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Effects of Contextual Factors on Digital Transformation Success of Public Insurance and Guarantee Company in Indonesia

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Abstract. This study aimed to know the digital transformation performance status in a public insurance and guarantee company in Indonesia and to predict factors affecting the performance. The authors developed the research model by adopting the information system (IS) success model, institutional and contextual constructs, and trust constructs, combining them within an input-process-output (IPO) logic model and adapting them in the context of the digital transformation phenomenon. This survey study used about 163 valid data surveys from the staff and managers of the ICT units in the sampled institution following their key informant characteristics. The researchers analyzed the collected data using the partial least squares-structural equation modeling (PLS-SEM) method with SmartPLS version 3.2.9. The study elucidated that digital transformation is in the current process, and 21 of 30 hypotheses are accepted. The findings may contribute to the practical domains regarding digital transformation issues in public insurance and guarantee companies in developing countries like Indonesia. Moreover, the extended IS success model may be one of the references for similar social computing studies, especially for digital transformation performance research among developing countries.

Keywords: Contextual factors, digital transformation success, public insurance and guarantee company, PLS-SEM, Indonesia

1. Introduction

Currently, digital transformation has penetrated all industrial sectors, including the insurance and underwriting sectors (Byrne, Tuite, & Organ, 2022; Selimović, Pilav-Velić, & Krndžija, 2021). These sectors are two pillars of a country's economic growth (Alaroud, Mbaidin, Allahawiah, & Almubydeen, 2023; Pradhan, Arvin, Nair, & Bennett, 2020), including in developing countries like Indonesia (Handayani et al., 2021; Rahmawati & Rukmana, 2022). Handayani et al. (2021) and Rahmawati and Rukmana (2022) explain that these sectors have experienced rapid growth in the last few years in this country. Insurance and guarantee companies are moving customer management and operational activities from real to virtual relationships (Byrne et al., 2022; Handayani et al., 2021). This process begins with migrating to IT-based business processes related to digital transformation. However, stakeholders tend to focus on the operational aspects of developing ICT-based business processes that refer to the technical perspective of digital transformation (Loske & Klumpp, 2022; Verhoef et al., 2021).

The industrial revolution 4.0 has undoubtedly driven connectivity and digitization throughout the industrial value chain (Kitsios, Kamariotou, & Mavromatis, 2023; Morrar, Arman, & Mousa, 2017; Sengupta, Narayanamurthy, Hota, Sarker, & Dey, 2021). Much evidence shows that business people fail because they cannot respond to trends (Afawubo & Noglo, 2021; Morrar et al., 2017). The digital transformation uses technology to create or modify existing business processes, culture, and customer experiences to meet changing business and market needs. It takes a customer-driven digital approach to all aspects of the business, from business models to customer experience to processes and operations.

The digital transformation process is the initial stage of using ICT (Kitsios et al., 2023; Ulas, 2019; Warner & Wäger, 2019), and the next stage is how companies can survive in their business and respond to competition and business. Several challenges change makers must face to ensure the success of digital transformation projects across the organization. These include failure to manage culture-related change, encouraging adoption of new tools and processes, poor resource management planning, and a lack of ICT resources. Understanding these contextual factors is critical to ensuring a successful digital transformation because it helps project managers facilitate communication between different project stakeholders, monitor and control scope, change, and risk, identify and prioritize goals and tasks, identify and allocate resources, and remove bottlenecks in the flow of knowledge sharing.

On the other hand, Corso, Giovannetti, Guglielmi, and Vaia (2018) described that successful digital transformation involves accepting market uncertainty and volatility, planning strategic management, and considering innovation, customers, and competitors. In addition, Beyer-Wunsch, Reichert, and Pryss (2022) elucidated the emergence of new types of digitally native consumers in the current era of disruption who encouraged the use of digital platforms. In the organizational aspect, it is a digital technology paradox; besides believing in its benefits, the frustration with implementing digital transformation impacts the organization (Fitzgerald, Kruschwitz, Bonnet, & Welch, 2014; Reis & Melão, 2023). Thus, the demand for a comprehensive understanding of digital transformation models is a critical issue that needs to be considered (Feliciano-Cestero, Ameen, Kotabe, Paul, & Signoret, 2023; Marques & Ferreira, 2020). In short, one of the main issues to ensure the successful adoption of business digitalization is how companies can guarantee the success of the digital transformation process and know the status of successful transformation and the factors that influence the transformation performance.

This study aimed to know the performance status of digital transformation in a public insurance and guarantee company in Indonesia and to predict factors influencing the performance. The findings may become one of the practical considerations for the related parties and may also be one of the references for scholars in digital transformation studies. The researchers proposed two research questions to guide the research implementation:

- RQ1: What is the current status of digital transformation success?

- RQ2: What are the factors that influence the success of the transformation?

In the following sections, the authors describe the short literature review, including the model and hypothesis development in the literature review section, the methodological aspects of the study implementation in the material and method section, the results of statistical data analysis in the results section, the comparison between the results with theories and models used in this study in the discussion section, and the conclusion points in the last section.

2. Literature Review

Historically, digital transformation emerged in the 1990s (Souza, Szafir-Goldstein, & Aagaard, 2020), and digitization involves changes in organizational processes and tasks, which usually lead to the development of new business models (Reis, Amorim, Melão, & Matos, 2018; Reis & Melão, 2023). A transformation process by adopting new technologies emerged novelties in performance, processes, business, and culture (Allen, 2019; Krasonikolakis, Tsarbopoulos, & Eng, 2020; Nadkarni & Prügl, 2021). Although researchers debated the concept in its early days (Reis et al., 2018; Reis & Melão, 2023), Kohli and Johnson (2011) revealed a general-etymological elucidation that digital transformation is associated with transforming manual into digital processes. In technical terms, Loske and Klumpp (2022) described digitization as converting analog data into digital data sets. Verhoef et al. (2021) explained that digitization is the process of encoding analog data and information into a digital format so that computers can store, process, or transmit information without changing value-creation activities. In short, digitization can be described as digital technology used to change related business processes to handle more data and information (Castagna et al., 2020).

Practically, studies show that not all types of industries can instantly implement a digital transformation, and two leading causes are investment difficulties and business model adaptation (Filotto, Caratelli, & Fornezza, 2021). Corso et al. (2018) explained that successful digital transformation involves accepting market uncertainty and volatility, planning strategic management, and considering innovation, customers, and competitors. However, the emergence of new types of digitally native consumers in the current era of disruption (Beyer-Wunsch et al., 2022; Kaplan & Haenlein, 2019) has encouraged the use of digital platforms. Thus, the demand for innovation in digital business models is a critical issue that needs to be considered (Marques & Ferreira, 2020).

It is a digital technology paradox; besides believing in its benefits, the frustration with implementing digital transformation impacts the organization (Fitzgerald et al., 2014; Reis & Melão, 2023). Reis and Melão (2023) described that adopting digital technology supports organizations with strategic advantages, including providing better business operation efficiency (Gebayew, Hardini, Panjaitan, Kurniawan, & Suhardi, 2018; Kraus, Schiavone, Pluzhnikova, & Invernizzi, 2021), more excellent innovation opportunities (Appio, Frattini, Petruzzelli, & Neirotti, 2021), and reduced costs (Saini, 2018). It is undeniable that Industry 4.0 has led to the digitalization era (Alcácer & Cruz-Machado, 2019). Digitalization affects commercial activities and allows increased collaboration between companies (Queiroz, Fosso Wamba, Machado, & Telles, 2020); facilitates internal business integration (Patrucco, Ciccullo, & Pero, 2020); improves the automation of business supply chains (Haddud & Khare, 2020; Patrucco et al., 2020); and implements digital ecosystems among business stakeholders (Alcácer & Cruz-Machado, 2019).

Here, business stakeholders need to understand the meaning of technology adoption, and understanding the importance of digital transformation as technology grows and transforms is no less critical (Feliciano-Cestero et al., 2023). On the other hand, they must also consider the risk and complexity of the adoption process regarding initial cost requirements, change requirements, and employee rejection (Tian, Li, & Cheng, 2022). In short, one of the main issues to ensure the successful adoption of business digitalization is how companies can guarantee the success of the digital transformation process. In more detail, knowing the status of successful transformation and the factors that influence it is essential.

The researchers developed the digital transformation success model by adopting the DeLone & McLean information systems success model (Anaama, Haw, & Naveen, 2022; Jeyaraj, 2020), combining the success model with the contextual and organizational variables (Rusu, Avasilcăi, & Huţu, 2016; Subiyakto & Ahlan, 2014), and then adapting the combination in the context of the digital transformation phenomenon (Feliciano-Cestero et al., 2023; Saihi, Ben-Daya, & As'ad, 2022; Schallmo & Williams, 2018) as an IPO logic (Davis & Yen, 2019). Fig. 1 shows the model with ten variables, i.e., transformation contents (TRC), institutional context (INC), person and action (PAC), information quality (INQ), system quality (SYQ), service quality (SVQ), system use (SYU), user satisfaction (USF), transformation trust (TRT), and transformation benefits (TRB). In the context of IPO logic assumption, 30 hypothesis paths were proposed following the research phenomenon of the study.

In the first model development stage, the authors adopted the information system success model (Jeyaraj, 2020), referring to the widespread utilization of the success model by previous social computing studies (Banafo Akrong, Yunfei, & Owusu, 2022; Jeyaraj, 2020; Maqableh, Hmoud, Jaradat, & Masa'deh, 2021; Subiyakto, Hidayah, Gusti, & Hikami, 2019). There are operationalization descriptions of the adopted variables:

First, INQ is the extent to which information consistently meets the requirements and expectations of users in their work. Previous studies (e.g., Banafo Akrong et al. (2022), Maqableh et al. (2021), Jeyaraj (2020), and Subiyakto et al. (2019) measured this factor using accuracy (INQ1), timeliness (INQ2), completeness (INQ3), relevance (INQ4), and consistency (INQ5).

Second, SYQ is the advantages ICT systems provide to users regarding transformation. Prior studies (Banafo Akrong et al., 2022; Jeyaraj, 2020; Maqableh et al., 2021; Subiyakto et al., 2019) indicated this factor could be measured using ease of use (SYQ1), maintainability (SYQ2), response time SYQ3), functionality (SYQ4), reliability (SYQ5), and flexibility (SYQ6).

Third, SVQ is related to the level of excellence of transformation services provided to users. Previous studies (e.g., Banafo Akrong et al. (2022), Maqableh et al. (2021), Jeyaraj (2020), and Subiyakto et al. (2019). measured this factor using empathy (SVQ1), responsiveness (SVQ2), flexibility (SVQ3), interpersonal quality (SVQ4), technology training (SVQ5), and security (SVQ6)

Fourth, SYU is related to the level of ICT utilization in digital transformation users use. Previous studies (Banafo Akrong et al., 2022; Jeyaraj, 2020; Maqableh et al., 2021; Subiyakto et al., 2019) measured this factor using the nature of use (SYU1), the extent of use (SYU2), and the intensity of use (SYU3).

Fifth, USF is the level of user satisfaction when using information technology as the system's output. Prior studies measured this factor using adequacy (USF1), effectiveness (USF2), efficiency (USF3), and overall satisfaction (USF4) (Banafo Akrong et al., 2022; Jeyaraj, 2020; Maqableh et al., 2021; Subiyakto et al., 2019).

Sixth, TRB is the extent to which digital transformation contributes to the success of individuals, groups, organizations, industries, and society. Banafo Akrong et al. (2022), Maqableh et al. (2021), Jeyaraj (2020), and Subiyakto et al. (2019) described that this factor comprised of profitability enhancement (TRB1), job performance (TRB2), resources savings (TRB3), managerial effectiveness (TRB4), productivity improvement (TRB5), product quality improvement (TRB6), customer satisfaction (TRB7), competitive advantage (TRB8) indicators.

In short, following the adoption of the IS success model and its adaptation in the digital transformation phenomenon context, the authors proposed nine hypotheses:

- H16: Information Quality positively influenced System Use
- H17: Information Quality positively influenced User Satisfaction
- H19: System Quality positively influenced System Use
- H20: System Quality positively influenced User Satisfaction
- H22: Service Quality positively influenced System Use
- H23: Service Quality positively influenced User Satisfaction

- H25: System Use positively influenced User Satisfaction
- H27: System Use positively influenced Transformation Benefits
- H29: User Satisfaction positively influenced Transformation Benefits

In the second model development stage, The researchers combined the information success model (Banafo Akrong et al., 2022; Jeyaraj, 2020; Maqableh et al., 2021; Subiyakto et al., 2019) with the organizational and contextual variables (Rusu et al., 2016; Subiyakto & Ahlan, 2014) in the digital transformation phenomenon context. Prior digital transformation studies, e.g., Krasonikolakis et al. (2020), Poláková - Kersten, Khanagha, van den Hooff, and Khapova (2023), Zoppelletto, Orlandi, Zardini, Rossignoli, and Kraus (2023) elucidated that the understanding contextual constructs are essential in digital transformation studies, including organization, human, and process contexts. It is related to social-technological issues. From a social model development perspective, studies (Subiyakto & Ahlan, 2014; Subiyakto, Ahlan, Putra, & Kartiwi, 2015) modeled a social phenomenon as an IPO process (Davis & Yen, 2019). Similarly, the authors elucidated the digital transformation phenomenon following the IPO model. They assumed that organizational and contextual variables (i.e., the context of change, people and their actions, and the institutional context) influence the transformation process and included the trust variable in the process of IPO model. There are operationalization descriptions of the adopted variables:

First, TRC is a factor related to transformation characteristics that affect transformation habits, strategies, techniques, or workflow processes. Referring to previous studies (Rusu et al., 2016; Subiyakto & Ahlan, 2014), the authors indicated that the newness to the organization (TRC1), appropriateness of the strategic management (TRC2), clarity of the strategic management (TRC3), resource availability (TRC4), technology development (TRC5), and data quality (TRC6) are the indicators of TRC.

Second, PAC is related to human characteristics, actions, interactions, and relationships that shape development trajectories and transform results in various ways. Prior studies (Rusu et al., 2016; Subiyakto & Ahlan, 2014) have shown professionalism (PAC1), integrity (PAC2), norm (PAC3), clarity of the transformation role (PAC4), and management conflict (PAC5) are the indicators of PAC.

Third, INC is an organizational trait, internal and external environmental conditions affect the transformation. According to previous studies (Rusu et al., 2016; Subiyakto & Ahlan, 2014), the indicators for measuring this factor are the organization culture (INC1), organizational policies (INC2), organizational experience (INC3), legacies system and infrastructure (INC4), and external context (INC5).

Lastly, studies elucidated that TRT is essential in the insurance industry. Here, the researchers defined TRT as the level of user confidence in digital transformation developments. Previous studies (Tranter & Booth, 2019; Wu, Khan, Chien, & Wen, 2022) measured this factor using clarity (TRT1), integrity (TRT2), systematization (TRT3), openness (TRT4), and data sufficient (TRT5).

In brief, referring to the adoption, combination, and adaptation descriptions above, the authors proposed 21 hypotheses:

- H1: Institutional Contexts positively influenced Person and Actions
- H2: Institutional Contexts positively influenced Transformation Contents
- H3: Institutional Contexts positively influenced Information Quality
- H4: Institutional Contexts positively influenced System Quality
- H5: Institutional Contexts positively influenced Service Quality
- H6: Institutional Contexts positively influenced System Use
- H7: Institutional Contexts positively influenced User Satisfaction
- H8: Institutional Contexts positively influenced Transformation Trust
- H9: Institutional Contexts positively influenced Transformation Benefits
- H10: Person and Actions positively influenced Information Quality
- H11: Person and Actions positively influenced System Quality

- H12: Person and Actions positively influenced Service Quality
- H13: Transformation Contents positively influenced Information Quality
- H14: Transformation Contents positively influenced System Quality
- H15: Transformation Contents positively influenced Service Quality
- H18: Information Quality positively influenced Transformation Trust
- H21: System Quality positively influenced Transformation Trust
- H24: Service Quality positively influenced Transformation Trust
- H26: System Use positively influenced Transformation Trust
- H28: User Satisfaction positively influenced Transformation Trust
- H30: Transformation Trust positively influenced Transformation Benefits

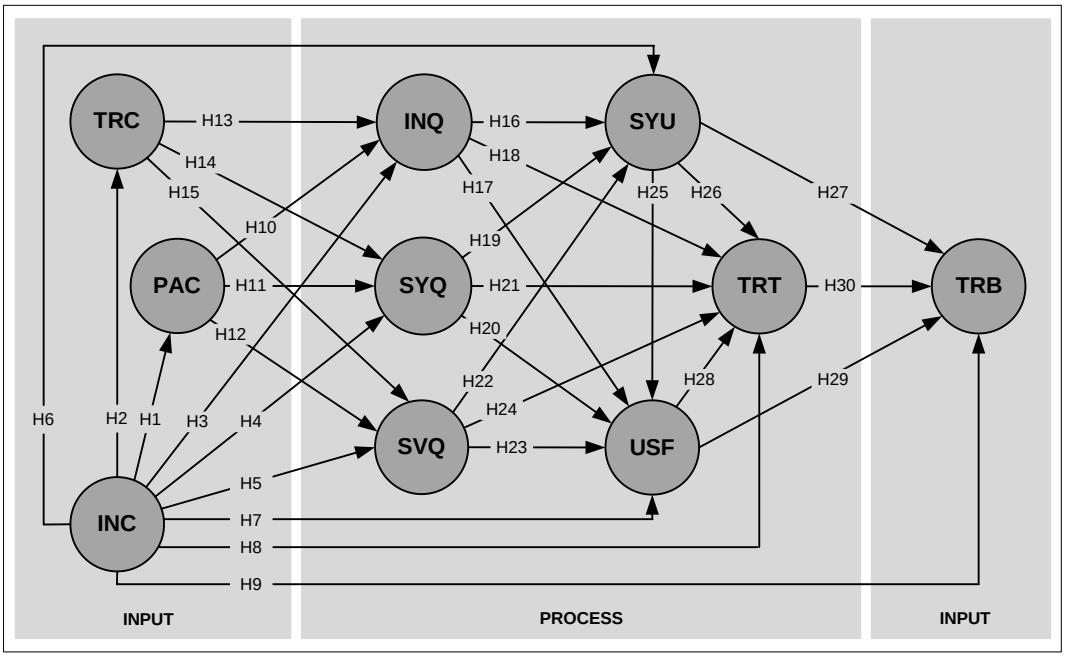

Fig. 1: Research model

3. Methodology

The authors finished this study within eight stages (Fig. 2). The population was the managers and staff of ICT units in all branches of the sampled company. The researchers selected respondents based on purposive random sampling referring to their specific informant characteristics (Anderson et al., 2022; Ingram, Roe, Downey, Phipps, & Perrotta, 2023) in terms of the digital transformation process in the company, i.e., job descriptions, information technology skills, and work experiences. The research team collected around 163 valid data via an online survey using the internal social media group and email of the company. The questionnaires comprised three questions parts. The first eight questions were about the respondent profiles, the second seven questions around the digital transformation status questions, and the third 53 Likert assessment questions.

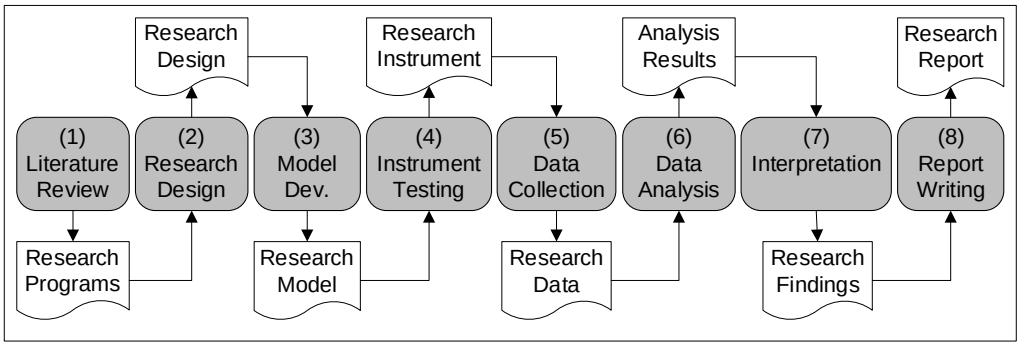

Fig. 2: The research stages

The researchers processed the data descriptively using MS. Excell 2010 and IBM SPSS 20. Besides the process aimed to provide demographic information and the current status of the digital transformation phenomenon, it has also prepared the further inferential analysis stage. The research team analyzed the data inferentially using the PLS-SEM method with SmartPLS version 3.2.9 (Duong, Nguyen, & Nguyen, 2022; J. Hair & Alamer, 2022; J. F. Hair et al., 2021; Pesämaa, Zwikael, Hair, & Huemann, 2021). In detail, the authors carried out the inferential analysis to assess the outer and inner parts of the research model used in the study.

First, the authors analyzed the outer model part using four assessments, i.e., indicator reliability, internal consistency reliability, convergent validity, and discriminant validity assessments (J. Hair & Alamer, 2022; J. F. Hair et al., 2021; Pesämaa et al., 2021). They assessed the indicator reliability by checking the loading factor value of at least 0.7; the internal consistency reliability by evaluating each composite reliability (CR) value of the variables with a threshold value of 0.7; the convergent validity using the average variance extracted (AVE) value with a threshold of 0.5; and the discriminant validity using Fornell-Lacker cross-loading criterion (Duong et al., 2022; J. Hair & Alamer, 2022; J. F. Hair et al., 2021; Pesämaa et al., 2021).

Second, the researchers analyzed the inner model part using the path coefficient (β), coefficient of determination (R^2), hypothesis (*t*-test), effect size (f^2), predictive relevance (Q^2), and relative impact (q^2) examinations (Duong et al., 2022; J. Hair & Alamer, 2022; J. F. Hair et al., 2021; Pesämaa et al., 2021).

- β was examined with a threshold value above 0.1 to classify its significance.
- R^2 was classified into three threshold values, i.e., about 0.670 (strong), 0.333 (moderate), and 0.190 (weak).
- *t*-test was tested using the bootstrapping method using a two-tailed test with a significance level of 5%.
- f^2 was measured with the threshold value of around 0.02, 0.15, and 0.35 for small, medium, and large effects, respectively.
- Q^2 was examined using the blindfolding method with threshold values above zero to identify its predictive relevance.
- q^2 was tested using the blindfolding method with a threshold value of 0.02 for small, 0.15 for medium, and 0.35 for large effects.

The authors interpreted the analysis results by focusing on the hypothetical assessments and discussed them by comparing them with the previous theoretical basis used in the study. Moreover, besides the research questions proposed in the early stage of the study led to the research implementation, they have also guided the discussion.

4. Results

Three points of the data analysis results refer to the data collected in the study around demographic information, digital transformation performance, and item measurement.

First, Table 1 shows that the respondents were dominated by men (±72%), above 30-55 years old (±80%), undergraduate (±59%) and master (±34%) degrees, staff (±56%), and supervisors (±35%), employees who experienced more than five years (±93%), and with IT basic skills (±79%).

Second, Table 2 presents that most of the people revealed that the digital transformation was carried out to meet the operational requirements (±48%), with strategic planning availability (±93%), developed by internal parties (±58%) using internal funding (±92%), and successfully more than 75% reported by ±62% of the people.

Table 1: Profiles of the respondents

Category	Characteristic	Number	Percentage
Gender	Male	117	72
	Female	46	28
Age	20-30 years	32	20
	30-40 years	71	43
	>40 years	60	37
Education degree	High school	7	4
	Undergraduate	96	59
	Master	55	34
	Doctoral	5	3
Job position	Staff	91	56
	Supervisor	41	25
	Manager	17	10
	Others	14	9
Work experience	<5 Years	11	7
	5-10	55	34
	10-15	45	27
	15-20	19	12
	>20	33	20
IT basic skills	Yes	128	79
	No	35	21

Table 2: The digital transformation performance status

Measures	Item	Number	Percentage
Digital transformation purpose	Supporting business operation	78	48
	Supporting business management	14	9
	Supporting business strategy	58	35
	Others	13	8
Strategic planning availability	available	152	93
	unavailable	3	2
	unknown	8	5
Digital transformation development strategy	100% buy from vendors	8	5
	Most buy from suppliers (>50%)	26	16
	50:50	34	21
	Most develop themselves (>50%)	83	51
	100% self-developing	12	7
Funding	100% from the internal source	130	80
	Mostly from internal sources (> 50%)	19	12
	50:50	7	4

	Predominantly from external sources (>50%)	4	2
	100% from the external source	3	2
Digital transformation performance	> 75 %	101	62
	50-75 %	48	30
	25-50 %	12	7
	< 25 %	2	1

Third, two results of the inferential analysis stage are around the results of the outer and inner model assessments.

- The outer model assessment results presented a suitable psychometric property of the proposed model, accepting 48 of 53 indicator items. In this analysis stage, the researchers rejected five indicators (i.e., INC5, PAC5, SVQ3, SYQ6, and TRB3) because they were invalid and unreliable based on the indicator reliability, internal consistency reliability, convergent validity, and discriminant validity assessments (Duong et al., 2022; J. Hair & Alamer, 2022; J. F. Hair et al., 2021; Pesämaa et al., 2021). In detail, Table 3 and Table 4 show the reliability and validity of the 48 indicator items.
- The inner model assessment results showed (1) six of 30 paths of the model were insignificant paths (i.e., H4, H5, H8, H9, H17, and H21), (2) the R^2 value of TRB (0.816) was the highest one among the R^2 values of the dependent variables, (3) nine of 30 hypothesis paths were the rejected paths (i.e., H4, H5, H8, H9, H14, H17, H20, H21, and H22), (4) three of 30 paths were the large effect paths, three medium effect paths, and 24 small effect paths in the rest, (5) all of the paths were the predictive relevance, and (6) three of 30 paths were large relative effect paths, a medium relative effect path, and 27 paths were the small relative effect ones. In detail, Table 5 and Fig. 3 demonstrate the inner model assessment results.

Table 3: The results of the cross-loading assessments

Items	OL	Cross-Loading										AVE	CR
		INC	INQ	PAC	SVQ	SYQ	SYU	TRB	TRC	TRT	USF		
INC1	0.85	0.85	0.60	0.59	0.58	0.54	0.57	0.59	0.65	0.56	0.54	0.74	0.92
INC2	0.92	0.92	0.70	0.65	0.68	0.60	0.63	0.68	0.74	0.65	0.68		
INC3	0.82	0.82	0.64	0.63	0.54	0.57	0.54	0.55	0.69	0.52	0.48		
INC4	0.86	0.86	0.74	0.60	0.67	0.68	0.64	0.74	0.72	0.72	0.72		
INC5	Rejected												
INQ1	0.88	0.68	0.88	0.61	0.73	0.77	0.70	0.68	0.77	0.71	0.72	0.78	0.95
INQ2	0.88	0.72	0.88	0.62	0.71	0.74	0.73	0.69	0.77	0.73	0.70		
INQ3	0.92	0.69	0.92	0.64	0.75	0.74	0.71	0.70	0.72	0.76	0.72		
INQ4	0.85	0.66	0.85	0.63	0.74	0.72	0.71	0.74	0.74	0.73	0.73		
INQ5	0.90	0.70	0.90	0.60	0.73	0.73	0.69	0.71	0.73	0.78	0.74		
PAC1	0.82	0.58	0.57	0.82	0.59	0.57	0.54	0.55	0.59	0.54	0.51	0.72	0.91
PAC2	0.90	0.64	0.64	0.90	0.54	0.56	0.59	0.54	0.63	0.56	0.47		
PAC3	0.79	0.58	0.56	0.79	0.50	0.52	0.54	0.53	0.55	0.49	0.50		
PAC4	0.89	0.62	0.60	0.89	0.52	0.57	0.61	0.56	0.64	0.53	0.47		
PAC5	Rejected												
SVQ1	0.91	0.69	0.82	0.59	0.91	0.80	0.79	0.74	0.73	0.80	0.81	0.75	0.94
SVQ2	0.90	0.67	0.77	0.55	0.90	0.77	0.72	0.76	0.65	0.77	0.77		
SVQ3	Rejected												
SVQ4	0.83	0.60	0.65	0.55	0.83	0.66	0.67	0.70	0.61	0.66	0.70		
SVQ5	0.83	0.57	0.64	0.51	0.83	0.68	0.67	0.65	0.59	0.66	0.61		
SVQ6	0.86	0.56	0.67	0.54	0.86	0.78	0.64	0.65	0.60	0.69	0.66		

SYQ1	0.83	0.67	0.71	0.58	0.71	0.83	0.72	0.70	0.70	0.69	0.71	0.74	0.94
SYQ2	0.84	0.60	0.69	0.52	0.76	0.84	0.65	0.67	0.66	0.68	0.66		
SYQ3	0.87	0.57	0.73	0.52	0.73	0.87	0.70	0.68	0.67	0.70	0.65		
SYQ4	0.91	0.63	0.76	0.60	0.78	0.91	0.73	0.73	0.72	0.76	0.73		
SYQ5	0.86	0.53	0.71	0.58	0.70	0.86	0.71	0.66	0.65	0.72	0.66		
SYQ6	Rejected												
SYU1	0.89	0.62	0.77	0.55	0.79	0.77	0.89	0.76	0.65	0.81	0.78	0.72	0.89
SYU2	0.83	0.55	0.61	0.54	0.65	0.62	0.83	0.64	0.60	0.66	0.66		
SYU3	0.83	0.59	0.63	0.63	0.60	0.67	0.83	0.60	0.67	0.62	0.56		
TRB1	0.87	0.69	0.75	0.58	0.75	0.70	0.69	0.87	0.73	0.79	0.75	0.80	0.96
TRB2	0.89	0.68	0.71	0.54	0.70	0.69	0.72	0.89	0.72	0.78	0.74		
TRB3	Rejected												
TRB4	0.92	0.68	0.70	0.59	0.71	0.72	0.74	0.92	0.75	0.78	0.74		
TRB5	0.92	0.69	0.72	0.59	0.73	0.75	0.73	0.92	0.74	0.79	0.79		
TRB6	0.90	0.63	0.70	0.56	0.73	0.70	0.69	0.90	0.68	0.80	0.74		
TRB7	0.88	0.64	0.73	0.56	0.74	0.71	0.66	0.88	0.68	0.80	0.75		
TRB8	0.85	0.64	0.68	0.58	0.70	0.71	0.72	0.85	0.70	0.75	0.75		
TRC1	0.81	0.65	0.63	0.64	0.55	0.58	0.61	0.60	0.81	0.53	0.53	0.72	0.94
TRC2	0.89	0.78	0.77	0.67	0.65	0.73	0.70	0.76	0.89	0.72	0.71		
TRC3	0.86	0.72	0.71	0.62	0.60	0.66	0.62	0.69	0.86	0.65	0.62		
TRC4	0.80	0.57	0.63	0.47	0.59	0.64	0.57	0.62	0.80	0.59	0.59		
TRC5	0.86	0.72	0.74	0.59	0.69	0.74	0.68	0.72	0.86	0.68	0.67		
TRC6	0.87	0.70	0.78	0.60	0.66	0.64	0.64	0.66	0.87	0.68	0.69		
TRT1	0.91	0.70	0.75	0.57	0.75	0.73	0.77	0.78	0.71	0.91	0.76	0.82	0.96
TRT2	0.92	0.61	0.78	0.56	0.74	0.78	0.80	0.78	0.70	0.92	0.83		
TRT3	0.93	0.68	0.78	0.56	0.79	0.75	0.74	0.84	0.69	0.93	0.85		
TRT4	0.86	0.50	0.69	0.55	0.67	0.69	0.71	0.76	0.60	0.86	0.67		
TRT5	0.90	0.72	0.79	0.57	0.79	0.77	0.71	0.81	0.74	0.90	0.85		
USF1	0.92	0.66	0.75	0.56	0.75	0.74	0.76	0.73	0.68	0.79	0.92	0.90	0.97
USF2	0.96	0.69	0.78	0.55	0.79	0.75	0.74	0.81	0.72	0.85	0.96		
USF3	0.95	0.64	0.77	0.54	0.78	0.75	0.76	0.82	0.72	0.84	0.95		
USF4	0.96	0.69	0.78	0.52	0.81	0.77	0.74	0.83	0.73	0.86	0.96		

Table 4: The results of the Fornell-Lacker cross-loading examination

		INC	INQ	PAC	SVQ	SYQ	SYU	TRB	TRC	TRT	USF
INC		0.86									
INQ		0.78	0.89								
PAC		0.71	0.70	0.85							
SVQ		0.72	0.83	0.63	0.87						
SYQ		0.69	0.84	0.65	0.86	0.86					
SYU		0.69	0.80	0.67	0.81	0.82	0.85				
TRB		0.75	0.80	0.64	0.81	0.80	0.79	0.89			
TRC		0.81	0.84	0.71	0.74	0.79	0.75	0.80	0.85		
TRT		0.71	0.84	0.62	0.83	0.82	0.83	0.88	0.76	0.90	
USF		0.71	0.81	0.57	0.83	0.79	0.79	0.84	0.75	0.88	0.95

Table 5: The results of the inner model assessments

Hypotheses	β	*t*-test	f^2	q^2	Analyses			
					β	*t*-test	f^2	q^2
H1	0.21	2.60	0.05	0.03	Significant	Accepted	Small	Small
H2	0.71	18.92	1.03	0.57	Significant	Accepted	Large	Large
H3	0.29	2.46	0.06	0.03	Significant	Accepted	Small	Small
H4	0.09	0.89	0.01	0.00	Insignificant	Rejected	Small	Small
H5	0.09	1.19	0.01	0.00	Insignificant	Rejected	Small	Small
H6	0.18	3.20	0.08	0.03	Significant	Accepted	Small	Small
H7	0.81	27.18	1.97	0.88	Significant	Accepted	Large	Large
H8	0.01	0.24	0.00	0.00	Insignificant	Rejected	Small	Small
H9	0.08	0.99	0.01	0.00	Insignificant	Rejected	Small	Small
H10	0.22	2.05	0.04	0.01	Significant	Accepted	Small	Small
H11	0.17	2.24	0.04	0.01	Significant	Accepted	Small	Small
H12	0.25	2.66	0.05	0.03	Significant	Accepted	Small	Small
H13	0.15	2.45	0.04	0.02	Significant	Accepted	Small	Small
H14	0.14	1.85	0.02	0.01	Significant	Rejected	Small	Small
H15	0.16	2.10	0.03	0.01	Significant	Accepted	Small	Small
H16	0.28	3.14	0.07	0.08	Significant	Accepted	Small	Small
H17	0.09	0.93	0.01	0.53	Insignificant	Rejected	Small	Large
H18	0.31	2.89	0.08	0.05	Significant	Accepted	Small	Small
H19	0.32	3.92	0.09	0.03	Significant	Accepted	Small	Small
H20	0.11	1.07	0.02	0.00	Significant	Rejected	Small	Small
H21	0.09	0.82	0.01	0.00	Insignificant	Rejected	Small	Small
H22	0.10	1.30	0.02	0.00	Significant	Rejected	Small	Small
H23	0.18	2.19	0.05	0.02	Significant	Accepted	Small	Small
H24	0.22	2.23	0.05	0.03	Significant	Accepted	Small	Small
H25	0.57	6.78	0.38	0.17	Significant	Accepted	Large	Medium
H26	0.40	4.40	0.12	0.06	Significant	Accepted	Small	Small
H27	0.60	6.50	0.31	0.15	Significant	Accepted	Medium	Small
H28	0.48	4.93	0.22	0.09	Significant	Accepted	Medium	Small
H29	0.21	2.07	0.05	0.02	Significant	Accepted	Small	Small
H30	0.43	4.69	0.29	0.12	Significant	Accepted	Medium	Small

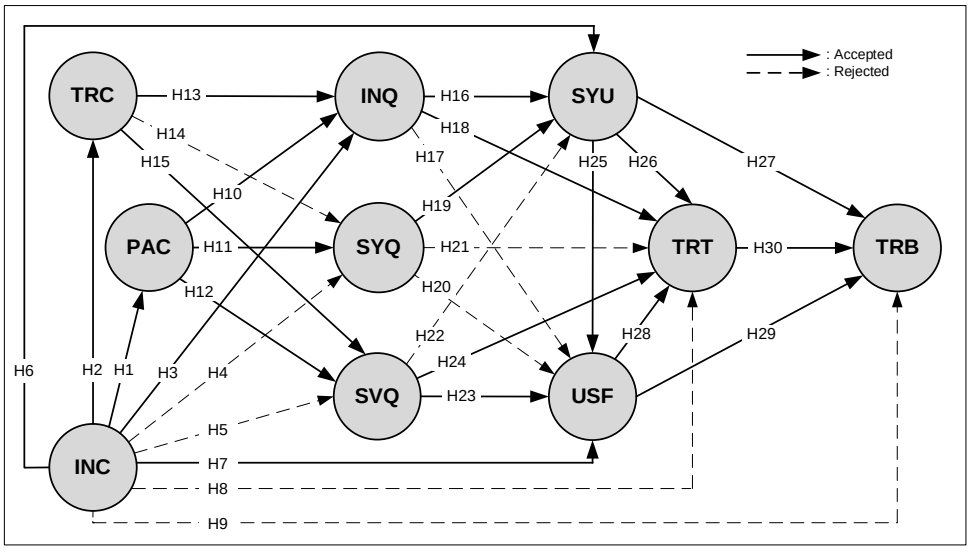

Fig. 3: The hypothetical examination results

5. Discussion

Two discussion points of this study refer to the research questions proposed around the status performance of the digital transformation in the sampled institution and factors influencing the status. The descriptive and inferential assessment results answered both points, respectively.

- RQ1: What is the current status of digital transformation success?

Besides the descriptive assessment results indicating the validity and reliability of the data used in the study, the results have also presented the question about the current status of digital transformation success. The characteristics of the respondents (Table 1) may have fulfilled the critical informant requirements of the study, referring to the studies of Ingram et al. (2023) and Anderson et al. (2022). The sample characteristics (e.g., age range, education degree, job position, work experience duration, and IT skills) justified the data's validity and reliability. Table 2 demonstrates that the digital transformation performance rate was more than 75%, following the expressions of around 62% of respondents. In comparison, approximately 92% of respondents expressed that the success rate is more than 50%. The strategic planning availability revealed by around 93% may have been one of the success support issues, and it is consistent with the previous scholars who indicated the significant role of IT strategic planning in supporting digital transformation projects (Castagna et al., 2020; Krasonikolakis et al., 2020; Reis & Melão, 2023; Verhoef et al., 2021).

In brief, the above descriptions demonstrate the data quality used in this study. Moreover, the descriptions have also answered the first question about the current status of digital transformation performance in the sampled institution.

- RQ2: What are the factors that influence the success of the transformation?

The inferential assessment results highlighted two points around the quality of the model used in this study and the answers to the second research question about factors influencing digital transformation performance in the sampled institution. Table 3 and Table 4 demonstrate that the research model statistically has a suitable psychometric property with five indicator rejections (i.e., INC5, PAC5, SVQ3, SYQ6, and TRB3). This property fulfilled the inner model assessment requirement in the PLS-SEM method applied in this study (Duong et al., 2022; J. Hair & Alamer, 2022; J. F. Hair et al., 2021; Pesämaa et al., 2021). In addition, Table 5 and Fig. 3 show nine hypothesis rejections (i.e., H4, H5, H8, H9, H14, H17, H20, H21, and H22). These inner model assessment results justified three IS success model extension points.

- The results rejected four of the nine paths of the INC variable (i.e., H4, H5, H8, and H9). It means that INC did not affect SYQ, SVQ, TRT, and TRB. One of the exciting points here was that the organizational circumstance variable indirectly affects the transformation benefit variable; the independent variable needed a mediator variable to affect the independent in the proposed model. It is consistent with previous studies used in model development (Rusu et al., 2016; Subiyakto & Ahlan, 2014).
- However, TRC influenced INQ and SVQ, and the inferential examination results also elucidated that TRC and INC did not affect SYQ. It contradicts prior findings (Davis & Yen, 2019; Subiyakto & Ahlan, 2014) regarding the model development assumptions.
- Regarding the relationship between the system creation and use dimensions (Figure 1), four of nine relation paths (i.e., H17, H20, H21, and H22) were rejected. Unlike the INQ and SVQ variables, SYQ did not influence TRT. These examination results are inconsistent with the theoretical assumption of the model development (Davis & Yen, 2019; Subiyakto & Ahlan, 2014).

In short, the hypothesis rejections describe the theoretical findings regarding the research model developed in this study. Fig. 3 presents the digital transformation performance model examined in this study with 21 of 30 accepted relation paths among its ten variables.

In summary, besides the psychometric properties of the model, the 21-path acceptance is also the essential point of the model development by extending the IS success model (Anaama et al., 2022; Banafo Akrong et al., 2022; Jeyaraj, 2020; Maqableh et al., 2021; Subiyakto et al., 2019). The IS success model extension in the context of the digital transformation performance study may have been one of the theoretical references for a similar IS research area. Moreover, the findings mentioned above may also be one of the practical considerations for the stakeholders of the digital transformation in the sampled institutions. It is related to the elucidations of the transformation performance level and the factors affecting the performance.

6. Conclusion

The use of ICT may be the first agenda to survive and to respond to competition and changes in the business. The further agenda is to ensure the digital transformation process runs well by controlling its performance. This study predicted the digital transformation performance status and the factors influencing the performance. The researchers adopted the information systems success model, institutional and contextual constructs, and trust construct, combined them within an IPO logic model, and adapted them to the digital transformation context. The findings present that the digital transformation in the sampled institution was in the current process. One of the indications of the process may be its performance level. In addition, besides the psychometric property of the model used in the study with five indicator rejections (i.e., INC5, PAC5, SVQ3, SYQ6, and TRB3), nine hypothetical rejections (i.e., H4, H5, H8, H9, H14, H17, H20, H21, and H22) were also the findings. The findings mentioned above may contribute to the practical and theoretical domains regarding the digital transformation issues in an insurance and guarantee company in a developing country like Indonesia. Of course, the findings cannot be generalized into other research phenomena. It is related to the specific aspects of the methodology and data used in this study. Thus, it is recommended that the aspects may be one of the references for future studies.

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