decisions.					
Q5	The organization is too slow to implement a digital business strategy.					
<b>IV. Organizational Culture</b>						
<b>Statements</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Q1	The company's goal and vision are carried out through its business operations in a transparent and quantifiable manner.					
Q2	The company's business procedures are carried out with a defined objective in mind.					
Q3	The relationships between staff are positive.					
Q4	The business offers rewards based on performance.					
Q5	Workers build strong bonds with one another and think that teamwork and cooperation are essential to accomplishing company objectives.					
<b>V. Digital Transformation</b>						
<b>Statements</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Q1	In my organization, we aim to digitalize everything that can be digitalized.					
Q2	In my organization, we collect large amounts of data from different sources.					
Q3	In my organization, we aim to create more robust networking with digital technologies between the different business processes.					
Q4	In my organization, we aim to enhance an efficient customer interface with digitality.					
Q5	In my organization, we aim at achieving information exchange with digitality.					

<b>VI. Employee Performance</b>						
<b>Statements</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Q1	Employees often meet objectives for both number and quality of work produced.					
Q2	The rate of advancement is in line with the requirements of the company.					
Q3	Workers always show up on time and follow the organization's established policies.					
Q4	Employees follow the work-related budget guide.					
Q5	Workers are able to collaborate effectively with one another to complete their tasks.					

**APPENDIX B**  
**SPSS OUTPUT**

**1. Effect of Digital Transformational Leadership, Organizational Agility, Organizational Culture on Digital Transformation**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.785 <sup>a</sup>	.617	.610	.39868	1.523

a. Predictors: (Constant), OC, DTL, OA

b. Dependent Variable: DT

**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	46.002	3	15.334	96.475	.000b
Residual	28.610	180	.159		
Total	74.612	183			

a Dependent Variable: DT

b Predictors: (Constant), OC, DTL, OA

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	-.020	.229		-.088	.930		
DTL	.046	.080	.040	.579	.564	.436	2.292
OA	.317	.087	.299	3.636	.000	.315	3.172
OC	.583	.092	.496	6.359	.000	.349	2.861

a. Dependent Variable: DT

## 2. Moderating Effect of Digital Strategy on the Relationship between Digital Transformational Leadership and Digital Transformation

Model Summary<sup>c</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.844 <sup>a</sup>	.712	.708	.34479	
2	.844 <sup>b</sup>	.712	.707	.34573	1.938

a. Predictors: (Constant), DS, DTL

b. Predictors: (Constant), DS, DTL, Interaction

c. Dependent Variable: DT

ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	53.095	2	26.548	223.318	.000 <sup>b</sup>
	Residual	21.517	181	.119		
	Total	74.612	183			
2	Regression	53.097	3	17.699	148.074	.000 <sup>c</sup>
	Residual	21.515	180	.120		
	Total	74.612	183			

a. Dependent Variable: DT

b. Predictors: (Constant), DS, DTL

c. Predictors: (Constant), DS, DTL, Interaction

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.449	.182		2.467	.015		
	DTL	-.098	.070	-.086	-1.405	.162	.428	2.337
	DS	.964	.065	.907	14.857	.000	.428	2.337
2	(Constant)	.450	.183		2.463	.015		
	DTL	-.099	.070	-.086	-1.406	.161	.426	2.346
	DS	.964	.065	.906	14.813	.000	.428	2.337
	Interaction	.002	.019	.005	.124	.902	.987	1.013

a. Dependent Variable: DT

### 3. Moderating Effect of Digital Strategy on the Relationship between Organizational Agility and Digital Transformation

**Model Summary<sup>c</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.847 <sup>a</sup>	.718	.715	.34109	
2	.847 <sup>b</sup>	.718	.713	.34196	1.922

a. Predictors: (Constant), DS, OA

b. Predictors: (Constant), DS, OA, Interaction2

c. Dependent Variable: DT

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	53.554	2	26.777	230.155	.000 <sup>b</sup>
	Residual	21.058	181	.116		
	Total	74.612	183			
2	Regression	53.564	3	17.855	152.686	.000 <sup>c</sup>
	Residual	21.049	180	.117		
	Total	74.612	183			

a. Dependent Variable: DT

b. Predictors: (Constant), DS, OA

c. Predictors: (Constant), DS, OA, Interaction2

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.159	.177		.895	.372		
	OA	.165	.067	.155	2.441	.016	.386	2.592
	DS	.765	.068	.720	11.327	.000	.386	2.592
2	(Constant)	.142	.187		.758	.450		
	OA	.169	.070	.160	2.435	.016	.365	2.742
	DS	.764	.068	.718	11.230	.000	.383	2.612
	Interaction2	.006	.020	.012	.287	.775	.922	1.085

a. Dependent Variable: DT

**4. Analyze on the Mediating Effect of Digital Transformation on the Relationship between Organizational Culture and Employee Performance in City Properties Co., Ltd.,**

**(1) Effect of Organizational Culture on Employee Performance**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.757 <sup>a</sup>	.572	.570	.42155	1.834

a. Predictors: (Constant), OC

b. Dependent Variable: EP

**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	43.276	1	43.276	243.530	.000 <sup>b</sup>
Residual	32.342	182	.178		
Total	75.617	183			

a. Dependent Variable: EP

b. Predictors: (Constant), OC

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.312	.228		1.369	.173		
OC	.894	.057	.757	15.605	.000	1.000	1.000

a. Dependent Variable: EP

## (2) Effect of Organizational Culture on Digital Transformation

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.760 <sup>a</sup>	.577	.575	.41620	1.520

a. Predictors: (Constant), OC

b. Dependent Variable: DT

**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	43.086	1	43.086	248.738	.000b
1 Residual	31.526	182	.173		
Total	74.612	183			

a Dependent Variable: DT

b Predictors: (Constant), OC

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.228	.225		1.015	.312		
1 OC	.892	.057	.760	15.771	.000	1.000	1.000

a. Dependent Variable: DT

## (3) Effect of Organizational Culture and Digital Transformation on Employee Performance

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.859 <sup>a</sup>	.738	.735	.33099	2.283

a. Predictors: (Constant), DT, OC

b. Dependent Variable: EP

**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	55.788	2	27.894	254.608	.000b
Residual	19.830	181	.110		
Total	75.617	183			

a Dependent Variable: EP

b Predictors: (Constant), DT, OC

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.168	.179		.937	.350		
1 OC	.332	.069	.281	4.798	.000	.423	2.367
DT	.630	.059	.626	10.687	.000	.423	2.367

a. Dependent Variable: EP

**(4) Sobel Test Result for Mediating Test of Digital Transformation on the Relationship between Organizational Culture and Employee Performance**

Input		Test Statistic:	Std Error:	p-value	
a	0.892	Sobel Test:	8.82029954	0.06371212	0.00000000
b	0.630	Aroian Test:	8.80803767	0.06380082	0.00000000
S <sub>a</sub>	0.057	Goodman Test:	8.83261276	0.0636233	0.00000000
S <sub>b</sub>	0.059	Rest all	Calculate		

< Thank You >