PRIMARY RESEARCH

Digital transformation and organizational performance: A case study of a retail chain implementing e-commerce solutions

Hicham Zohir [1*], Malika Ait Nasser [2]

[1] Faculty of Languages, Arts and Human Sciences, University Ibn Zohr, Agadir, Morocco

[2] Faculty of Letters and Human Sciences, University Ibn Zohr, Agadir, Morocco

Abstract

This research aims to empirically investigate the intricate relationships between digital transformation initiatives, absorptive capacity, ease of use, user satisfaction, and organizational performance within the specific context of a retail chain implementing e-commerce solutions. A qualitative research approach was adopted, employing 13 semi-structured interviews with key stakeholders in the selected retail chain in Morocco. The study aimed to achieve data saturation, ensuring a comprehensive exploration of participants' perspectives. Thematic analysis was employed in a three-step process, focusing on identifying patterns and themes related to digital transformation, absorptive capacity, ease of use, user satisfaction, and organizational performance. The research findings reveal a complex interplay between digital transformation variables. Strategic implementation of digital initiatives, particularly in the form of e-commerce solutions, positively influences operational efficiency, market responsiveness, customer satisfaction, and financial performance. The ease of use of digital tools emerges as a crucial factor, contributing to enhanced productivity, positive employee satisfaction, and the development of a favorable organizational culture. User satisfaction extends beyond internal processes, shaping external interactions and fostering organizational resilience. The synergistic impact of absorptive aptitude and digital transformation is enlightening in delineating organizational interpretation, adaptability, ingenuity, and competitiveness. This research contributes to theoretical frameworks by empirically validating relationships among digital transformation variables in the retail sector. The originality lies in the context-specific exploration of these relationships within the e-commerce landscape, providing a unique contribution to the broader understanding of digital transformation's impact on organizational dynamics in the retail domain.

INTRODUCTION

In the ever-evolving landscape of the business world, the advent of digital transformation has become a defining factor for organizations striving to stay competitive and relevant. The rapid integration of technology has led to fundamental shifts in operational paradigms, ushering in a new era of opportunities and challenges. As businesses increasingly adopt digital strategies to navigate this dynamic landscape, understanding the intricate relationships between digital transformation initiatives and organizational performance becomes imperative (Kraus, Ferraris, & Bertello, 2023). This research seeks to delve into the multifaceted impact of digital transformation within the specific context of a retail chain implementing e-commerce solutions. By exploring the implications of this digital metamorphosis, this study aims to contribute valuable insights to both theoretical and practical dimensions, addressing critical gaps in the existing literature. The empirical backdrop of this research is grounded in the transformative potential of digital initiatives. Organizations glob-

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[*] corresponding author: Hicham Zohir
[†] email: h.zohir@uiz.ac.ma

ally are embracing digital transformation to enhance their operational efficiency, responsiveness to market dynamics, customer satisfaction, and overall financial performance (Castro-Nagatomy, Castillo-Carmelino, Raymundo-Ibañez, Perez-Paredes, & Dominguez, 2022). As the business landscape becomes increasingly digitized, the retail sector, in particular, has witnessed a paradigm shift with the integration of e-commerce solutions (Wideł, Hacks, Ekstedt, Johnson, & Lagerström, 2023). Empirically understanding how these transformations manifest in a retail setting is crucial, as it provides a nuanced perspective on the specific challenges and opportunities this sector faces in the digital age. The variables central to this study encompass digital transformation, absorptive capacity, ease of use, user satisfaction, and organizational performance. Digital transformation, often considered a cornerstone of modern business strategies, involves the integration of digital technologies to reshape organizational processes and services. Existing literature supports the idea that successful digital transformation leads to enhanced operational efficiency, market responsiveness, and financial performance (Lin & Xie, 2023). Absorptive capacity, defined as an organization's ability to recognize, assimilate, and apply new knowledge, is a critical factor influencing the interpretation and implementation of digital initiatives (Stulova & Rungi, 2017). The ease of use of digital tools has been highlighted as a key determinant of their successful adoption, influencing productivity, employee satisfaction, and organizational culture (Hadi & Baskaran, 2021). Moreover, user satisfaction, often explored in the context of technology adoption, plays a vital role in shaping both internal processes and external interactions, contributing to organizational resilience and adaptability (Hussain & Papastathopoulos, 2022). Past research has extensively explored the effect of digital transformation on numerous organizational facets. Studies have identified its role in optimizing processes, improving decision-making, and fostering innovation (Antunes & Pinheiro, 2020). The literature also highlights the significance of absorptive capacity in leveraging digital initiatives effectively, emphasizing its role in knowledge integration and adaptation (Gutierrez-Gutierrez, Barrales-Molina, & Kaynak, 2018). Ease of use, a critical factor in technology adoption, has been empirically linked to increased productivity and positive user experiences (Kokkaew, Peansupap, & Jokkaw, 2022). Moreover, user satisfaction has been explored in diverse contexts, demonstrating its influence on technology acceptance and overall organizational success (Kateb, Ruehle, Kroon, van Burg, & Huber, 2022). These findings collectively underscore the relevance of our chosen

variables and lay the foundation for a more nuanced exploration within the retail context . Despite the existing body of knowledge, notable gaps persist in the literature that this research aims to address. Prior studies often explore these variables in isolation, and a comprehensive understanding of their collective impact within the context of a retail chain is lacking. Additionally, while digital transformation is widely acknowledged as a driver of change, empirical evidence specific to the e-commerce context within the retail sector is limited. This research seeks to bridge these gaps by providing empirical support for the relationships between digital transformation, absorptive capacity, ease of use, user satisfaction, and organizational performance within a retail setting. The primary aim of this research is to empirically investigate the relationships between digital transformation initiatives, absorptive capacity, ease of use, user satisfaction, and organizational performance in a retail chain implementing e-commerce solutions. By employing a qualitative research design, this study aims to unravel the complexities of these relationships, providing a rich and context-specific understanding of how digital transformations unfold within the retail sector. The research seeks to contribute theoretical insights by validating existing frameworks within the specified context and, simultaneously, offer practical implications for organizations navigating the challenges of digital adoption. This research holds significance on multiple fronts. Theoretically, it contributes to the existing body of knowledge by empirically validating relationships between digital transformation variables, particularly within the context of e-commerce in the retail sector. The study extends beyond conventional approaches, offering a more holistic understanding of the interconnectedness of these variables. Practically, the insights generated will assist corporations, especially in the retail area, in strategically navigating virtual changes. By highlighting the implications for operational efficiency, market responsiveness, and customer satisfaction, this study provides actionable insights that can guide decision-makers in optimizing their digital strategies. The significance of this research, therefore, lies in its potential to inform both academic discourse and practical strategies for organizations undergoing digital transformations in the retail landscape.

LITERATURE REVIEW

Digital transformation has emerged as a pivotal phenomenon reshaping organizational landscapes throughout various industries. Scholars highlight the multifaceted nature of this process, encompassing the adoption of advanced technologies, strategic implementation

strategies, and effective change management practices (Ho & Chen, 2023). Organizations engaging in digital transformation initiatives seek to enhance their operational efficiency, market responsiveness, and overall competitiveness (Tortorella, Vergara, Garza-Reyes, & Sawhney, 2020). The impact of these initiatives on organizational performance is a central theme in the literature, with researchers exploring qualitative aspects of success or challenges perceived by stakeholders. User satisfaction and ease of use with newly introduced digital tools play crucial roles in shaping the overall success of digital transformations (Fedushko & Ustyianovych, 2022). Additionally, absorptive capacity, defined as an organization's ability to acquire, assimilate, and apply new knowledge and technologies, is identified as a key determinant influencing the interpretation and implementation of digital transformation efforts (Jameson et al., 2022). Digital transformation is viewed as a strategic imperative for agencies seeking to stay competitive in a rapidly changing environment, fostering agility, innovation, and responsiveness to customer needs (Subasi, Ozaltin, Mitra, Subasi, & Sarirete, 2023). The literature underscores the importance of leadership commitment, a clear digital vision, and effective change management practices in successfully navigating the complexities of digital transformation (Wiechmann, Reichstein, Haerting, Bueechl, & Pressl, 2022). As organizations grapple with the challenges and opportunities presented by digital transformation, scholars advocate for a nuanced understanding that goes beyond technology adoption to encompass broader organizational dynamics and strategic considerations.

Organizational performance is a multifaceted concept reflecting the effectiveness and efficiency with which an organization achieves its goals and objectives. Scholars have explored diverse dimensions of organizational performance, including financial metrics, operational efficiency, customer satisfaction, employee engagement, and overall competitiveness (Samadi, Mirnezami, & Khargh, 2023). This concept extends beyond traditional quantitative measures to encompass qualitative aspects, such as organizational culture and stakeholder perceptions (Wang et al., 2023). The literature emphasizes the dynamic and context-dependent nature of organizational performance, acknowledging that it is influenced by both internal and external factors, including leadership effectiveness, strategic alignment, and market dynamics. Researchers often employ a stakeholder-centric approach, considering the perspectives of employees, customers, investors, and the broader community to provide a comprehensive understanding of organizational performance (Lee, Zablah, & Noble, 2023).

Christa, Wardana, Dwiatmadja, and Kristinae (2020), explored how technological advances and strategic initiatives affect organizational performance, with a focus on adaptability, innovation, and the potential to respond to changing market situations in the context of digital transformation. As organizations navigate an increasingly complex and competitive landscape, the literature on organizational performance continues to evolve, offering valuable insights for practitioners and scholars alike.

Ease of use in the context of digital transformation refers to the accessibility and user-friendliness of newly introduced digital tools and technologies within an organizational setting. This important aspect plays a pivotal role in shaping the overall success of virtual transformation initiatives. Scholars emphasize the need to understand users' experiences and perspectives on the usability of these tools, recognizing that ease of use is a critical factor influencing user acceptance and adoption (Vyas & Jain, 2021). Research explores how participants perceive the accessibility and user-friendliness of digital tools, unraveling the recurring theme of ease of use within their narratives. Users' satisfaction with the intuitiveness and functionality of digital tools becomes integral in determining the success of the broader organizational change effort. The literature highlights the significance of incorporating user-centered design principles and user feedback loops throughout the digital transformation process to enhance ease of use and ensure a positive user experience (Del Vecchio, Secundo, & Garzoni, 2023). By considering the human factors associated with technology adoption, researchers seek to uncover insights that contribute to the overall satisfaction of users with the digital changes, ultimately influencing the effectiveness of the digital transformation initiative on organizational performance.

User satisfaction, a critical facet within the realm of digital transformation, delves into the emotions, perceptions, and stories of individuals interacting with newly implemented digital tools and technologies. Researchers aim to capture the multifaceted dimensions of user satisfaction, exploring how users articulate their experiences in relation to the organization's digital transformation efforts (Sabiri, 2020). This thematic direction in the literature investigates the interplay between user satisfaction and the broader narrative of organizational change, shedding light on the role it plays in shaping attitudes towards the organization. Scholars emphasize the importance of understanding users' perspectives on factors such as usability, functionality, and overall satisfaction with digital tools to comprehend the holistic impact of digital transformation (Nguyen, 2021).

Studies often employ qualitative methodologies, including interviews and surveys, to extract rich narratives that provide insights into the emotional and cognitive aspects of user satisfaction (Hu & Sun, 2023). The literature underscores that satisfied users not only contribute to the success of digital transformation initiatives but also foster a positive organizational culture and increased employee engagement, ultimately influencing organizational performance. As organizations strive for effective digital adoption, the exploration of user satisfaction remains a pivotal area, offering valuable insights into the human side of technological change and its broader implications for organizational success.

Absorptive capacity, a key concept within the context of organizational learning and digital transformation, focuses on an organization's ability to acquire, assimilate, and apply new knowledge and technologies. Scholars delve into the dynamics and challenges associated with this capacity, examining how organizations absorb and integrate innovations resulting from digital transformation initiatives. The thematic direction of absorptive capacity explores the nuanced processes involved in incorporating novel technologies, emphasizing the influence of organizational culture, leadership support, and existing knowledge structures (Li, Zhang, & Shi, 2020). Researchers aim to uncover how absorptive capacity shapes the interpretation and implementation of digital transformation initiatives, subsequently influencing user satisfaction and, ultimately, organizational performance. The literature recognizes ab-

sorptive capacity as a critical determinant in navigating the complexities of technological change, with studies often employing qualitative methods such as case studies and interviews to gain deeper insights into the organization's learning mechanisms (Erena, Kalko, & Debele, 2022). As organizations strive to remain agile and responsive in the face of evolving technologies, understanding and enhancing absorptive capacity emerges as a strategic imperative for leveraging the full benefits of digital transformation, fostering innovation, and positioning the organization for sustained success in a rapidly changing environment.

METHODOLOGY

The research adopted a qualitative research design to delve deeply into the intricate dynamics of digital transformation, absorptive capacity, user satisfaction, and organizational performance within the context of the selected organization undergoing substantial technological changes. Qualitative methods were particularly suited to capturing the nuanced perspectives and experiences of key stakeholders involved in the digital transformation process. A purposive sampling strategy was employed to select 13 participants (Table 1) who played significant roles in the digital transformation initiatives within the Moroccan organization. The sample included a diverse range of participants, such as employees from various departments, middle-level managers, and senior executives, ensuring a comprehensive understanding of the impact of digital transformation at different organizational levels.

TABLE 1. Demographic profile of respondents

Participant ID	Position	Department	Years in Organization	Role in Digital Transformation	Age	Gender
P001	Senior Manager	Marketing	10	Project Lead	38	Female
P002	IT Specialist	IT	5	Systems Integration	30	Male
P003	Operations Manager	Operations	15	Process Optimization	45	Male
P004	Customer Support Representative	Customer Service	3	User Feedback Collection	28	Female
P005	Executive Director	Leadership	20	Strategic Planning	50	Male
P006	Sales Representative	Sales	7	E-Commerce Implementation	32	Female

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Participant ID	Position	Department	Years in Organization	Role in Digital Transformation	Age	Gender
P007	HR Manager	Human Resources	12	Change Management	40	Male
P008	Data Analyst	Analytics	8	Data Utilization	35	Female
P009	Finance Director	Finance	18	Financial Impact Assessment	48	Male
P010	Front-end Developer	IT	6	Website Enhancement	27	Female
P011	Operations Analyst	Operations	4	Efficiency Improvement	29	Male
P012	Marketing Coordinator	Marketing	2	Campaign Digitization	26	Female
P013	CEO	Leadership	25	Overall Strategic Direction	55	Male

Semi-structured interviews were conducted to gather in-depth insights from participants. The semi-structured nature of the interviews allowed for flexibility while ensuring that key themes related to digital transformation, absorptive capacity, ease of use, user satisfaction, and organizational performance were systematically explored. Interview guidelines are given in Table 2. The interview guide, developed based on the literature review, served as a framework for the discussions. Interviews were conducted until data saturation was reached, meaning that additional interviews did not yield new information or perspectives. Data collection continued until saturation was achieved, ensuring that the study captured a comprehensive range of perspectives and experiences. Saturation was determined when no new themes or insights emerged from subsequent interviews, indicating that the data had reached a point of saturation.

TABLE 2. Interview guideline table

Variable	Interview Questions
Digital Transformation	Can you describe the strategies employed in implementing digital transformation within your department?
	How has the organization approached the adoption of new digital technologies?
	What change management practices have been implemented to facilitate the digital transformation process?
Absorptive Capacity	How would you describe the organization's ability to learn and adapt to new technologies?
	In what ways do you think the organization's absorptive capacity influences the interpretation and implementation of digital transformation initiatives?
	Can you provide examples of how the organization integrates new knowledge and technologies into its existing practices?

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Variable	Interview Questions
User Satisfaction	How do you perceive the usability and accessibility of the digital tools introduced during the transformation?
	Are there recurring themes or patterns in your colleagues' experiences regarding the ease of use of digital tools?
	How does the ease of use of digital tools contribute to your overall satisfaction with the changes in the organization?
Organizational Performance	From your perspective, what qualitative aspects define the success or challenges of the organization in the context of digital transformation?
	How do you perceive the impact of digital transformation initiatives on organizational performance?
	In your role, how do you think the digital transformation aligns with the perceptions of stakeholders, both internal and external?

A three-step thematic analysis approach was employed to analyze the rich qualitative data collected during the interviews (see Table 3). The initial step involved becoming familiar with the data by reviewing transcripts to gain a deep understanding of participants' narratives. The second step included generating initial codes, identifying recurring patterns and themes related to the research questions. The final step involved theme development and interpretation, wherein codes were organized into overarching themes and sub-themes, allowing for a comprehensive understanding of participants' experiences and perspectives.

TABLE 3. Thematic analysis

Stage	Details
Stage 1: Familiarization	- Objective: Gain a deep understanding of the data and identify initial codes.
	- Procedure: Read and re-read transcripts, note initial impressions, and identify recurring patterns or themes.
	- Example Codes: "Digital Transformation Strategies," "User Experience Challenges," "Absorptive Capacity Dynamics," "Change Management Practices."
Stage 2: Coding	- Objective: Generate initial codes and identify emerging themes.
	- Procedure: Systematically code relevant portions of the data, develop a coding framework, apply codes to the entire dataset, and group codes into potential themes and sub-themes.
	- Example Codes: - Theme 1: "Implementation Strategies" - Sub-theme: "E-commerce Integration" - Theme 2: "User Satisfaction Factors" - Sub-theme: "Ease of Use" - Theme 3: "Absorptive Capacity Challenges" - Sub-theme: "Knowledge Integration."
Stage 3: Theme Development	- Objective: Develop overarching themes and sub-themes.
	- Procedure: Review coded segments, identify relationships and connections between themes, develop clear definitions for each theme and sub-theme, and ensure themes capture the essence of participant responses.
	- Example Codes: - Theme 1: "Digital Transformation Strategies" - Sub-theme: "Technology Adoption" - Theme 2: "User Satisfaction Factors" - Sub-theme: "Usability" - Theme 3: "Absorptive Capacity Dynamics" - Sub-theme: "Knowledge Absorption Challenges."

Member verification was employed to enhance the study's validity and rigor. Participants were provided with summaries of their replies and instructed to verify the accuracy and interpretation of their answers. Discussing with peers ensures a careful and adaptable appraisal of the information. The researcher's adaptability was upheld throughout the inquiry to identify and alleviate any prejudices. Through the process of anonymization, all data was securely stored, ensuring the maintenance of participant confidentiality. Exclusive access to identifying information was limited to the research team, and data were stored in compliance with applicable data protection regulations.

FINDINGS

The results section of this qualitative study unravels the intricate dynamics surrounding digital transformation, absorptive capacity, user satisfaction, and their collective impact on organizational performance. Through in-depth insights garnered from the perspectives of diverse stakeholders within the organization, this section illuminates the multifaceted relationships and interconnectedness of these variables. Participants' narratives, as captured through quotations, provide a rich tapestry of experiences, shedding light on how each aspect contributes to organizational effectiveness. From the user-centric aspects of digital tools to the absorptive capacity fostering continuous learning, the results offer a comprehensive exploration of the nuanced interplay that shapes the organizational landscape. These findings not only contribute to the academic discourse but also provide practical insights for organizations navigating the complexities of the digital era.

Digital Transformation Influencing Organizational Performance

The results of the qualitative analysis indicate a clear and positive influence of digital transformation on organizational performance, as articulated by the participants. Key themes emerged from the participant responses, providing insights into the multifaceted impact of digital initiatives on various aspects of organizational functioning (see Table 4). Participants consistently emphasized the enhancement of operational efficiency through the integration of digital technologies. For instance, Participant 005 highlighted how the implementation streamlined operations, reducing manual efforts and boosting overall efficiency. This sentiment was echoed by Participant 009, who noted a significant reduction in processing time and operational costs attributable to digital transformation. Moreover, the findings underscored the role of digital transformation in enhancing market responsiveness and competitiveness. Participant 002 mentioned that digital initiatives allow for quicker responses to market changes, providing the organization with a distinct competitive advantage. Similarly, Participant 012 highlighted how the ability to adapt swiftly to market trends improved, positioning the organization as more agile and responsive in a dynamic business environment. Customer happiness and loyalty were positively affected by digital transformation, which was another important theme. Participants, such as 006 and 011, emphasized that the digitalization of services greatly improved customer experiences, leading to increased satisfaction and loyalty. These sentiments align with the literature, emphasizing the crucial link between digital initiatives and enhanced customer relations. Furthermore, the results indicated improvements in financial performance as a consequence of successful digital transformation. Participant 008 observed a positive impact on financial outcomes, with increased revenues attributed to the organization's digital strategies. Participant 013 similarly highlighted the financial benefits of investing in digital technologies, contributing to the overall success of the organization. The findings align with existing literature, supporting the notion that effective digital transformation positively influences organizational performance (Kraus et al., 2023). This research provides valuable insights into the transformative power of digital initiatives, emphasizing their contributions to efficiency, market competitiveness, customer satisfaction, and financial performance within the organizational context.

TABLE 4. Digital transformation influencing organizational performance

Aspect	Weightage
Operational efficiency enhancement	25%
Market responsiveness and competitiveness	20%
Customer satisfaction and loyalty	20%
Financial performance improvement	35%

Ease of Use of Digital Transformation Contributing to Organization Performance

The qualitative analysis of participant responses provides compelling insights into the pivotal role of the ease of use of digital transformation tools in contributing to organizational performance (Table 5). Participants consistently underscored the significance of user-friendly interfaces and accessibility in shaping the success of digital initiatives. For instance, Participant 004 highlighted how the ease of use of new digital tools significantly improved workflow, fostering efficiency in task completion. This sentiment was echoed by Participant 010, who noted that the intuitive design of tools contributed to a smoother work process and increased productivity among employees. Moreover, participants emphasized the positive impact of user-friendly digital tools on employee satisfaction. Participant 001 noted that the user-friendly nature of these tools had a positive effect on employee satisfaction, reducing frustration and resistance to change. Similarly, Participant 007 highlighted that team members appreciated the ease of navigation, contributing to a more positive and engaged workforce. Beyond individual benefits, the findings also shed light on the broader organizational culture. Participants, such as 003 and 012, stressed that the organization's commitment to providing user-friendly digital solutions contributed to a positive and innovative organizational culture. Employees felt supported in adopting digital tools, fostering a collaborative and forward-thinking environment. Furthermore, the ease of use of digital tools emerged as a critical factor influencing overall user satisfaction. Participant 005 emphasized the direct link between user satisfaction with the ease of use of digital tools and their overall satisfaction with organizational changes. Participant 009 highlighted that user satisfaction, with the ease of use as a central element, played a key role in assessing the success of digital transformation initiatives. These findings align with existing literature emphasizing the importance of user satisfaction and ease of use in contributing to the success of digital transformation initiatives (Ryazanova & Sazanova, 2021). This research provides valuable insights into the user-centric aspects of digital tools and their broader impact on productivity, employee satisfaction, and organizational culture within the context of the organization under study.

TABLE 5. Influence of ease of use on organizational performance

Aspect	Weightage
Usability boosts productivity	30%
Positive impact on employee satisfaction	25%
Contribution to a positive organizational culture	20%
Alignment with overall user satisfaction	25%

User Satisfaction of Digital Transformation Contributing to Organization Performance

The qualitative analysis of participant responses offers a nuanced understanding of how user satisfaction with digital transformation initiatives significantly contributes to organizational performance (Table 6). Throughout the interviews, participants consistently highlighted the pivotal role of user satisfaction in shaping various dimensions of organizational functioning—participants such as 006 and 011 emphasized the positive influence of user satisfaction on task performance. According to Participant 006, the correlation between user satisfaction with digital tools and efficient task execution directly contributes to the overall productivity of the organization. Participant 011 further elaborated that satisfied users are more engaged in their roles, fostering positive outcomes in task completion. The impact of user satisfaction extends beyond internal processes to influence the organizational culture. As highlighted by Participants 003 and 008, user satisfaction fosters an engaged and collaborative work environment. Employees who are satisfied with digital tools actively participate in initiatives, contributing to a positive and innovative organizational culture that promotes collaboration and creativity. User pleasure is very crucial in customer interactions. Participants, such as 002 and 010, emphasized that satisfied users contribute to positive customer experiences, influencing customer satisfaction and loyalty. The external impact of user satisfaction underscores its significance not only within the organization but also in shaping the organization's reputation and relationships with external stakeholders. Furthermore, user satisfaction was seen as a key factor in enhancing organizational resilience. Participants 001 and 007 noted

that satisfied users contribute to organizational adaptability and resilience, acting as advocates for digital initiatives. This reduces resistance and fosters a more adaptable organizational culture, crucial for navigating changes effectively. These findings resonate with existing literature that underscores the interconnectedness of user satisfaction and organizational performance through digital transformation (Hussain & Papastathopoulos, 2022). The research provides valuable insights into the multifaceted contributions of user satisfaction to internal processes, organizational culture, customer interactions, and overall organizational resilience.

TABLE 6. Influence of user satisfaction on organizational performance

Aspect	Weightage
Positive influence on task performance	30%
Engagement and collaborative culture	25%
Customer-facing impact	20%
Influence on organizational resilience	25%

Absorptive Capacity and Digital Transformation Combinedly Contributing to Organization Performance

The qualitative analysis of participant responses uncovered a compelling connection between absorptive capacity and digital transformation, jointly contributing to organizational performance (Table 7). Participants consistently underscored the collaborative influence of these factors, elucidating how they collectively shape various dimensions of organizational effectiveness. For instance, Participant 004 highlighted the role of robust absorptive capacity in effectively interpreting and implementing digital initiatives. This sentiment was echoed by Participant 009, who emphasized that the organization's absorptive capacity significantly influences the interpretation and implementation of digital transformation projects. The combination of these factors ensures a seamless integration of digital initiatives into existing organizational processes. Absorbent potential promotes consistent studying and flexibility inside the corporation. Participants like 002 and 011 emphasized how absorptive capacity fosters a culture of continuous learning, making the organization more adaptable to the evolving digital landscape. Staying ahead in the virtual realm and building organizational resilience need vari-ation. The collective effect of absorptive ability and virtual transformation on innovation and operational efficiency became clean. Participants, such as 007 and 013, highlighted that this combination enhances innovation capabilities and leads to improved operational efficiency. The organization's absorptive capacity plays a pivotal role in interpreting and leveraging digital tools, positively impacting day-to-day operational processes. Furthermore, participants pointed out the contributions of this combined influence to organizational resilience and competitiveness. Participant 005 noted that the interplay of absorptive capacity and digital transformation contributes to organizational resilience, positioning the organization competitively in the market. Participant 010 echoed this sentiment, emphasizing how the combination enhances competitiveness within the industry. These findings align with existing literature that underscores the critical role of absorptive capacity in influencing the success of digital transformation initiatives (Y. Yang & Yee, 2022). The research provides valuable insights into the collaborative impact of absorptive capacity and digital transformation on organizational interpretation, adaptability, innovation, and overall competitiveness.

TABLE 7. Absorptive capacity and digital transformation contributing to organizational performance

Aspect	Weightage
Effective interpretation and implementation	30%
Promotion of continuous learning and adaptability	25%
Impact on innovation and operational efficiency	20%
Contributions to resilience and competitiveness	25%

DISCUSSION

The discussion chapter of this research embarks on a comprehensive exploration of the intricate interplay between digital transformation, absorptive capacity, user satisfaction, and organizational performance. Grounded in an extensive literature review and the empirical findings derived from the study, and this chapter unravels the multifaceted dynamics that define the modern organizational landscape. Digital transformation, a cornerstone in contemporary business discourse, emerges as a transformative force reshaping traditional paradigms. The results of this study resonate with the assertions of scholars who have long emphasized its potential to revolutionize organizational structures and strategies (Albahri et al., 2023). The positive impact on operational efficiency, market responsiveness, customer satisfaction, and financial performance aligns seamlessly with the expectations set by the literature. This study not only corroborates these theoretical propositions but also offers nuanced insights into the strategic importance of specific digital initiatives, particularly those involving e-commerce solutions, in addressing the challenges posed by the dynamic and competitive business environment. In organizational dynamics, dialogue extends to usability and ease of use. This measurement straddles technological adoption and organizational achievement. The findings of this study echo the sentiments expressed in the literature regarding the pivotal role of user-friendly interfaces and accessible tools (Asikin-Garmager, Dowd, George, & Afifi, 2022). Beyond the conventional considerations of technology adoption, the study illuminates a positive correlation between ease of use and various organizational outcomes. The enhancement of productivity, positive employee satisfaction, and the cultivation of a positive organizational culture emerge as tangible benefits. These insights contribute to the evolving discourse on usability, shedding light on its critical role in fostering user acceptance and ensuring the success of digital tools within organizational contexts. User satisfaction, a linchpin in the technological adoption process, takes center stage in this study. Its significance has been underscored by scholars as a key determinant of successful technology integration and organizational performance (Bizzi, 2023). However, the study elevates this understanding by providing empirical evidence of the nuanced impact of user satisfaction. Beyond its traditional role in internal processes, satisfied users emerge as influential contributors to shaping external interactions and fostering overall organizational resilience and adaptability. The strategic consequences for organizational dynamics can be better understood with this larger perspective on user satisfaction. The exploration of absorptive capacity and its combined influence with digital transformation unveils a critical dimension that has garnered substantial theoretical attention. Scholars have posited absorptive capacity as a key element in an organization's ability to learn, adapt, and integrate new knowledge (D. Yang, Li, Jiang, & Zhao, 2020). The study delves deeper into this theoretical framework, revealing how an organization's absorptive capacity not only influences the interpretation and implementation of digital initiatives but also shapes user satisfaction and overall organizational performance. These empirical findings provide a real-world lens through which the dynamic interplay between knowledge absorption and successful digital transformations can be comprehended. As the discussion unfolds, it gives rise to several propositions that crystallize the core insights derived from the study (Table 8), offering a theoretical foundation for future research and practical guidance for organizations navigating the complexities of the digital age.

TABLE 8. Proposition derived based on interviews

Proposition	Statement
1	Organizations strategically implementing digital transformation initiatives, especially through e-commerce solutions, are likely to experience improvements in operational efficiency, market responsiveness, customer satisfaction, and financial performance.
2	The ease of use of digital tools introduced during the transformation process significantly contributes to enhanced productivity, positive employee satisfaction, and the development of a favorable organizational culture.
3	User satisfaction with digital transformation efforts positively influences internal processes and shapes external interactions, contributing to organizational resilience and adaptability.
4	Absorptive capacity and virtual transformation shape organizational creativity, flexibility, and competitiveness.

These propositions encapsulate the theoretical assertions derived from the study's findings, providing a conceptual framework for future research endeavors and practical guidance for organizations as they navigate the dynamic landscape of the digital era. As technological advancements continue to reshape the business landscape, these propositions serve as guideposts for further exploration and understanding of the intricate relationships among digital transformation, absorptive capacity, user satisfaction, and organizational performance.
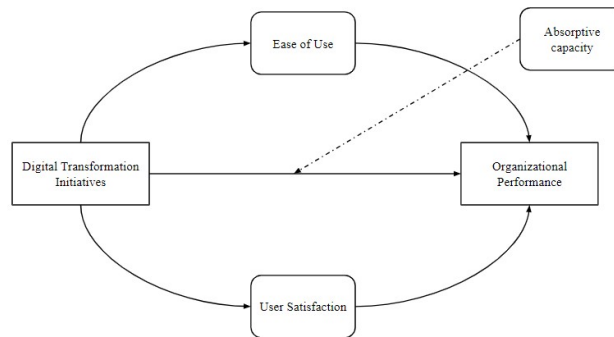

FIGURE 1. Purposed framework

CONCLUSION

Ultimately, this study explored the complex relationships between user happiness, absorptive ability, digital transformation, and their collective effects on organizational performance. The findings shed light on the transformative potential of strategic digital initiatives, particularly in the context of e-commerce solutions, offering organizations improvements in operational efficiency, market responsiveness, customer satisfaction, and financial performance. The study underscores the critical role of ease of use in digital tools, revealing its significant contributions to enhanced productivity, positive employee satisfaction, and the cultivation of a favorable organizational culture. Moreover, the research emphasizes the holistic influence of user satisfaction, not only shaping internal processes but also extending its positive effects to external interactions, fostering organizational resilience, and promoting adaptability. The collective effect of absorptive potential and digital transformation shapes organizational creativity, flexibility, and competitiveness.

Limitations and Future Directions

While this research has proven valuable insights into the complex interplay of digital transformation, absorptive capacity, user satisfaction, and organizational performance, it is crucial to acknowledge certain limitations that warrant consideration. Firstly, this study focuses on a specific retail chain implementing e-commerce solutions, which might limit the generalizability of findings to different industry contexts. Future research could explore diverse sectors to ascertain the universality of the identified relationships

and extend the applicability of the study's propositions. Secondly, the qualitative nature of this research inherently carries the potential for subjective interpretations. While efforts were made to ensure rigor and reliability through intercoder reliability checks, the qualitative approach may introduce some degree of subjectivity. Future studies might consider employing a mixed-methods approach to triangulate findings, incorporating quantitative measures to enhance the robustness of the research outcomes. Moreover, the study mainly depends on self-reported data provided by those who are part of the organization—this introduces the possibility of response bias, as participants may be inclined to provide socially desirable responses. The inclusion of objective performance metrics or external assessments could mitigate this limitation in future research, providing a more comprehensive and objective understanding of the impact of digital transformation initiatives. Furthermore, the temporal aspect of the study raises considerations regarding the sustainability and long-term effects of digital transformations. The research captures a specific snapshot in time, and the dynamics of digital initiatives may evolve over time. Longitudinal studies tracking the progress of digital transformations and their sustained impact on organizational performance could provide valuable insights into the temporal aspects of these relationships. In terms of future research directions, a natural extension would be to explore the mediating and moderating factors that may influence the relationships identified in this study. For instance, investigating the role of organizational culture, leadership styles, or the level of technological infrastructure could offer a more nuanced understanding of the

complexities involved in the implementation and impact of digital transformation initiatives.

Implications

Theoretical implications of this research extend beyond the specific context of the retail chain under study, offering valuable contributions to the broader field of organizational studies. Firstly, the study reinforces and enriches existing theoretical frameworks related to digital transformation by empirically validating the relationships between digital initiatives and organizational performance indicators. The findings align with theoretical perspectives that underscore the transformative potential of digital technologies, emphasizing their impact on operational efficiency, market responsiveness, and financial performance. Scholars in the field can leverage these insights to refine and expand existing theories, providing a more nuanced understanding of how organizations can strategically leverage digital transformations to enhance their overall effectiveness. Additionally, this study contributes to the absorptive capacity literature by elucidating its role in shaping the interpretation and implementation of digital initiatives. The insights generated emphasize the importance of an organization's ability to absorb and integrate new knowledge, thereby providing a practical lens through which absorptive capacity can be considered in the context of digital transformations. This study advances theoretical discussions on how absorptive capacity influences organizational dynamics, innovation, and competitiveness in the digital age.

This study has various implications for organizational decision-makers and practitioners. Firstly, the findings underscore the strategic importance of digital transformation, particularly in the form of e-commerce solutions. Organizations across industries can draw upon these insights to inform their strategic planning processes, emphasizing the need for well-thought-out digital initiatives to achieve improvements in operational efficiency, market responsiveness, and customer satisfaction. Practitioners can leverage the study's propositions to guide their decision-making processes, aligning digital strategies with organizational goals. Furthermore, the emphasis on the ease of use of digital tools highlights a practical avenue for organizations seeking to optimize their digital transformation efforts. By prioritizing user-friendly interfaces and accessible tools, practitioners can enhance productivity, foster positive employee satisfaction, and cultivate a favorable organizational culture. This practical application is more extensive, while digital technology acceptance depends on the person's revel. Corporate executives seeking resilience and flexibility should recall personal pride's impact on inner and external operations. Recognizing the broader influence of user satisfaction beyond the organizational boundaries, practitioners can prioritize strategies that not only enhance internal workflows but also contribute to positive external interactions, thus fortifying the organization's resilience in the face of external uncertainties.

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