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Investigating the Role of Digital Transformation and Innovative Work Behavior in Enhancing Employee Productivity in Bandung's Creative Fashion Industry

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Abstract

This study investigates the critical issue of how digital transformation and work innovative behavior impact employee productivity within the creative fashion industry in Bandung. The primary objective of the research is to assess the extent to which these factors contribute to enhancing productivity among employees in this sector. To achieve this, the study employs a quantitative research method utilizing a survey approach, targeting employees working in the creative fashion industry in Bandung. The data analysis is conducted using Structural Equation Modeling (SEM) with Partial Least Squares (PLS), based on a sample of 259 respondents selected through simple random sampling. The findings reveal that digital transformation significantly affects task performance, indicating that the adoption of digital tools and processes leads to improved productivity. Additionally, the results highlight a significant relationship between innovative work behavior and digital transformation, suggesting that fostering an innovative culture can enhance the effectiveness of digital initiatives. The research also emphasizes the importance of a supportive work environment, including effective human resource practices, in encouraging employees to engage in innovative behaviors. This study adds novelty to existing literature by specifically addressing the interplay between digital transformation and innovative behavior in the context of the creative fashion industry, an area that has received limited attention in prior research. The implications of the findings underscore the necessity for organizations to embrace digital transformation while cultivating an innovative workplace culture to drive productivity and success in the rapidly evolving fashion industry.

Keywords : *Digital Transformation, Work Innovative Behavior, Employee Productivity, Creative Fashion Industry*

INTRODUCTION

The rapid development of digital technology today requires every organization to adjust by undergoing digital transformation. (Zaoui & Souissi, 2020) The successful implementation of digital transformation can enhance work productivity within the organization, such as speeding up business processes and improving the quality of production processes. (Reis et al., 2018) In the creative fashion industry, digital transformation involves utilizing available applications that support tasks, such as implementing barcode systems or sales through QRIS, cloud-based data storage, and simple supporting applications that do not require many prerequisites. These practices can positively impact cost efficiency and processes, helping the organization achieve success. (Scuotto et al., 2020; Ponis & Lada, 2021; Colombi & D'Itria, 2023)

The main issue in this research proposal lies in the work productivity of employees in the fashion industry, which remains suboptimal. Observations from the tourism office in Bandung indicate that a lack of human resource capabilities in adapting to technological advancements is a significant factor. Additionally, inadequate supply chain management and suboptimal relationships or networks further contribute to this problem. The less-than-optimal productivity of employees stems from their adaptation to technology that

can accelerate and ease their work. Effective digital transformation can enhance employee productivity. Furthermore, a strong work innovative behavior can also lead to high productivity levels. It can be said that the better the conditions and support provided to employees, the greater the likelihood that they will achieve high productivity levels.

Research by Guo, & Xu (2021) shows that digital transformation significantly boosts employee productivity, especially in the textile and manufacturing industries. The implementation of digital technology in China's manufacturing sector enhances overall company performance. When companies invest in technology, they not only improve individual productivity but also organizational outcomes. Moreover, effective digital leadership in the textile industry contributes to business innovation, thereby increasing the productivity of employees who feel more engaged. (Malik et al., 2025) The adoption of technology also transforms interactions, collaboration, and information sharing among employees. (Akhtar et al., 2022; Nasir, Zakaria & Zien Yusoff, 2022) A technology-driven work environment facilitates creativity and efficiency, directly contributing to productivity.

Studies by Hizam et al., (2023) show that when employees feel involved in the transformation process, they become more motivated to enhance productivity. A well-executed digital process makes companies more efficient and provides new opportunities for employees to leverage technology, thereby increasing their responsiveness to market demands and the overall performance of the organization. (Lerman et al, 2022) Research by Gaglio, Kraemer-Mbula & Lorenz (2022) and Fromhold-Eisebith at al., (2021) indicates that the adoption of digital technology enables employees to work effectively and innovatively, improving their output. By integrating digital tools, employees become better prepared to face new challenges and accelerate productivity. (El-Kassar et al., 2022). More advanced technology helps employees boost productivity and expand their innovative capabilities. Human resource practices that support creativity encourage innovative behavior among employees, creating an environment that positively impacts productivity. In the Asian fashion industry, ethical innovative practices enhance employee engagement and motivation, leading to greater competitiveness and productivity. [19] Additionally, developing knowledge competencies allows employees to create new solutions, while supportive leadership styles increase motivation and engagement, further contributing to innovation and process efficiency. (Hutahayan, 2021; Al Showdaid & Abdelwahed, 2023; Gomes, Seman & Carmona, 2022)

Innovative behavior encompasses various activities, such as proposing new solutions to existing problems, collaborating with colleagues to develop innovative ideas, and taking the initiative to implement changes that can improve work processes. (Li et la., 2022) The presence of innovative behavior in the workplace is crucial because it supports organizational growth, enhances customer satisfaction, and boosts competitiveness. (Khan, Raya & Viswanathan, 2022)

Based on the issues and differences identified in previous research, the problem formulation in this research proposal focuses on the extent to which digital transformation and work innovative behavior influence employee productivity, which can serve as one indicator of success in the creative fashion industry.

METHOD

To address the research problem, the study first explores the challenges faced by the creative fashion industry due to digitalization. After conducting this exploration, the research identifies inadequate employee productivity, which is suspected to stem from insufficient implementation of digital transformation and work innovative behavior. To answer these research questions, the researcher conducts an in-depth review of previous studies related to employee productivity, digital transformation, and innovative work behavior.

In light of the research gaps and the novelty of the study, the researcher establishes a quantitative approach to examine the research model within the creative fashion sector. The findings will be discussed, and recommendations will be made based on the proposed research. The respondents consist of employees working in the fashion industry in Bandung. According to data from the Bandung City Dispar, there are 530 businesses operating in this sector. The researcher selects 259 respondents as the sample for this study, ensuring sufficient data for analysis. The respondents are determined using a simple random sampling technique to facilitate data collection.

This study examines three key variables: digital transformation, work innovative behavior, and employee productivity. Digital transformation refers to the process through which organizations integrate digital technology into all operational aspects, involving changes in how businesses operate, interact with customers, and manage their functions. (He et al., 2023; Prando et al., 2024) This transformation includes the use of digital tools and systems to enhance efficiency, accelerate processes, and create better experiences for customers.

Work innovative behavior signifies the attitudes and actions that demonstrate creativity and the desire to introduce new ideas, products, or methods within the workplace. This behavior goes beyond merely completing routine tasks; it actively seeks ways to improve efficiency, effectiveness, and the quality of work. (De Jong & Den Hartog, 2008; AlEssa & Durugbo, 2022)

Employee productivity represents the output of employees in generating innovative products, serving as a measure of how effectively and efficiently an employee fulfills their tasks and responsibilities at work. The research employs Structural Equation Modeling (SEM) with Partial Least Squares (PLS) to test the research model.

RESULTS AND DISCUSSION

The data analysis results are based on responses collected from 259 respondents. The characteristics of the respondents show a predominance of women, who make up 61.4% of the sample. Most respondents are under 30 years old, and 47.1% have less than three years of work experience. Additionally, 44% of the respondents

work in businesses with more than 30 employees, and the majority, 76.4%, have completed high school education, primarily within the fashion sector.

The demographic composition of the respondents highlights the significant role of women in the workforce, especially in more traditional sectors. In the fashion industry, women often serve as key drivers, both as business operators and consumers. Their substantial presence indicates that this sector not only provides job opportunities but also serves as a platform for creative expression and identity. The age of the respondents reflects a transitional phase, where individuals seek self-identity and build their careers. Therefore, the presence of younger respondents in this study suggests that the fashion industry holds strong appeal for the younger generation.

The work experience of the respondents indicates that they are newcomers in the job market. This situation often correlates with a level of uncertainty and challenges faced by individuals entering the workforce for the first time. However, it also highlights the potential for innovation and fresh ideas that this younger generation can bring. They tend to be more open to change and adapt quickly to new technologies, which is crucial in the rapidly evolving fashion industry.

Many respondents work in companies that are well-established or have a significant scale. The presence of larger business units often correlates with more complex organizational structures and better career development opportunities for employees. For instance, large companies in the fashion sector frequently offer training and development programs designed to enhance their employees' skills, which can ultimately boost productivity and innovation. The educational background of the respondents primarily consists of high school education. This indicates that, although higher education is often viewed as a prerequisite for success, many individuals thrive in the fashion industry without a college degree. This reality shows that the industry provides opportunities for those with strong practical skills and creativity. For example, many renowned designers began their careers without formal education in fashion but succeeded due to their talent and dedication.

Table 1. Outer Loading, VIF, Cronbach alp., AVE, dan Composite Reliability

	Digital Transformation	**Task Performance**	**Work Innovative Behaviour**	**VIF**	**Cronb. alp.**	**Av.Var.Ext.**	**Comp. Rel.**
WiB.1			0.790	2.649	0.948	0.617	0.950
WiB.10			0.762	2.311			
WiB.11			0.776	2.902			
WiB.12			0.765	2.881			
WiB.13			0.735	2.116			
WiB.2			0.823	2.901			

WiB.3			0.806	2.826			
WiB.4			0.781	2.904			
WiB.5			0.835	3.464			
WiB.6			0.756	2.460			
WiB.7			0.832	3.451			
WiB.8			0.765	2.301			
WiB.9			0.780	2.683			
TaskPer.1		0.863		2.477			
TaskPer.2		0.845		2.319			
TaskPer.3		0.859		2.545	0.910	0.735	0.911
TaskPer.4		0.868		2.718			
TaskPer.5		0.850		2.451			
LV- DS	0.941			3.912			
LV - DT	0.943			4.000	0.927	0.873	0.931
LV - DX	0.918			3.191			

In the context of this research, three main constructs are present: Work Innovative Behavior, Digital Transformation, and Task Performance. The construct of Work Innovative Behavior shows outer loading values ranging from 0.735 to 0.835. High outer loading indicates that the indicators used to measure this construct significantly contribute to the measurement of the variable. For example, an indicator with an outer loading of 0.835 demonstrates that it explains 83.5% of the variance in the Work Innovative Behavior construct. Additionally, the Average Variance Extracted (AVE) for this construct is 0.617, meaning that more than half of the variance in the construct can be explained by its indicators. The Composite Reliability (Comp. Rel.) reaches 0.950, indicating that this construct has excellent reliability, as values above 0.700 are considered adequate. The obtained Cronbach's Alpha is 0.948, which also reflects a high level of internal consistency. Finally, the Variance Inflation Factor (VIF) values range from 2.116 to 3.464, indicating that there is no significant multicollinearity among the indicators, which is crucial in regression analysis. Therefore, it can be concluded that the Work Innovative Behavior construct possesses very good validity and reliability.

Digital Transformation shows outer loading values ranging from 0.918 to 0.868, indicating that all indicators used significantly contribute to this construct. An indicator with an outer loading of 0.918 strongly supports the measurement of this variable, demonstrating that digital transformation has a powerful impact on innovation within organizations. The Average Variance Extracted (AVE) for Digital Transformation is 0.735, meaning that this construct explains 73.5% of the variance in its indicators. The Composite Reliability of 0.911 and Cronbach's Alpha of 0.910 indicate that this construct also possesses good reliability. The

Variance Inflation Factor (VIF) values range from 3.191 to 4.000, suggesting a potential for multicollinearity, although these values remain within acceptable limits. Therefore, Digital Transformation as a construct also demonstrates good validity and reliability, providing confidence that the research findings related to digital transformation are trustworthy.

Task Performance shows outer loading values ranging from 0.845 to 0.943, indicating that its indicators are highly relevant and significantly contribute to measuring task performance. For instance, an indicator with an outer loading of 0.943 reveals that it explains nearly all the variance in Task Performance. The Average Variance Extracted (AVE) for Task Performance is 0.873, demonstrating that this construct has a high explanatory power regarding the variance of its indicators. The Composite Reliability of 0.931 and Cronbach's Alpha of 0.927 indicate that this construct also possesses excellent internal consistency. The Variance Inflation Factor (VIF) values range from 3.191 to 4.000, suggesting a potential for multicollinearity, but it is not significant enough to affect the analysis results. Therefore, it can be concluded that Task Performance also exhibits high validity and reliability, making the findings from this research valid.

The validity and reliability results obtained from the PLS SEM analysis for the three constructs—Work Innovative Behavior, Digital Transformation, and Task Performance—show that all constructs have valid and reliable measurements.

Table 2. Discriminant Reliability Results

Heterotrait-monotrait ratio			
	Digital Transformation	**Task Performance**	**Work Innovative Behavior**
Digital Transformation			
Task Performance	0.754		
Work Innovative Behavior	0.860	0.808	
Fornell-Larcker Criterion			
	Digital Transformation	**Task Performance**	**Work Innovative Behavior**
Digital Transformation	0.934		
Task Performance	0.695	0.857	
Work Innovative Behavior	0.812	0.755	0.786

The results of discriminant validity in this research represent an important aspect to ensure that the instruments used for measurement can truly distinguish between different variables. One common method for evaluating discriminant validity involves analyzing the heterotrait-monotrait (HTMT) ratio and the Fornell-Larcker criterion. The HTMT ratio measures the relationship between different variables (heterotrait) compared to the relationship within the same variable (monotrait). In a robust study, the HTMT ratio is expected to be less than 0.9. If this ratio falls below that threshold, it indicates that the instruments used can effectively differentiate between one variable and another. The Fornell-Larcker criterion serves as another method to test discriminant validity. This criterion states that the square root of the Average Variance Extracted (AVE) for each construct must be greater than the correlation between that construct and other constructs. In this context, if the square root of the AVE for a variable exceeds its correlation with other variables, we can conclude that the variable demonstrates good discriminant validity.

HTMT and the Fornell-Larcker criterion complement each other by providing a more comprehensive picture of the discriminant validity of the instruments used in the research. By applying both approaches, researchers can be more confident that their measurements are not only accurate but also clearly distinguish between different constructs. From the analysis above, we can conclude that the results of discriminant validity, which show an HTMT ratio of less than 0.9 and meet the Fornell-Larcker criterion, provide strong evidence that the instruments used in this research are valid and reliable.

Table 3. Path Result

	Coefficients	**T statistics (|O/STDEV|)**	**P values**	**f-square**	**R-square**
Digital Transformation -> Task Performance	0.242	2.773	0.006	0.049	
Work Innovative Behavior -> Digital Transformation	0.812	28.381	0.000	1.929	
Work Innovative Behavior -> Task Performance	0.558	7.778	0.000	0.260	
Digital Transformation					0.659
Task Performance					0.590

The results of the path analysis reveal the relationships between digital transformation, innovative behavior in the workplace, and task performance. The connection between Digital Transformation and Task Performance shows a coefficient of 0.242 and a p-value of 0.006, indicating a significant relationship. The low p-value suggests a strong link between digital transformation and task performance. In practice, digital transformation can encompass various

aspects, such as the implementation of new technologies, improvements in business processes, and enhancements in customer experience. For instance, a company that adopts a cloud-based project management system can boost collaboration among teams, which can, in turn, accelerate task completion and improve work outcomes. Thus, digital transformation serves not only as a tool but also as a game changer that can drive individual and team performance. The relationship between Work Innovative Behavior and Digital Transformation shows a coefficient of 0.812 and a p-value of 0.000, indicating that innovative behavior in the workplace has a very strong influence on digital transformation. This very low p-value emphasizes that innovation is key to driving digital change. In this context, innovative behavior can include developing new ideas, applying creative solutions to existing problems, and being open to change. For example, a technology company that encourages employees to think beyond traditional boundaries can produce products and services that better meet market needs. This not only enhances the company's competitiveness but also fosters a more dynamic work culture that is responsive to change.

The relationship between Work Innovative Behavior and Task Performance shows a coefficient of 0.558 and a p-value of 0.000, indicating that innovative behavior in the workplace significantly contributes to task performance. When employees feel encouraged to innovate, they tend to engage more deeply in their work and strive for better outcomes. For example, a graphic designer given the freedom to explore new ideas is likely to produce more creative and appealing work, ultimately enhancing customer satisfaction and business results. Thus, there is a reciprocal relationship between innovation and performance, where innovation drives better performance, and good performance creates space for further innovation. Digital Transformation has an R-square value of 0.659, which indicates that 65.9% of the variation in task performance can be explained by digital transformation. This significant figure shows that well-implemented digital strategies can have a broad impact on work outcomes. On the other hand, Task Performance has an R-square value of 0.590, indicating that 59% of the variation in task performance can be explained by factors related to innovative behavior in the workplace. This highlights that both digital transformation and innovation play crucial roles in determining how well individuals and teams can function in an increasingly complex work environment.

Table 4. MV prediction PLS SEM

	Q^2predict	**PLS-SEM_RMSE**	**PLS-SEM_MAE**	**LM_RMSE**	**LM_MAE**
LV - DS	0.567	0.661	0.497	0.657	0.482
LV - DT	0.645	0.598	0.437	0.590	0.434
LV - DX	0.484	0.721	0.537	0.727	0.540
TaskPer.1	0.477	0.742	0.528	0.762	0.535

TaskPer.2	0.410	0.766	0.551	0.776	0.565
TaskPer.3	0.369	0.797	0.623	0.822	0.637
TaskPer.4	0.402	0.715	0.571	0.735	0.586
TaskPer.5	0.378	0.757	0.600	0.789	0.621

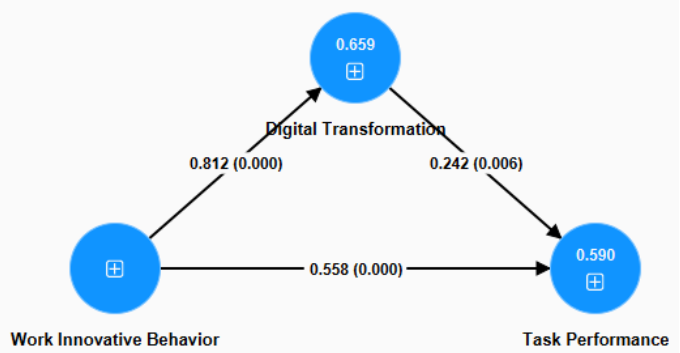

Figure 1. Presents The Research Model Results

In comparing the PLS Multivariate (PLS MV) prediction model and the PLS Structural Equation Modeling (PLS SEM), the calculations reveal that the PLS-SEM model performs better than the linear regression (LM) model in terms of Root Mean Square Error (RMSE) and Mean Absolute Error (MAE). Regarding RMSE and MAE as model evaluation indicators, RMSE measures how far the model's predictions deviate from actual values, placing greater weight on larger errors. Meanwhile, MAE provides the average absolute error of predictions without adding extra weight to larger errors. In this study, the RMSE and MAE values for the PLS-SEM model show better results, with only four values performing poorly compared to the LM model. This indicates that the PLS-SEM model consistently produces more accurate and reliable predictions.

Next, the Q^2predict value greater than 0.3 indicates a strong predictive capability of the model. Q^2predict measures how well the model can predict new values. A Q^2predict value exceeding 0.3 suggests that the PLS-SEM model not only excels in explaining existing variables but also possesses robust predictive abilities. We can conclude that the PLS-SEM model has significant advantages over the linear regression model in terms of prediction accuracy and its capacity to capture complex relationships among variables. The success of the PLS-SEM model in producing better RMSE and MAE values, along with a high Q^2predict, demonstrates that this model is an appropriate choice for data analysis involving multiple variables.

The research indicates that digital transformation significantly impacts task performance in various organizational contexts. In this context, task performance refers to the ability of individuals or teams to efficiently and effectively complete their tasks and responsibilities. Through a more in-depth approach, we will explore how digitalization affects task performance, as well as the

challenges and opportunities that arise from this change.

One important aspect of digital transformation is the adoption of new technologies that enable organizations to enhance operational efficiency. For instance, using cloud-based collaboration tools like Microsoft Teams or Google Drive allows teams to communicate and collaborate more effectively, regardless of their physical locations. This not only boosts productivity but also provides greater work flexibility. According to Nambisan, Wright, and Feldman (2019), advancements in digital technology facilitate faster innovation that responds better to market needs. This indicates that organizations succeeding in digital transformation tend to achieve better task performance. Furthermore, digital transformation also influences how individuals and teams complete their tasks. With improved data analytics, employees can make more informed, evidence-based decisions. (Sidharta et al., 2024). Chen and Kim (2023) demonstrate that innovative factors, such as utilizing data analytics and artificial intelligence, can act as a bridge connecting digital transformation with innovation performance. For example, a retail company that employs data analysis to understand customer behavior can adjust its marketing strategies, which in turn positively impacts the task performance of the marketing team.

However, despite the numerous benefits of digital transformation, organizations also face challenges that need addressing. One major challenge is resistance to change among employees. Many individuals may feel uncomfortable with new technologies or believe they lack the necessary skills to adapt. Therefore, organizations must provide adequate training and support to ensure that all team members can effectively utilize new technologies. Bresciani et al. (2021) emphasize the importance of fostering an innovation culture within organizations, where employees are encouraged to learn and adapt to changes. Additionally, it is crucial to consider ethical and privacy aspects in digital transformation. As data usage increases, organizations must ensure compliance with applicable regulations and maintain customer trust. Failing to do so can damage a company's reputation and negatively impact overall task performance. Thus, integrity and transparency in data management become key factors that organizations must prioritize.

Work Innovative Behavior (WIB) or Innovative Behavior in the Workplace has become an increasingly important concept in the context of digital transformation. Research shows a significant relationship between innovative behavior in the workplace and the digital transformation experienced by an organization. In this context, it is essential to understand how WIB can influence and be influenced by the ongoing digitalization process. Digital transformation involves fundamental changes in how organizations operate, interact with customers, and create value. In today’s digital era, organizations must quickly adapt to technological changes and evolving market needs. Here, WIB plays a crucial role in fostering the innovation necessary for organizations to survive and thrive. Research conducted by Erhan, Uzunbacak & Aydin (2022) reveals that

leaders who adopt a digital leadership style tend to encourage innovative behavior among their employees. Leaders who are open to new ideas and support experimentation can create an environment conducive to innovation. This indicates that effective leadership in a digital context focuses not only on managing resources but also on developing an innovative culture that allows employees to contribute to their fullest potential.

Muneer et al. (2024) highlight the role of psychological empowerment as a mediator in the relationship between digital transformation, innovative behavior, and organizational financial performance. Psychological empowerment allows employees to feel more engaged and have control over their work, which in turn encourages them to innovate. When employees feel empowered, they are more likely to take initiative and contribute new ideas that can accelerate the digital transformation process. A concrete example can be seen in technology companies that successfully implement innovative ideas from their employees, which not only enhance operational efficiency but also create new products that meet market needs. Furthermore, research by Farrukh et al. (2023) identifies factors such as the work environment, management support, and opportunities for learning that contribute to increased innovative behavior. A supportive work environment, where employees feel safe to share ideas without fear of criticism, is crucial in fostering innovation. Additionally, support from management in the form of resources and training plays a significant role in shaping innovative behavior. Organizations that succeed in digital transformation are those that can create an innovative culture, where employees feel empowered and encouraged to contribute creatively.

Innovative behavior in the workplace encompasses all forms of creative actions taken by individuals or teams within their work environment. This can involve developing new ideas, applying unconventional solutions, and enhancing work processes. According to research conducted by El-Kassar et al. (2022), innovative behavior not only contributes to the creation of new products or services but also improves efficiency and effectiveness in daily task execution. For instance, an employee who proposes using new software to enhance team collaboration not only demonstrates creativity but also has the potential to boost the overall productivity of the team.

One important aspect to consider is how organizational support for creativity can facilitate innovative behavior. Research shows that a supportive work environment, including good human resource practices, plays a crucial role in encouraging employees to innovate. When employees feel supported by management and have adequate resources, they are more likely to take risks and try new approaches in their work. However, the relationship between innovative behavior and task performance does not always run smoothly. There are barriers that can hinder employees from implementing their innovative ideas. For example, a rigid organizational culture or a lack of incentives for innovation can make employees reluctant to share their creative ideas. Deng et al. (2022) emphasize the importance of end-user satisfaction in this context, where

employees who feel satisfied with the tools and support they have tend to exhibit higher innovative behavior, which in turn contributes to improved task performance.

Further analysis shows that innovative behavior impacts not only individual performance but also the overall performance of the team. When one team member exhibits innovative behavior, it can inspire other team members to contribute their own ideas, creating positive synergy. In this context, Bagheri, Akbari & Artang, (2022) highlight the role of entrepreneurial leadership in encouraging both individual and team creativity. Leaders who support and promote the exploration of new ideas can foster a strong culture of innovation, which ultimately contributes to better task performance. The findings of this research provide a clear picture of the importance of digital transformation and innovative behavior in enhancing task performance. By adopting new technologies and promoting a culture of innovation, organizations can create a more productive work environment that responds effectively to change. This benefits not only the employees but also the company as a whole, enhancing its competitiveness and sustainability in an ever-evolving market.

CONCLUSION

This study effectively examines the impact of digital transformation and work innovative behavior on enhancing employee productivity within the creative fashion industry in Bandung. The research demonstrates that digital transformation significantly influences task performance, indicating that embracing digital tools and processes can lead to improved outcomes for employees. Additionally, the findings reveal a significant relationship between innovative work behavior and digital transformation, highlighting the importance of fostering a culture of innovation in the workplace. However, this research has certain limitations. The study focuses solely on the creative fashion industry in Bandung, which may restrict the applicability of the findings to other sectors or regions. Furthermore, the reliance on self-reported data could introduce biases that might affect the reliability of the results.

For future research, it is advisable to broaden the scope by including diverse industries and geographical locations to gain a more comprehensive understanding of the dynamics between digital transformation, innovative behavior, and productivity. Additionally, longitudinal studies could provide insights into the long-term effects of these factors on employee performance. By addressing these areas, future research can contribute to a deeper understanding of how to effectively leverage digital transformation and innovation to enhance productivity across various contexts.

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