

Accelerating Business Processes through Digitalization Efficiency: The Roles of Digitalization, Strategic Alignment, and Organizational Readiness

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Abstract: Digital transformation has become a strategic priority for organizations seeking to enhance operational efficiency and accelerate business processes in an increasingly competitive environment. However, the effectiveness of digital transformation initiatives is influenced by various organizational and technological factors. This study aims to examine the effects of Digitalization Factors, Strategic Alignment, and Organizational Readiness on Digitalization Efficiency and Process Speed at PT XYZ, with Digitalization Efficiency serving as an intervening variable. A quantitative research approach was employed using a survey questionnaire distributed to employees involved in digitalization processes. The collected data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS 4.0. The findings indicate that Digitalization Factors ($\beta = 0.418$; $p < 0.001$) and Strategic Alignment ($\beta = 0.435$; $p < 0.001$) have positive and significant effects on Digitalization Efficiency, whereas Organizational Readiness does not significantly influence Digitalization Efficiency ($\beta = 0.071$; $p = 0.484$). Regarding Process Speed, Strategic Alignment has a positive and significant effect ($\beta = 0.321$; $p = 0.001$), while Organizational Readiness exhibits a significant negative effect ($\beta = -0.223$; $p = 0.002$). Digitalization Efficiency significantly mediates the effects of Digitalization Factors and Strategic Alignment on Process Speed but does not mediate the effect of Organizational Readiness. The model demonstrates strong predictive capability, with R^2 values of 0.688 for Digitalization Efficiency and 0.837 for Process Speed. These findings highlight the critical role of strategic alignment and digitalization efficiency in accelerating business processes and supporting successful digital transformation initiatives.

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INTRODUCTION

The rapid advancement of digital technologies in the era of Industry 4.0 and Society 5.0 has fundamentally transformed the way organizations conduct business processes, interact with customers, and create value (Paschek et al., 2022; Rijwani et al., 2025). Digital transformation is no longer viewed merely as the adoption of information technology but as a comprehensive organizational change involving business models, organizational structures, work cultures, and human resource capabilities (Awad & Martín-Rojas, 2024; Egodawe et al., 2022). Emerging technologies such as artificial intelligence, big data analytics, cloud computing, Internet of Things (IoT), and robotic process automation have enabled organizations to improve operational efficiency, accelerate decision-making, and enhance organizational competitiveness (Tenggono et al., 2024).

Globally, organizations are increasingly investing in digital transformation initiatives to improve operational performance and achieve sustainable competitive advantages. Reports from international institutions indicate that digitalization can significantly increase process efficiency, reduce operational costs, and improve organizational agility (Forum, 2024). However, despite substantial investments in digital technologies, the success rate of digital transformation remains relatively low. Valaskova et al. (2025) reported that many organizations fail to realize the expected benefits of digitalization due to inadequate organizational readiness, poor strategic alignment, and ineffective integration of digital initiatives into business processes. Similarly, Silva (2022) found that many organizations initiate digital transformation without conducting comprehensive readiness assessments, resulting in implementation failures and suboptimal outcomes.

The Indonesian context presents similar challenges. Although the government has actively promoted digital transformation through initiatives such as the Indonesia Digital Roadmap and the acceleration of electronic-based governance systems, many organizations still struggle to convert technology adoption into tangible operational improvements (Purwanto & Perkasa, 2024). Surveys conducted by various national institutions indicate that while digital tools have been widely adopted, improvements in process speed and operational efficiency remain inconsistent. This condition suggests that technology adoption alone is insufficient to generate meaningful organizational transformation. Rather, the effectiveness of digitalization depends on organizational capabilities, strategic alignment, and readiness for change.

From a theoretical perspective, Digital Transformation Theory argues that digital technologies can improve organizational performance through automation, integration, and data-driven decision-making (Verhoef et al., 2021; Vial, 2021). Meanwhile, Information Processing Theory suggests that organizations with superior information-processing capabilities are better positioned to reduce uncertainty and improve operational efficiency (Galbraith, 1974). Furthermore, the Resource-Based View (Barney, 1991) emphasizes that digital capabilities can become strategic resources that generate sustainable competitive advantages when effectively managed and aligned with organizational objectives.

Previous studies have identified digitalization, strategic alignment, and organizational readiness as critical determinants of successful digital transformation (Coltman et al., 2015; Weiner, 2020). Strategic alignment refers to the degree of consistency between business strategies and digital strategies, enabling organizations to maximize the value generated by digital investments (Coltman et al., 2015). Organizational readiness reflects the collective commitment and capability of organizational members to implement change successfully (Weiner, 2009). In addition, digitalization efficiency represents the organization's ability to utilize digital technologies effectively to improve operational processes, reduce costs, and accelerate decision-making.

Despite growing scholarly attention to digital transformation, several research gaps remain. First, existing studies tend to examine digitalization, strategic alignment, and organizational readiness separately rather than integrating them into a comprehensive framework (Egodawe et al., 2022). Second, most prior research focuses on macro-level outcomes such as organizational performance, firm performance, or competitive advantage, while operational outcomes such as process speed receive relatively limited attention (Rahman, 2026). Third, the mediating role of digitalization efficiency remains underexplored, despite its theoretical importance in translating digital initiatives into operational improvements (Al-Moaid & Almarhdi, 2024). Finally, empirical evidence from

developing countries, particularly Indonesia, remains limited, creating a need for context-specific studies that capture the unique characteristics of digital transformation in emerging economies.

This study addresses these gaps by developing an integrated model that examines the effects of Digitalization Factors, Strategic Alignment, and Organizational Readiness on Process Speed through the mediating role of Digitalization Efficiency. The study contributes to the literature in several ways. First, it integrates five key constructs into a single structural model. Second, it introduces Digitalization Efficiency as a mediating mechanism linking organizational factors and operational outcomes. Third, it focuses on Process Speed as an operational performance indicator that remains underexplored in previous studies. Finally, it provides empirical evidence from PT XYZ in Indonesia, thereby enriching the digital transformation literature within the context of developing economies.

Accordingly, the objective of this study is to analyze the influence of Digitalization Factors, Strategic Alignment, and Organizational Readiness on Process Speed, with Digitalization Efficiency serving as an intervening variable. The findings are expected to contribute both theoretically to the digital transformation literature and practically to organizational decision-making related to digital transformation strategies and operational process improvement.

RESEARCH METHOD

Research Design

This study employed a quantitative research approach to examine the causal relationships among Digitalization Factors, Strategic Alignment, Organizational Readiness, Digitalization Efficiency, and Process Speed. Quantitative research is appropriate for testing hypotheses and measuring the magnitude of relationships among variables using statistical techniques (Sekaran & Bougie, 2016). The study adopted an explanatory research design because it aims to explain how independent variables influence dependent variables directly and indirectly through an intervening variable.

The conceptual model was developed based on Digital Transformation Theory (Vial, 2019), Information Processing Theory (Galbraith, 1974), Resource-Based View (Barney, 1991), and Organizational Readiness Theory (Weiner, 2009), which collectively explain how organizational capabilities and strategic alignment influence digital transformation outcomes.

Population and Sample

The population of this study consisted of employees of PT XYZ who are directly involved in digitalization initiatives, business process management, information systems utilization, and organizational transformation activities. Employees involved in these activities were selected because they possess sufficient knowledge and experience regarding the implementation of digital technologies within the organization.

The sampling technique used was purposive sampling. According to Hair et al (2014), purposive sampling is appropriate when researchers select respondents based on specific criteria relevant to the research objectives. The criteria for respondents in this study included:

1. Permanent employees of PT XYZ.
2. Employees directly involved in digitalization initiatives.
3. Employees who have worked in the organization for at least one year.
4. Employees who regularly utilize digital systems and technologies in their work processes.

The final sample size was determined based on the requirements of Structural Equation Modeling–Partial Least Squares (SEM-PLS). Hair et al (2014) recommend that the minimum sample size should be at least ten times the largest number of structural paths directed toward a particular construct in the research model.

Data Collection Technique

The study utilized primary data collected through a structured questionnaire distributed to respondents. A questionnaire is considered one of the most effective instruments for collecting perceptions, attitudes, and behavioral responses from a relatively large number of participants (Sekaran & Bougie, 2016).

The questionnaire consisted of two sections. The first section collected respondents' demographic information, including gender, age, educational background, work experience, and organizational position. The second section measured the research variables using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). To ensure content validity, questionnaire items were developed based on previous empirical studies and established theoretical frameworks related to digital transformation, strategic alignment, organizational readiness, digitalization efficiency, and process speed.

Measurement of Variables

This study involved three independent variables, one intervening variable, and one dependent variable.

1. Digitalization Factors

Digitalization Factors refer to the organization's capability to adopt and utilize digital technologies in business operations. This construct was adapted from studies on digital transformation and digital capability (Vial, 2019; Verhoef et al., 2021). Indicators include digital infrastructure availability, technology integration, digital competency, system accessibility, and technological innovation.

2. Strategic Alignment

Strategic Alignment refers to the degree of consistency between organizational strategies and digital transformation strategies (Coltman et al., 2015). The indicators include alignment between business objectives and digital initiatives, management commitment, strategic communication, resource allocation, and digital governance.

3. Organizational Readiness

Organizational Readiness represents the organization's preparedness to implement digital transformation successfully (Weiner, 2009). Indicators include employee commitment, organizational culture, leadership support, change readiness, and technological preparedness.

4. Digitalization Efficiency

Digitalization Efficiency is defined as the organization's ability to utilize digital technologies effectively to improve operational performance. Indicators include process efficiency, cost reduction, information accuracy, decision-making effectiveness, and workflow integration (Vial, 2019; Tenggono et al., 2024).

5. Process Speed

Process Speed refers to the extent to which organizational processes can be completed rapidly and efficiently. Indicators include processing time reduction, service responsiveness, decision-making speed, workflow acceleration, and operational agility (Rahman et al., 2024).

Data Analysis Technique

The collected data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS 4.0 software. SEM-PLS was selected because it is suitable for predictive and exploratory research models involving multiple latent variables and mediation relationships (Hair et al., 2022).

To examine the mediating role of Digitalization Efficiency, indirect effects were analyzed using the bootstrapping procedure in SmartPLS 4.0. According to Hair et al. (2022), mediation occurs when the indirect effect between an independent variable and a dependent variable through a mediator is statistically significant. The analysis evaluated whether Digitalization Efficiency mediates the relationships between Digitalization Factors, Strategic Alignment, Organizational Readiness, and Process Speed.

RESULTS AND DISCUSSION

Respondent Characteristics

This study involved 100 employees of PT XYZ who were actively engaged in digital-based work processes and organizational digitalization initiatives. Respondents were selected based on their direct involvement in the implementation and utilization of digital systems within the organization. The demographic profile of respondents is presented in Table 1.

Table 1. Demographic Profile of Respondents (n = 100)

Characteristic	Category	Frequency	Percentage (%)
Gender	Male	44	44
	Female	56	56
Age	17–25 years	15	15
	26–35 years	30	30
	36–45 years	35	35
	>46 years	20	20
Education	D3/S1	36	36
	Professional Program/S2	63	63
	S3	1	1
Work Experience	<1 year	12	12
	1–3 years	35	35
	4–6 years	28	28
	>6 years	25	25
Department	Manufacturing	26	26
	Research	74	74

The results indicate that female employees constituted the majority of respondents (56.0%). Most respondents were between 36 and 45 years old (35.0%), suggesting that the sample consisted predominantly of mature employees with substantial professional experience. In terms of educational background, 63.0% held professional or master's degrees, indicating a relatively high level of educational attainment. Furthermore, most respondents had between one and three years of working experience (35.0%), while the majority were employed in the research division (74.0%). These characteristics suggest that respondents possessed sufficient knowledge and experience regarding organizational digitalization initiatives and digital work processes.

Descriptive Statistics

Descriptive statistics were conducted to provide an overview of respondents' perceptions regarding Digitalization Factors, Strategic Alignment, Organizational Readiness, Digitalization Efficiency, and Process Speed. The results are presented in Table 2.

Table 2. Descriptive Statistics of Research Variables

Variable	Construct	Items	Mean	SD	Maximum	Minimum
X1	Digitalization Factors	9	3.82	0.56	3.94	3.59
X2	Strategic Alignment	9	3.77	0.57	3.92	3.61
X3	Organizational Readiness	9	4	0.7	4.24	3.81
Y	Digitalization Efficiency	9	3.69	0.63	3.8	3.54
Z	Process Speed	9	3.74	0.6	3.9	3.56

Source: Primary data processed using SmartPLS 4.0 (2026).

Table 2 indicates that all research variables achieved high mean scores, suggesting favorable perceptions of digital transformation practices within PT XYZ. Organizational Readiness recorded the highest mean score ($M = 4.00$), followed by Digitalization Factors ($M = 3.82$) and Strategic Alignment ($M = 3.77$), reflecting strong organizational support for digital initiatives. Meanwhile, Digitalization Efficiency ($M = 3.69$) and Process Speed ($M = 3.74$) also fell within the high category, although at slightly lower levels. These findings suggest that PT XYZ has established a solid foundation for digital transformation; however, further structural model analysis is required to determine whether these organizational capabilities significantly contribute to improvements in digitalization efficiency and process speed.

Data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS 4.0. This method was selected because it enables the simultaneous assessment of direct and indirect relationships among latent variables, including mediation effects. The analysis consisted of two stages: measurement model (outer model) evaluation and structural model (inner model) evaluation. The outer model was assessed through convergent validity, discriminant validity, and reliability tests, while the inner model was evaluated using path coefficients, coefficient of determination (R^2), effect size (f^2), and predictive relevance (Q^2). Hypothesis testing was conducted using the bootstrapping procedure with 5,000 subsamples to obtain t-statistics and p-values, whereas predictive relevance was examined using the blindfolding procedure.

SmartPLS Analysis

Data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS 3.0. This method was selected because it enables the simultaneous assessment of direct and indirect relationships among latent variables, including mediation effects. The

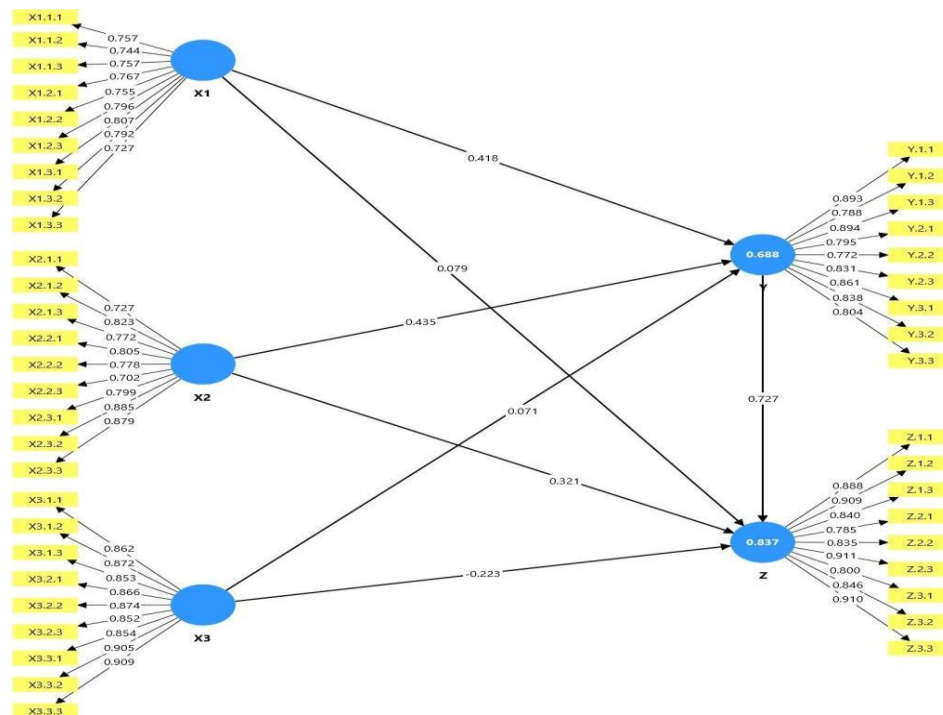


Figure 1. PLS-SEM Model

Convergent Validity

Convergent validity was assessed using outer loading and Average Variance Extracted (AVE). According to Hair et al (2014), indicators are considered valid when outer loading values exceed 0.70 and AVE values exceed 0.50.

The outer loading results based figure 1 indicate that all indicators exceeded the recommended threshold of 0.70, demonstrating satisfactory convergent validity. Digitalization Factors (X1) showed loading values ranging from 0.727 to 0.807, Strategic Alignment (X2) from 0.702 to 0.885, Organizational Readiness (X3) from 0.852 to 0.909, Digitalization Efficiency (Y) from 0.772 to 0.894, and Process Speed (Z) from 0.785 to 0.911. Since all indicators met the required criterion, no items were removed from the measurement model. These findings confirm that all constructs possess adequate convergent validity and are suitable for subsequent discriminant validity and reliability assessments.

Table 3. Average Variance Extracted (AVE)

Variable	AVE	Status
Digitalization Factors (X1)	0.589	Valid
Strategic Alignment (X2)	0.638	Valid
Organizational Readiness (X3)	0.761	Valid
Digitalization Efficiency (Y)	0.692	Valid
Process Speed (Z)	0.739	Valid

The AVE values ranged from 0.589 to 0.761, exceeding the recommended threshold of 0.50. These findings indicate that all constructs explain more than 50% of the variance of their indicators, thereby demonstrating adequate convergent validity.

Discriminant Validity

Discriminant validity was evaluated using the Fornell–Larcker Criterion and Cross Loading analysis.

Table 4. Fornell–Larcker Criterion

Construct	X1	X2	X3	Y	Z
X1	0.767				
X2	0.665	0.799			
X3	0.572	0.725	0.872		
Y	0.747	0.764	0.625	0.832	
Z	0.708	0.767	0.509	0.892	0.86

The Fornell–Larcker results generally support discriminant validity, as the square root of AVE for each construct is higher than its correlations with other constructs. Although the correlation between Digitalization Efficiency and Process Speed is relatively high (0.892), the cross-loading analysis confirms that indicators remain strongly associated with their respective constructs.

Table 5. Cross Loading Results

Indicator	Digitalization Factors (X1)	Strategic Alignment (X2)	Organizational Readiness (X3)	Digitalization Efficiency (Y)	Process Speed (Z)	Status
X1.1.1	0.757	0.235	0.339	0.451	0.353	Valid
X1.1.2	0.744	0.219	0.317	0.425	0.335	Valid
X1.1.3	0.757	0.235	0.339	0.451	0.353	Valid
X1.2.1	0.767	0.372	0.456	0.501	0.479	Valid
X1.2.2	0.755	0.471	0.431	0.577	0.601	Valid
X1.2.3	0.796	0.681	0.473	0.709	0.684	Valid
X1.3.1	0.807	0.701	0.536	0.693	0.663	Valid
X1.3.2	0.792	0.607	0.486	0.62	0.617	Valid
X1.3.3	0.727	0.73	0.462	0.563	0.57	Valid
X2.1.1	0.639	0.727	0.467	0.52	0.569	Valid
X2.1.2	0.488	0.823	0.583	0.606	0.549	Valid
X2.1.3	0.447	0.772	0.57	0.524	0.45	Valid
X2.2.1	0.574	0.805	0.608	0.665	0.653	Valid
X2.2.2	0.579	0.778	0.563	0.629	0.631	Valid
X2.2.3	0.348	0.702	0.404	0.488	0.502	Valid
X2.3.1	0.457	0.799	0.413	0.566	0.684	Valid
X2.3.2	0.592	0.885	0.777	0.712	0.711	Valid
X2.3.3	0.611	0.879	0.753	0.72	0.696	Valid
X3.1.1	0.444	0.59	0.862	0.468	0.374	Valid
X3.1.2	0.382	0.601	0.872	0.46	0.398	Valid

X3.1.3	0.481	0.643	0.853	0.577	0.525	Valid
X3.2.1	0.415	0.596	0.866	0.447	0.314	Valid
X3.2.2	0.407	0.622	0.874	0.465	0.356	Valid
X3.2.3	0.447	0.619	0.852	0.479	0.364	Valid
X3.3.1	0.597	0.667	0.854	0.616	0.512	Valid
X3.3.2	0.59	0.653	0.905	0.633	0.513	Valid
X3.3.3	0.62	0.672	0.909	0.652	0.529	Valid
Y.1.1	0.701	0.661	0.617	0.893	0.719	Valid
Y.1.2	0.703	0.642	0.552	0.788	0.655	Valid
Y.1.3	0.732	0.733	0.628	0.894	0.773	Valid
Y.2.1	0.585	0.587	0.553	0.795	0.673	Valid
Y.2.2	0.541	0.657	0.59	0.772	0.646	Valid
Y.2.3	0.576	0.623	0.652	0.831	0.658	Valid
Y.3.1	0.666	0.638	0.545	0.861	0.825	Valid
Y.3.2	0.547	0.579	0.286	0.838	0.83	Valid
Y.3.3	0.524	0.591	0.274	0.804	0.869*	Valid
Z.1.1	0.705	0.77	0.675	0.844	0.888	Valid
Z.1.2	0.702	0.764	0.679	0.841	0.909	Valid
Z.1.3	0.67	0.694	0.647	0.803	0.84	Valid
Z.2.1	0.484	0.537	0.164	0.583	0.785	Valid
Z.2.2	0.517	0.588	0.206	0.656	0.835	Valid
Z.2.3	0.59	0.591	0.256	0.785	0.911	Valid
Z.3.1	0.671	0.686	0.607	0.731	0.8	Valid
Z.3.2	0.564	0.563	0.295	0.805	0.846	Valid
Z.3.3	0.557	0.718	0.357	0.811	0.91	Valid

The cross-loading analysis demonstrates that each indicator loads highest on its intended construct compared to the remaining constructs. This finding confirms adequate discriminant validity, indicating that all indicators are empirically distinct and appropriately represent their respective latent variables. Therefore, the measurement model satisfies the discriminant validity requirement and is suitable for further structural model evaluation (Hair et al., 2014).

Construct Reliability

Reliability was assessed using Composite Reliability and Cronbach's Alpha. According to Hair et al. (2014), values above 0.70 indicate satisfactory reliability.

Table 6. Composite Reliability

Variable	rho_a	rho_c	Status
X1	0.924	0.928	Reliable
X2	0.935	0.94	Reliable
X3	0.969	0.966	Reliable
Y	0.946	0.953	Reliable
Z	0.958	0.962	Reliable

The composite reliability values ranged from 0.928 to 0.966, indicating excellent internal consistency across all constructs.

Table 7. Cronbach's Alpha

Variable	Cronbach's Alpha	Status
X1	0.915	Reliable
X2	0.928	Reliable
X3	0.961	Reliable
Y	0.944	Reliable
Z	0.955	Reliable

All Cronbach's Alpha values exceeded 0.90, confirming a high level of internal consistency and measurement reliability.

Structural Model Evaluation

The structural model was assessed using R^2 , VIF, effect size (f^2), and predictive relevance (Q^2).

Coefficient of Determination (R^2)

Table 8. R-Square Results

Endogenous Variable	R^2	Adjusted R^2	Category
Digitalization Efficiency (Y)	0.688	0.678	Moderate
Process Speed (Z)	0.837	0.83	Strong

The model explains 68.8% of the variance in Digitalization Efficiency and 83.7% of the variance in Process Speed, indicating substantial explanatory power, particularly for Process Speed.

Multicollinearity Assessment (VIF)

Table 9. Variance Inflation Factor (VIF)

Endogenous Variable	Exogenous Variable	Criterion	VIF	Status
Digitalization Efficiency (Y)	Digitalization Factors (X1)	< 5	1.848	No Multicollinearity
	Strategic Alignment (X2)	< 5	2.623	No Multicollinearity
	Organizational Readiness (X3)	< 5	2.177	No Multicollinearity
Process Speed (Z)	Digitalization Factors (X1)	< 5	2.407	No Multicollinearity
	Strategic Alignment (X2)	< 5	3.229	No Multicollinearity
	Organizational Readiness (X3)	< 5	2.193	No Multicollinearity
	Digitalization Efficiency (Y)	< 5	3.206	No Multicollinearity

The Variance Inflation Factor (VIF) values ranged from 1.848 to 3.229, all of which were below the recommended threshold of 5.0. These results indicate the absence of multicollinearity among the predictor variables. Therefore, the exogenous constructs do not exhibit excessive correlations that could bias the estimation of path coefficients, confirming that the structural model is suitable for further hypothesis testing (Hair et al., 2014).

Path Coefficients and Hypothesis Testing

Hypothesis testing was conducted using the bootstrapping procedure in SmartPLS 4.0. A relationship was considered significant when the t-statistic exceeded 1.96 and the p-value was below 0.05 (Hair et al., 2014).

Table 10. Path Coefficients and Hypothesis Testing Results

Hypothesis	Relationship	β	t-value	p-value	Result
H1	Digitalization Factors → Digitalization Efficiency	0.418	3.845	0	Supported
H2	Strategic Alignment → Digitalization Efficiency	0.435	3.72	0	Supported
H3	Organizational Readiness → Digitalization Efficiency	0.071	0.7	0.484	Not Supported
H4	Digitalization Factors → Process Speed	0.079	1.174	0.24	Not Supported
H5	Strategic Alignment → Process Speed	0.321	3.285	0.001	Supported
H6	Organizational Readiness → Process Speed	-0.223	3.158	0.002	Supported
H7	Digitalization Factors → Digitalization Efficiency → Process Speed	0.304	3.408	0.001	Supported
H8	Strategic Alignment → Digitalization Efficiency → Process Speed	0.316	3.633	0	Supported
H9	Organizational Readiness → Digitalization Efficiency → Process Speed	0.051	0.704	0.482	Not Supported

Source: Primary data processed using SmartPLS 4.0 (2026).

The results indicate that six out of nine hypotheses were supported. Digitalization Factors and Strategic Alignment significantly improved Digitalization Efficiency, whereas Organizational Readiness did not show a significant effect. Regarding Process Speed, Strategic Alignment had a positive and significant influence, while Organizational Readiness exhibited a significant negative effect. In contrast, Digitalization Factors did not directly affect Process Speed. The mediation

analysis further revealed that Digitalization Efficiency significantly mediated the effects of Digitalization Factors and Strategic Alignment on Process Speed. However, it failed to mediate the relationship between Organizational Readiness and Process Speed. These findings highlight the importance of strategic alignment and efficient digitalization processes in accelerating organizational operations and achieving successful digital transformation outcomes.

Discussions

The findings reveal that Digitalization Factors and Strategic Alignment significantly improve Digitalization Efficiency, whereas Organizational Readiness does not have a significant effect. Among the antecedent variables, Strategic Alignment demonstrated the strongest influence on Digitalization Efficiency, indicating that the effectiveness of digital transformation depends not only on technological investments but also on the extent to which digital initiatives are aligned with organizational objectives. This result supports the strategic alignment perspective proposed by Porter (2016), which emphasizes that technology generates value when it is integrated with organizational strategy and operational goals. The findings are also consistent with Coltman et al. (2015), who argued that alignment between business strategy and information technology strategy is a critical determinant of digital transformation success.

The significant effect of Digitalization Factors on Digitalization Efficiency suggests that organizational investments in digital infrastructure, systems, and innovation initiatives contribute to more efficient digital operations. Organizations that prioritize digitalization are more capable of standardizing processes, reducing manual errors, and improving workflow consistency. This finding is consistent with Digital Transformation Theory, which posits that digital technologies enhance organizational performance through process optimization and information integration (Vial, 2019). Similar results were reported by Verhoef et al. (2021), who found that digital capabilities are essential drivers of operational efficiency and organizational competitiveness.

In contrast, Organizational Readiness was found to have no significant effect on Digitalization Efficiency. This result indicates that positive attitudes toward digital transformation alone are insufficient to improve efficiency unless they are translated into concrete implementation mechanisms. Although employees may be psychologically prepared to embrace digital change, the absence of integrated systems, effective governance, and operational support may prevent readiness from generating tangible efficiency gains. This finding partially contradicts the arguments of Weiner (2009), who suggested that organizational readiness is a prerequisite for successful organizational change. However, the present results imply that readiness must be accompanied by operational capabilities and implementation quality to produce measurable digitalization outcomes.

Regarding Process Speed, the results demonstrate that Strategic Alignment positively and significantly influences organizational process acceleration. This finding suggests that organizations with well-aligned digital strategies are better able to streamline workflows, reduce process redundancy, and enhance coordination among departments. Strategic alignment enables digital technologies to be implemented in ways that directly support business objectives, thereby improving responsiveness and operational agility. This result supports the findings of Coltman et al. (2015) and Kane et al (2018), who emphasized that digital transformation initiatives generate greater operational benefits when aligned with organizational strategy.

Interestingly, Organizational Readiness exhibited a significant negative effect on Process Speed. This finding indicates that greater readiness does not necessarily translate into faster processes and may even be associated with slower operational execution. One possible explanation is that organizations undergoing digital transformation often introduce additional procedures, training requirements, and adaptation phases that temporarily reduce operational speed. Therefore, readiness may initially create adjustment costs before generating long-term benefits. This finding suggests that readiness should be viewed as a transitional condition rather than a direct driver of process performance.

Another important finding is that Digitalization Factors do not directly influence Process Speed. Although organizations may invest heavily in digital technologies, these investments do not automatically accelerate business processes. This result suggests that technology adoption alone is insufficient to improve operational performance unless digital tools are effectively integrated into organizational workflows. The finding supports the argument of Vial (2019) that digital transformation creates value through organizational processes rather than through technology implementation alone.

The mediation analysis further highlights the central role of Digitalization Efficiency in the proposed model. Digitalization Efficiency significantly mediates the relationship between Digitalization Factors and Process Speed, as well as the relationship between Strategic Alignment and Process Speed. These findings indicate that digital investments and strategic initiatives contribute to faster organizational processes only when they first improve digitalization efficiency. In other words, efficiency serves as the primary mechanism through which digital transformation generates operational benefits. This result is consistent with the Resource-Based View proposed by Barney (1991), which argues that organizational resources create competitive advantages only when they are effectively utilized and transformed into valuable capabilities.

However, Digitalization Efficiency does not mediate the relationship between Organizational Readiness and Process Speed. This finding reinforces the earlier result that readiness alone is insufficient to generate operational improvements. The absence of a significant indirect effect suggests that organizational readiness must be complemented by technological integration, process redesign, and managerial support before it can contribute to process acceleration. Similar observations were reported by Koczerga (2024), who found that readiness without implementation maturity often fails to deliver meaningful digital transformation outcomes.

Overall, the findings emphasize that successful digital transformation requires more than technological adoption and organizational willingness to change. Strategic alignment emerges as the most consistent determinant of both Digitalization Efficiency and Process Speed, highlighting the importance of integrating digital initiatives with organizational objectives. Furthermore, Digitalization Efficiency functions as a critical intermediary that translates digital investments and strategic efforts into operational improvements. Therefore, organizations seeking to accelerate business processes should focus on strengthening strategic alignment, improving digital process efficiency, and ensuring that digital technologies are fully integrated into day-to-day operations. These efforts will enable organizations to realize the full benefits of digital transformation and achieve sustainable improvements in operational performance.

CONCLUSION

This study examined the effects of Digitalization Factors, Strategic Alignment, and Organizational Readiness on Digitalization Efficiency and Process Speed, with Digitalization Efficiency acting as an intervening variable. The findings demonstrate that Digitalization Factors and Strategic Alignment significantly enhance Digitalization Efficiency, indicating that organizational investments in digital technologies and the alignment of digital initiatives with business objectives play a critical role in improving the effectiveness of digital transformation. In contrast, Organizational Readiness was found to have no significant effect on Digitalization Efficiency, suggesting that positive attitudes toward digital transformation alone are insufficient to generate operational efficiency without adequate implementation mechanisms and organizational support.

The results further reveal that Strategic Alignment significantly improves Process Speed, highlighting the importance of integrating digital strategies with organizational goals to streamline workflows and accelerate operational activities. Organizational Readiness also showed a significant relationship with Process Speed, while Digitalization Factors did not directly influence process acceleration. These findings indicate that technology adoption alone does not automatically improve operational performance unless supported by effective managerial and strategic integration. Moreover, Digitalization Efficiency was found to significantly mediate the relationships between Digitalization Factors and Process Speed, as well as between Strategic Alignment and Process Speed. This confirms that efficiency serves as a key mechanism through which digital investments and strategic initiatives are translated into operational improvements. However, Digitalization Efficiency failed to mediate the relationship between Organizational Readiness and Process Speed, emphasizing that readiness must be accompanied by concrete implementation practices to create measurable performance outcomes.

The study concludes that successful digital transformation at PT XYZ depends primarily on the organization's ability to align digital initiatives with strategic objectives and convert digital investments into efficient operational processes. Therefore, organizations seeking to accelerate business processes should focus on strengthening strategic alignment, improving digitalization efficiency, and ensuring that digital transformation initiatives are fully integrated into daily operations to achieve sustainable performance improvements.

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