



Strategic Business Performance in Digital Paradigm: Interplay Among Digital Orientation, Competence, and Team Creativity

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Abstract

Strategic business performance (SBP) is still an unclear but idealized destination for organizations; despite its antecedents embarked by different researchers, the efforts seem still myopic. In current digitalized knowledge-based economy, the importance of digital orientation and competence has emerged as most influential forces to determine SBP. Even though limited studies explored the function of IOT, E-WOM, e-marketing, and other digital factors, they rarely examined the most demanding factor such as team creativity and that how employees can shape basis for SBP through digital orientation. This study, therefore, investigated the linkages between digital orientation, team creativity, digital competence (DC), and SBP. The research investigates the linkage between digital orientation and SBP (H1). Furthermore, team creativity acts as a mediator, while digital competence serves as a moderator, between digital orientation and SBP (H2, H3). A quantitative method and random sampling technique were employed to acquire the data, and 453 samples from tourism businesses were obtained. The findings indicated that digital orientation predicts SBP. Research further demonstrates that the association between digital orientation and SBP is mediated by team creativity. The results also support the idea that digital competence strengthens the link between digital orientation and SBP. Additionally, this research finding hold significant implications together academically and practically. In theory, the research adds to the prevailing literature through underlining the key moderation role of the digital competency in the association among DO and team creativeness. Practically, this study offers valued understandings for businesses looking on the way to leverage latest digital abilities to boost its strategic performance. Through acknowledging the interaction among DO, digital competency, and team creativity, practitioners could make more operational approaches to direct the digital setting and attain sustainable economic benefits.

Extended author information available on the last page of the article

Keywords Digital orientation · Team creativity · Digital competence · Strategic business performance · Tourism firms

Introduction

Nowadays, in quickly growing digital landscape, the global organizations are progressively accepting digital transformation to stay competitive and determine strategic company performance (Grab et al., 2019). Although the significance of the digital orientation in determining managerial approaches is prominently recognized, the means with which it affects strategic performance remain underexplored (Nwankpa & Roumani, 2016; Quinton et al., 2018). Hence, the research purposes to discourse this gap through exploring the relation amid digital orientation and strategic business performance and through specific emphasis on the mediation role of the team creativeness and moderation impact of the digital competency. The term “digital orientation” refers to a strategic business orientation that focuses on the transformations generated by digital technology including social networking sites, smartphone applications, and digitized processes (Mishra et al., 2022). Having a digital orientation in their core, businesses can realize their entire potential, leverage digital technology, and succeed in the constantly shifting digital ecosystem (Arias-Pérez & Vélez-Jaramillo, 2022). Although organizations can improve their strategic business performance through proactively establishing their digital plans, streamlining their operational procedures, and seizing novel development chances it is essential for them to also adapt to evolving technological advancements and customer demands (Anser et al., 2021). A company that puts greater emphasize on the digital sector, particularly leveraging digital technologies, promotes digital advancements and offers a competitive edge (Arias-Pérez & Vélez-Jaramillo, 2022; Bendig et al., 2023). This point of view is in line with studies regarding strategic orientations, such as the viewpoints of resource orchestration and dynamic-management capabilities (Murray et al., 2022). According to the scientific outcomes, an organization’s strategic orientation clarifies why it performs better and how the organization transforms its operations and allocates resources (De Lomana et al., 2019). The collection of digital technologies enables the organization to achieve strategic growth that describes the digital technology scope (Ardolino et al., 2018). On the other hand, strategic R&D success has been associated with innovative and creative outcomes. Many academics have focused on personal and structural aspects, such as team creativity favoring team innovation, to clarify both individual and collective creative behaviors (Alam et al., 2018; Wang et al., 2019; Wasim et al., 2024). It takes creativity to combine unrelated procedures and outcomes to generate something novel through considering existing challenges from new perspectives (Peng et al., 2019). Goodman and Dingli (2017) assert that the psychological and informational assistance of coworkers builds a resource pooling and promotes strategic company success. To transform new ideas into workable procedures, products, and services, team members need to collaborate their knowledge and resources (Wang et al., 2019). Digital orientation fosters collaboration, feedback sharing, and mutual support through latest technologies, all of which increase the quantity and quality of interaction (Quinton et al., 2018). In brief, a workplace that promotes close teamwork, ongoing feedback, and a

welcoming and secure setting for the presentation of fresh ideas is likely to support strategic business performance (Prajogo, 2016). The underlying mechanics that make it possible to translate a digital orientation into better SBP are still being investigated. Therefore, this study examines the mediating function of team creativity and sheds light on how it links SBP and digital orientation. Businesses must effectively manage their IT resources to cut costs while maximizing performance; however, with strong IT capabilities, they are able to support and integrate various system components under evolving business processes (Nwankpa & Roumani, 2016). Therefore, organizations must adopt digital orientation and have the appropriate digital competency in the age of digital transformation if they are to take advantage of digital technology's potential to boost SBP (Falloon, 2020). Digital competency refers to a company's capacity to manage information successfully using IT technology (Alam et al., 2018). Organizations may effectively align their technological initiatives, develop the essential skills and expertise, and accelerate their performance in the constantly changing digital marketplace with the help of digital competence (Drydak, 2022). Even with the recognized significance of the digital technologies within increasing operational effectiveness and consumer satisfaction in the service and hospitality sector, the explicit mechanisms with which technical orientation effects of strategic corporate performance persist are inadequately understood. Previous literature predominately emphasizes on the advantages of the technological adoption without systematically investigating how DO translates into better business upshots such as Yousaf et al. (2018), Yu & Moon (2021), and Guo et al. (2020). Remarkably, the potential mediation role of the team creativity, a key driver of the novelty, and problem-solving in the digitally oriented atmospheres have been greatly overlooked in existing literature, but several studies examine its role in the attainment of innovation for instance (Bornay-Barrachina & Herrero, 2018). Additionally, the digital competence moderation role could meaningfully influence the efficiency of the DO on SBP, has-not-been thoroughly examined, parting a noteworthy gap in the existing studies. Henceforth, this study explores the complex interactions between digital competence, digital orientation, and SBP, focusing on how digital competence affects the nature and strength of such relationship, because until now literature lacks to provide any evidence about single study combining these factors to achieve SBP. Bridging this research gap is crucial for gaining a holistic understanding of how digital orientation influences SBP, elucidating the underlying mechanisms through which team creativity operates as a mediator and digital competence acts as a moderator. This study seeks to address this literature gap through presenting a more thorough and comprehensive viewpoint on the associations between digital orientation, team creativity, digital competency, and SBP, increasing the conceptual understanding of the digitization in organizations. Therefore, in this study, there were three primary research questions: (1) what are the variables that affect the performance of a strategic business? (2) Does the relationship between digital orientation and SBP involve team creativity as a mediator? (3) Does digital competence strengthen the link between DO and SBP? Overall, the outcomes of the current research are supposed to give valuable understanding of the mechanisms with which digital orientation affects strategic company performance, enlightening the mediation role of the team creativeness and moderation role of the digital competency. Through interpreting these linkages, current study purposes to add to both academics

and practical allegations for businesses directing the digital setting. In addition, this study shapes the arrangement of the paper, encompassing different sections devoted to the “Introduction,” literature review, “Methodology,” “Results,” “Discussion,” and “Conclusion.” This organized approach makes sure consistency and clarity in demonstrating the research outcomes and its implications. Over this inclusive framework, this research attempts to shedding light on complex relationships among DO, digital competency, team creativeness, and SBP, thus adding to both theoretic understandings and administrative practices within the digital age.

Hypotheses Development and Research Model

Digital Orientation and Strategic Business Performance

This premise speculates that when businesses accept and use digital expertise, they are well placed to increase its strategic company performance. An organization’s propensity and dedication to using digital technology, methods, and practices is referred to as having a digital orientation (Anser et al., 2021; Ardito et al., 2021). DO comprises numerous aspects for instance the embracing of the digital means, incorporation of the digital practices, and cultivation of the digital approach in the organization (Chavez et al., 2023; Tsou & Chen, 2023). The application of technological advancements has led to significant shifts within society and business, which have been bringing attention in recent years on strategic business performance (Limniou et al., 2021). Through successfully embracing digital means, businesses could enhance operational adeptness, foster innovation, and acclimate to shift market dynamics, eventually leading towards enhanced strategic company performance (Anser et al., 2021; Guo et al., 2020). Various prior studies explore that firms can increase operational efficiency through encouraging rapid decision-making and promoting innovation and enhanced customer experiences with embracing technological advances into their operations, procedures, and customer interactions (Anser et al., 2021; Chonsalasin & Khampirat, 2022; Guo et al., 2020). The majority of earlier research, however, focused on using digital technology to change businesses and boost their performance (Sriayudha et al., 2020). Numerous researches show that businesses could efficiently adapt to the quickly evolving business environment, take advantage of digital opportunities, and achieve a competitive edge by adopting a technological orientation (Shirazi, 2017). To effectively implement digital transformation throughout a whole organization, practitioners must integrate authentic knowledge and digital orientation for sustained profit (Shirazi, 2017). Accordingly, the logic of company operations is changed by digitization, which also results in collaborative enterprise operation, flexible business processes, intelligent management decisions, and integrated industrial ecology (Sriayudha et al., 2020). New business models are developed through firm transformations such as digital transformation (Niemand et al., 2021). Digital objects, technological infrastructures, and digital networks, including social networking, mobile communication, data analytics, cloud computing, and IoT (Internet of Things) platforms and ecosystems, are all examples of digital technologies (Chavez et al., 2023). It displays the company’s proactive strategy for utilizing digital resources to improve overall business success (Nwankpa & Roumani, 2016). In an

attempt to improve strategic operational performance, businesses are exploring various organizational-level digital orientation strategies and moving in a strategic direction (Niemand et al., 2021; Wielgos et al., 2021).

H1: The digital orientation predicts SBP.

Mediating Role of Team Creativity

Employee creativity is the outcome of creative concepts and methods used to create goods and services, according to contemporary literature (Bornay-Barrachina & Herero, 2018). The DO literature demonstrates that a market-oriented culture can be an important element of business performance (Ogbeibu et al., 2020) because market-oriented organizations may better please consumers and achieve superior SBP by tracking and reacting to customer demands and preferences (Shirazi, 2017). Additionally, DO promotes innovation because it promotes the development, diffusion, and use of market intelligence and understanding, as well as responses to the market demands (Dahleez & Abdelfattah, 2021). The team creativeness fueled with the acceptance of digital mentality performs a critical role in boosting strategic company performance (Setyaningrum & Muafi, 2022). Through nurturing the formation and expansion of the original concepts, team creativeness functions as promoter for the modernization. The influence of digital orientation on strategic company success is achieved through team creativity. High-digital-orientation businesses are more likely to establish an atmosphere that promotes and encourages team creativity (Setyaningrum & Muafi, 2022; Ye et al., 2020). Collaboration, knowledge exchange, and idea development among team members can be facilitated by digital tools and technologies, which can boost creativity levels inside the company (Chen, 2006; Dahleez & Abdelfattah, 2021). The development of new products, services, and procedures that improve strategic company performance can be facilitated by team creativity, which may also encourage innovation and produce original solutions (Korzynski et al., 2019; Somech & Drach-Zahavy, 2013). Furthermore, modernism thrives on the differentiation; wherever distinctive value formed for consumers in term of fineness, uniqueness, and technical performance is utmost. Embracing digital mindset assists the advancement of the advertising strategies that exploit on creativity (Cirella et al., 2014; Korzynski et al., 2019). Accordingly, it is theorized that team creativeness plays mediation role among DO and SBP links, as it acts as a channel with which DO transforms into perceptible business upshots.

H2: The association between digital orientation and strategic business performance is mediated through team creativity.

Moderating Role of Digital Competence

The ability of an organization to effectively utilize and apply digital technology, expertise, understanding, and capabilities is known as digital competence (Casillas Martín et al., 2020; Guillén-Gámez et al., 2021). It includes the organization's ability to effectively manage digital assets, change with technological progress, and match digital

initiatives to corporate goals (Instefford & Munthe, 2017; Lucas et al., 2021). According to this hypothesis, the degree of digital competency existent inside an organization will determine how much of an influence a digital orientation will have on strategic business success. Since, organizations with higher levels of digital competency have a positive impact between digital orientation and strategic business performance (Orero-Blat et al., 2022; Ritala et al., 2021). On the other hand, organizations with less digital competency might find it difficult to fully reap the rewards of a digital orientation, which would have a limited impact on key business outcome (Falloon, 2020; Olofsson et al., 2020). Therefore, organizations should subsequently invest in growing digital competence along with developing a digital orientation so as to fully utilize digital resources and provide higher strategic business outcomes (Carlisle et al., 2023). Organizations may maximize the benefits of a digital orientation and put themselves in a successful position in the digital world by developing digital capabilities and a digitally proficient staff (Zahoor et al., 2023; Zhao et al., 2021). A company's ability to fully capitalize on its technological orientation and transform it into enhanced SBP is enhanced by its high degree of digital competence (Falloon, 2020). Organizations can efficiently incorporate digital technology into its operations, streamline processes, use data analysis, and take strategic decisions when they have digital competence (Carlisle et al., 2023). In order to accomplish objectives relating to work, job prospects, learning, problem-solving, diversity, and active involvement in society, digital competencies are recognized as a crucial goal for both individuals and businesses (Frank et al., 2019). These capabilities are approached by means of a network of concepts, including expertise, abilities, views, and the confident, vital, and creative application of ICTs (Murray et al., 2022). However, identifying and interacting with the proper customers, as well as enhancing client retention, expertise, and decisions, are just some of the crucial processes that may be facilitated by a digital orientation for businesses (Zahoor et al., 2023). To be able to investigate, choose, and critically assess digital information for solving issues, firms should have digital competence (Casillas Martín et al., 2020). From the above discussion, we get argue that digital competence strengthens the relationship between DO and SBP.

H3: The linkage between DO and SBP is moderated through digital competence.

Theoretical Framework

Figure 1 shows research model.

Methodology

Research Design

Cross-sectional research methodology was used in the current study for the survey. The usage of digital tools in Chinese tourism businesses for various business activities is the factor that our study examines. To be successful in the digital world,

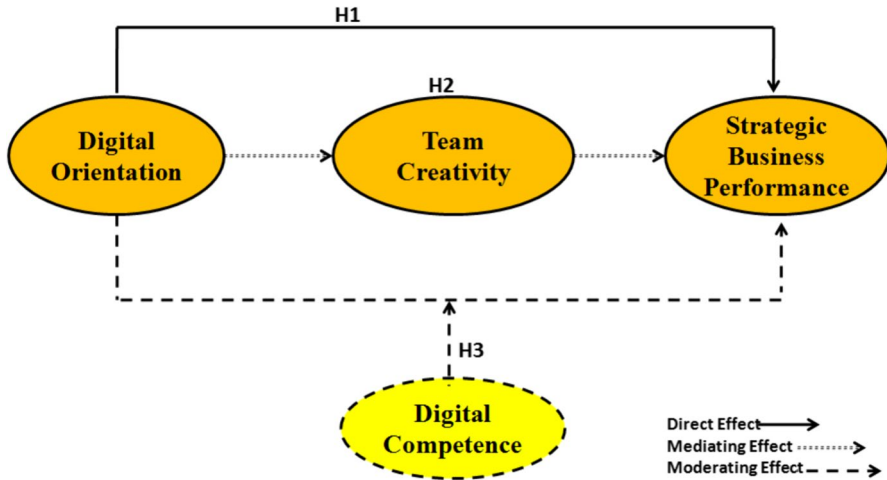


Fig. 1 Theoretical framework

organizations must now give priority to digital transformation activities, foster creative teamwork, and invest in developing digital capabilities.

Data Collection

The Khyber Pakhtunkhwa and Gilgit Baltistan of Pakistan have ideal tourist places for both national and international tourists. It has notoriety for their dynamic tourism and hospitality services. These areas hold world's most beautiful locations, natural lakes, highest mountains (K2), largest glaciers, and lush green areas. The tourism structure is well developed and renowned for its antique and cultural heritage sites and ordinary attractiveness, frequent high-end resorts, and hotels. This makes these locations an idyllic place for the collection of data taking place on tourist and hospitality sector. Hence, this study selects the variety of the tourism businesses from tourists firms located in two cities of Pakistan: Mansehra and Gilgit as sampling population, seeing the business's growing dependence on the digital transformation for the competitiveness. This segment provides rich perspectives to discover the energetics of the DO, team creativeness, and deliberate company performance. Through concentrating on this explicit sector, this research purposes to offer significant and actionable outcomes for practitioners directing digital technologies in the service sector. Data for the current study was gathered using questionnaires and the random sampling method. Eleven different tourism businesses were used as samples. Four research assistants participated in distributing the research's hard-copy questionnaires to participants, who were asked to return them fully completed by respondents such as managers, CEOs, and senior employees. After one and a half months of effort, 453 questionnaires were returned to the research assistant; however, only 399 of the 650 disseminated questionnaires were filled out and could be used for further

analysis, and 251 were incomplete and had to be discarded. Therefore, the return percentage is 61.38%.

The two parts are included in this study questionnaire. In first section, the demographic constructions details, such as education, work experience, and age, are included. The items of the research variables were incorporated in the “[Hypotheses development and research model](#)” section. Before its distribution, the questionnaire was reviewed by academics and industry professionals. The respondents profile detail is given in Table 1.

Measurements

All items were rated on a 5-point Likert scales, with 1 indicating the highest level of disagreement and 5 indicating the highest level of agreement. Members of various tourism firms provided the data on the following variables, i.e., digital orientation (independent variable), team creativity (mediating variable), SBP (dependent variable), and moderating variable (digital competence).

Digital Orientation

It was measured with 9-item scale previously used by Xu et al. (2022). This construct evaluates the degree of devotion to R&D, the acquisition of various technologies, and the implementation of advanced technology into organizational techniques. The example items are “Our firm has achieved its strategic goals in term of achieving high productivity; digital technology improves corporate efficiency; digital technology decrease costs; digital technology lessen information exchange misalignment; digital technology bring novel offerings; digital technology bring in new players within value-creation process; digital technology accept innovative patterns of the working; digital technology build organization structure; digital technologies introduces unique business models; digital technology collaborate upon value creation.”

Team Creativity

Team creativity was measured with 4-item scale adapted from Żywiłek et al. (2022). This variable measures the original thinking and cooperative problem-solving skills of a group. The example question is “Our subordinates look at latest

Table 1 Respondent’s profile

| Gender | Age | Educational background | Experience |
|-------------|-------------------------|--------------------------|-------------------------|
| Male: 65% | 18–35 years: 55% | High school diploma: 13% | 1–3 years: 23% |
| Female: 35% | 36–45 years: 25% | Associate degree: 22% | 4–6 years: 29% |
| | 45 years and above: 20% | Bachelor’s degree: 45% | 7–10 years: 34% |
| | | Master’s degree: 20% | More than 10 years: 14% |

prototypes or opportunities for dealing with challenge; novel ideas and methods to determine problems; generate new tools to perform operational tasks; originality in our work.”

Digital Competence

The digital competence was measured through 5-item scale adapted from Llorente-Cejudo et al. (2022). This construct evaluates a person’s knowledge of how to use digital tools and their aptitude for interacting with the online world. The example item is “our firm offer technical resolutions to specific troubles; offer digital solutions in a imaginativeway; Embracing digital tools to collaborate withperipheral audience; discusses how information is generated or distorted.”

Strategic Business Performance

For the measurement of SBP, 11-item scale was used which is adopted from Yousaf et al. (2018). This construct assesses the overall performance and efficacy of an organization’s strategic efforts. The question items are “Our firm performs well for gaining a foothold in the industry; provide awareness of the brand; responses to disputes formed by contenders; get better financial performance; focuses on affiliation with clients; entrance of latest markets; advancement of the novel technologies; better customer relations and knowledge; good market understanding; achieving high productivity; achieving greater market shares.”

Controlling Factors

Control variables that support in an improved awareness of the link between digital orientation, team creativity, digital competence, and SBP consist of respondents’ education, age, and work experience.

Results

Tables 2 and 3 specifies the results of discriminant validity and convergent validity. Fornell & Larcker (1981) methods were conducted to checked the discriminant validity. Table 1 also classifies the result of factor loading (FL), Cronbach alpha (α), and average variance extract (AVE). Results proved that both validity checks were satisfactory.

Table 4 shows discriminant validity checks for satisfying outcomes AVE value and shared variance among variables, and model constructs should be less than the AVE value of the observing variables (Liu et al., 2023). It ensures the construct differentiations from other construct. The square root of AVE values is on the diagonal, and correlation between variables is also shown in table below (Table 2). Furthermore, the corresponding values are smaller than diagonal value columns and rows, which approves that discriminant validity certainly exists in this study.

Table 2 Validity results

| Variables | Fac-L | T | Alpha | CR |
|--------------------------------|-------|-------|-------|------|
| Digital orientation | | | 0.84 | 0.92 |
| Digi-Orientation 1 | 0.87 | 15.43 | | |
| Digi-Orientation 2 | 0.81 | 14.63 | | |
| Digi-Orientation 3 | 0.78 | 15.47 | | |
| Digi-Orientation 4 | 0.73 | 14.52 | | |
| Digi-Orientation 5 | 0.72 | 14.58 | | |
| Digi-Orientation 6 | 0.88 | 14.52 | | |
| Digi-Orientation 7 | 0.79 | 13.64 | | |
| vDigi-Orientation 8 | 0.84 | 14.74 | | |
| Digi-Orientation 9 | 0.81 | 15.58 | | |
| Team creativity | | | 0.82 | 0.96 |
| T-Crea 1 | 0.82 | 15.52 | | |
| T-Crea 2 | 0.74 | 15.47 | | |
| T-Crea 3 | 0.87 | 14.63 | | |
| T-Crea 4 | 0.76 | 15.42 | | |
| Digital competence | | | 0.86 | 0.94 |
| Digi-Comp 1 | 0.88 | 15.52 | | |
| Digi-Comp 2 | 0.76 | 14.63 | | |
| Digi-Comp 3 | 0.89 | 15.47 | | |
| Digi-Comp 4 | 0.74 | 15.32 | | |
| Digi-Comp 5 | 0.78 | 14.47 | | |
| Strategic business performance | | | 0.84 | 0.98 |
| SBPer 1 | 0.82 | 15.47 | | |
| SBPer 2 | 0.87 | 14.52 | | |
| SBPer 3 | 0.71 | 14.56 | | |
| SBPer 4 | 0.79 | 15.32 | | |
| SBPer 5 | 0.78 | 14.61 | | |
| SBPer 6 | 0.74 | 14.52 | | |
| SBPer 7 | 0.75 | 15.74 | | |
| SBPer 8 | 0.77 | 15.21 | | |
| SBPer 9 | 0.86 | 14.48 | | |
| SBPer 10 | 0.84 | 13.47 | | |
| SBPer 11 | 0.86 | 15.21 | | |

Table 3 Discriminant validity

| Sr. no | Details | 1 | 2 | 3 | 4 |
|--------|--------------------------------|--------------|--------------|--------------|--------------|
| 1 | Digital orientation | 0.778 | | | |
| 2 | Team creativity | 0.692 | 0.779 | | |
| 3 | Digital competence | 0.647 | 0.724 | 0.756 | |
| 4 | Strategic business performance | 0.654 | 0.647 | 0.673 | 0.737 |

Table 4 Confirmatory factor analysis

| Model details | χ^2 | Df | χ^2/Df | Rmesha | GFI | CFI |
|-------------------------------|----------|-----|-------------|--------|------|------|
| Hypothesized 4th-factor model | 1032.47 | 495 | 2.086 | 0.05 | 0.92 | 0.93 |
| 3rd-factor model | 1136.58 | 375 | 3.031 | 0.13 | 0.86 | 0.82 |
| 2nd-factor model | 1274.43 | 345 | 3.694 | 0.18 | 0.72 | 0.78 |
| 1st-factor model | 1165.41 | 334 | 3.489 | 0.22 | 0.64 | 0.68 |

CFA results were satisfactory (see Table 4). According to Jöreskog & Sörbom (1996), values show that data was good fit ($\chi^2=1032.47$; $Df=495$, $\chi^2/Df=2.086$, $p < 0.001$; $CFI=0.93$ and $GFI=0.92$). The 4th factor model was fit to data.

Table 5 directs the results of correlation matrix. Digital Orientation, Team Creativity and Digital Competence are significant factors associated with SBP. Digital orientation has positively associated with SBP ($r=0.32^{**}$, $p = \text{sig.}$). Team creativity has positive significance with SBP ($r=0.28^{**}$, $p = \text{sig.}$). Digital competence has positively associated with SBP ($r=0.38^{**}$, $p = \text{sig.}$). The VIF results also ensured that multicollinearity is rational and lowest than 10.

Table 6 shows the results of hypothesis testing digital orientation have positively associated with SBP. Structural equation modelling was conducted to check the positive effect of digital orientation on strategic business performance. Table 5 directs the results that DO has a positive significance with SBP, and it is proved analytically ($\beta\text{-value}=0.34^{**}$, $H1$ is proved $p = < 0.000$).

Table 7 indicates that team creativity mediates between digital orientation and strategic business performance. Preacher & Hayes (2008) method was applied to investigate the mediating result of team creativity between digital orientation and strategic business performance (DO→TC→SBP). Table 6 shows the indirect effect, and it is proved that team creativity acts as mediator ($\beta=0.3258$, lower=0.2842 to upper=0.3658). Thus, $H2$ was proved, and it is proved that DO and SBP link is mediated through team creativity.

Table 8 directs the moderating role of digital competence (DC) between digital orientation (DO) and strategic business performance (SBP). Hierarchical regression analysis was utilized to examined the impact of digital orientation on strategic business performance through moderating role digital competence. Results prove that digital competence was a positive moderator between digital orientation and SBP (i.e., $\beta=0.38^{**}$, $p < 0.01$). Hence, $H3$ was accepted.

Discussion

This research offered imperative potential understandings into the multifaceted associations between digital orientation, team creativity, digital competency, and strategic business performance (SBP). This study engendered compelling results with

Table 5 Correlation

| Variable | Mean | SD | Alpha | 1 | 2 | 3 | 4 | 5 | 6 |
|----------------------------------|------|------|-------|---------|--------|--------|--------|--------|---|
| 1 Respondent experience | 1.32 | 0.44 | 0.87 | 1 | | | | | |
| 2 Respondent education | 1.28 | 0.42 | 0.88 | 0.056 | 1 | | | | |
| 3 Digital orientation | 3.15 | 0.32 | 0.83 | 0.104** | 0.012 | 1 | | | |
| 4 Team creativity | 3.47 | 0.28 | 0.85 | 0.103* | 0.016* | 0.032 | 1 | | |
| 5 Digital competence | 3.21 | 0.43 | 0.87 | -0.024 | 0.043* | 0.24** | 0.36** | 1 | |
| 6 Strategic business performance | 1.15 | 0.24 | 0.84 | 0.028 | 0.015 | 0.32** | 0.28* | 0.38** | 1 |

* < 0.05; ** < 0.000

Table 6 Results H1

| Details | Hypothesis | <i>B</i> | <i>F</i> | <i>T</i> | Sig | Remarks |
|---------|---|----------|----------|----------|-------|----------|
| DO→SBP | Digital orientation to strategic business performance | 0.34 | 10.046 | 16.380 | 0.000 | Accepted |

Table 7 Results of mediating effect

| Construct detail | Data | Boot | SE | Lower | Upper | Sig |
|------------------|------|--------|------|--------|--------|-------|
| DO→TC→SBP | 0.32 | 0.3248 | 0.42 | 0.2842 | 0.3658 | 0.000 |

Table 8 Hierarchal regression results for moderating role of digital competence

| Strategic business performance | | | | | | |
|--------------------------------|------|-----------------|-------|-----------------|--------|-----------------|
| Detail | Beta | <i>T</i> -value | Beta | <i>T</i> -value | Beta | <i>T</i> -value |
| Step 1 | | | | | | |
| Respondent experience | 0.13 | 0.03 | 0.02 | 0.26 | 1.04 | 1.25 |
| Respondent education | 0.14 | 0.26 | 0.16 | 0.82 | 0.07 | 0.16 |
| Step 2 | | | | | | |
| Digital orientation | | | 0.34* | 5.75 | 0.26* | 4.65 |
| Strategic business performance | | | 0.28* | 5.36 | 0.24* | 4.57 |
| Step 3 | | | | | | |
| DOxDC | | | | | 0.38** | 2.26 |
| F | | 4.36** | | 14.36* | | 14.46* |
| R2 | | 0.04 | | 0.24 | | 0.24 |
| R2 | | | | 0.14 | | 0.04 |

* $p < 0.0001$, ** $p < 0.05$ (two tailed)

thorough examination, and these findings have pivotal ramifications for both theory and practice. The discussion will revolve around the three hypotheses tested. H1 suggested a positive relationship between digital orientation and SBP. This study finding supported this idea through demonstrating a strong and beneficial link between DO and strategic business performance. These findings are consistent with earlier research that highlighted the significance of embracing digital technology and approaches for achieving organizational success in the current digital era such as Anser et al. (2021), Ardito et al. (2021), Chavez et al. (2023), Tsou & Chen (2023), and Guo et al. (2020). Hence, the association amid digital-orientation and strategic business performance underlines how critical that is for enterprises to quickly invest in the digitization projects and make use of the digital means on the way to achieve benefits (Table 9).

Hypothesis 2 aims to examine the role of team creativity as a mediator in the relationship between digital orientation (DO) and strategic business performance. The

research outcomes support our assumption, demonstrating that team innovativeness can, actually, mediate this linkage, for example, the studies of Ogbeibu et al. (2020), Shirazi (2017), and Dahleez & Abdelfattah (2021). However, the findings emphasize how significant that is to boost and assess innovative collaboration for organizations to effusively gain the benefits of the digital alignment and speed up administrative success.

Finally, the H3 examined how digital proficiency impact the association among DO and SBP and determined that higher levels of the digital aptitude had high influence proceeding the impact of the digital orientation on strategic business performance. According to these findings, organizations with higher levels of digital competency have a positive impact between digital orientation and strategic business performance (Ritala et al., 2021; Orero-Blat et al., 2022). On the other hand, organizations with less digital competency might find it difficult to fully reap the rewards of a digital orientation, which would have a limited impact on key business outcome (Falloon, 2020; Olofsson et al., 2020). Therefore, organizations should subsequently invest in growing digital competence along with developing a digital orientation so as to fully utilize digital resources and provide higher strategic business outcomes (Carlisle et al., 2023). Accordingly, the results enlighten that how significant that is for organizations to shape and support its digital capabilities if they wanted to completely gain the benefits of the digital direction and outpace its competitors.

Generally, this research contributes to the organization of the literature through illuminating the tricky linkages among digital competency, TC, and deliberate enterprise performance. Findings indicate that for victory to persist within the digital era, businesses should provide significance to the digital revolution activities, raise innovative teamwork, and participate in the digital capability development.

Theoretical Implications

The research has various academic suggestions that are exciting. Firstly, the representation of the helpful association amid DO and strategic business performance supports the frame of the evidence earlier in the presence concerning perilous importance of the digitization in attaining business success. The H1 outcomes enlighten the importance of the enterprises embracing digital technologies and approaches to increase its company's overall performance. The aforementioned assumption offers understandings into practices by means of which digital expertise has an influence taking place on organizational conclusions, progressing the consciousness of the how technical orientation functions as facilitator for improved strategic business performance. Secondly, this research explores the mediation role of

the team creativity in the relationship amid digital alignment, and strategic company performance offers significant novel insights keen on the vital mechanisms focusing improved performance. Thirdly, this research underscores how critical that is to support creative cooperation in enterprises with digital application. Therefore, businesses must stand in information altercation, collaboration, and idea advancement among team members that boost creativity, development of the solutions, and problem-solving that have virtuous influence on the strategic business performance. Lastly, these outcomes add to our understanding of the complex practices at play within the digitalized age and provides beneficial knowledge to practitioners and academics struggling to better recognize the intricacies of digital shift and by what means it impacts strategic company success.

Practical Implications

This research offers extremely helpful practices for enterprises looking for success within the digital setting. First of all, recognizing the helpful association amid DO and strategic company performance enlightens the importance of the digital transformation practices. With the aim towards improved operating efficiency, customer contentment, and general organizational performance, business must do preemptive investments within digital procedures, tools, and strategies and could attain competitive advantages through embracing digital orientation. Secondly, understanding the mediation role of the team creativeness enlightens how significant that is to encourage an innovative workplace through digital orientation. Hence, enterprises must offer rewards, utensils, and training to promote and encourage innovative teamwork to increase the mediating impacts of the team creativeness.

Finally, the incorporation of digital proficiency as a moderating aspect underlines the significance of increasing business competencies so as to leverage digital orientation for better SBP. Through training efforts, employment policies, and knowledge-sharing projects, businesses should invest in developing their digital competencies. Organizations may fully benefit from a digital orientation by encouraging a workforce with strong digital skills. Additionally, in light of the interpersonal conditional nature, organizations with lower levels of digital competence should concentrate on enhancing their capabilities while anticipating substantial influence on SBP from DO initiatives. In conclusion, this study's practical implications highlight the value of prioritizing digital transformation, encouraging team creativity, and increasing digital competency. Organizations may improve their long-term business performance, preserve competitiveness, and survive in the age of digitization through implementing a digital orientation, encouraging creative teamwork, and developing digital capabilities.

Limitations and Future Directions

This study has some limitations, despite the insightful information it provides. First of all, the cross-sectional data used in this study's research design made it challenging to establish causal connections between the variables. To further study the temporal dynamics and causal relationships of digital orientation, team creativity, digital competence, and strategic business performance, future research may use longitudinal or experimental approaches. The study also concentrated on a particular setting or industry, which would have limited the generalization of the results. To improve the external reliability of the findings, future studies might examine various industries and organizational setups. In the end, this research did not take into consideration potential influencing factors that might affect the connections between the variables being investigated. To give a more thorough knowledge of the intricate dynamics involved in the digitization process and its influence on strategic-business success, future study could take additional relevant factors into account, such as organizational culture, style of leadership, and marketplace conditions.

Conclusion

In conclusion, this research discloses that DO considerably predict strategic company performance, intermediated with team creativeness, whereas digital competency plays moderation role in this association. Furthermore, this study outcome adds to the theoretical understandings of the digital revolution and modernization dynamics and provides beneficial knowledge to practitioners and academics struggling to better recognize the intricacies of digital shift and by what means it impacts strategic company success. Basically, this research gives actionable perceptions for businesses directing to influence digital competencies for economic benefits and long-lasting growth. Recognizing the relationship amid digital dynamics authorizes experts and analysts to develop further efficient strategies in steering nowadays dynamic organizational landscape. Finally, this study suggests that organizations could improve their long-term business performance, preserve competitiveness, and survive in the age of digitization through implementing a digital orientation, encouraging creative teamwork, and developing digital capabilities.

Appendix

Table 9 Variables, items, and constructs

| Variables | Items | Constructs |
|---------------------|-------|---|
| Digital orientation | DO1 | The usage of the digital technology improves business effectiveness including research and development efficacy and communication proficiency The usage of the digital tools reduces costs as a goal line Lessens info misalignment as a goal mouth for instance creating digital platforms to facilitate data sharing The digital expertise use offers novel opportunities Introduces novel players in the value-creation practices Assists in the adoption of novel ways of the working Makes an enterprise structure more realistic Advance further valuable business models Make new linkings with shareholders and cooperate on value creation |
| | DO2 | |
| | DO3 | |
| | DO4 | |
| | DO5 | |
| | DO6 | |
| | DO7 | |
| | DO8 | |
| | DO9 | |
| Team creativity | TC1 | Our teammates are as follows: Discover novel opportunities and outlines for dealing with struggle and challenges Discover new patterns and ideas to determine problems Find novel technologies to accomplish operational tasks Present novelty in its work |
| | TC2 | |
| | TC3 | |
| | TC4 | |
| Digital competence | DC1 | We often as follows: Involve with digital solutions of the particular problems Scientifically incorporate tasks for technological tenacity of the problems within artistic manner Utilize technical tools to cooperate and connect with outside audience Systematically deliberate how data is produced and how it could be misrepresented Thoroughly utilize digital technologies to deliver feedback |
| | DC2 | |
| | DC3 | |
| | DC4 | |
| | DC5 | |

Table 9 (continued)

| Variables | Items | Constructs |
|-----------|-------|---|
| SBP | SBP1 | <p>Our firm as follows:</p> <p>Perform sound for achieving a base in the business</p> <p>Advertising efforts have raised responsiveness of brand</p> <p>Definitely response to the challenges generated by entrants</p> <p>Partakes advanced financial performance</p> <p>Concentrates on associations with their customers which have directed towards more artifact developments</p> <p>Emphasizes on association with its consumers that assist in the entering of novel marketplaces</p> <p>Emphasizes on the development of novel technological tools</p> <p>Focuses on accomplishing better consumer knowledge</p> <p>Focuses on acquiring better marketplace understandings</p> <p>Accomplished its tactical goals in stretch of realizing higher productivity</p> <p>Achieved its tactical goal lines in span of accomplishing greater market share</p> |
| | SBP2 | |
| | SBP3 | |
| | SBP4 | |
| | SBP5 | |
| | SBP6 | |
| | SBP7 | |
| | SBP8 | |
| | SBP9 | |
| | SBP10 | |
| | SBP11 | |

Declarations

Conflict of Interest The authors declare no competing interests.

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