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Original Article

The Influence of Digitalization Readiness, Digital Mindset and Digital Culture on Digitalization Value in Multibusiness Companies

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Abstract

In an era of increasingly massive technological disruption, companies are required to adapt and transform to remain relevant and competitive. Digital transformation has become a necessity, even for companies operating in regions with low technology adoption due to low human development indices. Therefore, multi-business companies undergoing digital transformation face various challenges, both internally and externally. This research aims to determine whether digitalization readiness, digital mindset, and digital culture influence digitalization value. The analysis method is quantitative, using a questionnaire that is subsequently analyzed with Structural Equation Modeling- Partial Least Square (SEM-PLS). The data used in this research is the result of a questionnaire survey aimed at employees in multi-business companies that use technology in their operational processes. The findings showed that Digitalization Readiness influences Digital Mindset and Digital Culture but does not have a direct effect on Digitalization Value. Digitalization Readiness has an effect on Digitalization Value through Digital Mindset, but not through Digital Culture. Ultimately, the key to maximizing the benefits of digitalization for multibusiness firms lies not only in being prepared and having a supportive culture, but also in cultivating a digital mindset. This mindset serves as the crucial path for creating value and should be the main focus for organizations aiming to fully embrace digital transformation.

Keywords: Digital Culture, Digital Mindset, Digitalization Readiness, Digitalization Value.

1. Introduction

Digital transformation has become a necessity for companies to adapt and compete amidst massive technological disruption (Demirel, 2024; Siebel, 2019). Multibusiness companies Indonesia, which operates in various sectors such as services, manufacturing, and retail, faces a unique challenge (Nugroho et al., 2025). Although operating in Lumajang Regency, a region with relatively low education quality and technological infrastructure (Anugrah et al., 2025), this company needs to overcome these obstacles. The limited availability of human resources skilled in technology and low digital literacy become significant barriers to optimizing business processes and innovation.

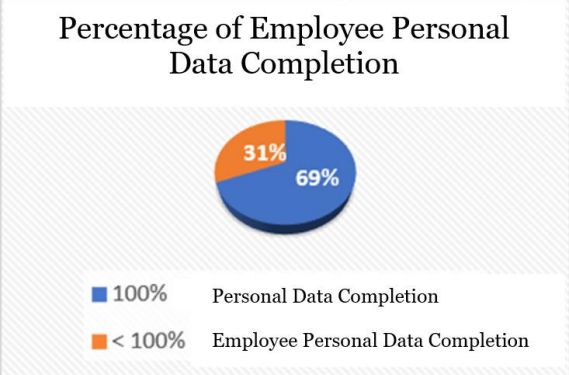

Figure 1. Completion Percentage of Employee Personal Information Filling

Based on the figure 1, it is evident that 31.1% of employees have not yet fully completed their personal data. This program for independent data completion has been encouraged and even incentivized with rewards since October 2024. This lack of completion reflects that employees still do not understand the importance of using the company's internal information technology. Consequently, the initial objective of achieving full employee data completion as a prerequisite for using the internal application has not been achieved independently by the employees.

There is also an instability (as seen in Figure 2) in individual performance value claims submitted by employees to support their careers. These claims are crucial for performance evaluation and promotion. The unstable trend indicates that employees do not fully grasp the benefits of the centralized internal company application. The primary function of the score claim feature is to support the continuity of employees' careers based on their performance. However, since the importance of the internal application for their future careers is not yet a main concern, many employees fail to complete their data or understand the significance of its use. This highlights the low digital readiness and mindset of the employees, which serves as a significant obstacle to the company's digital transformation process.

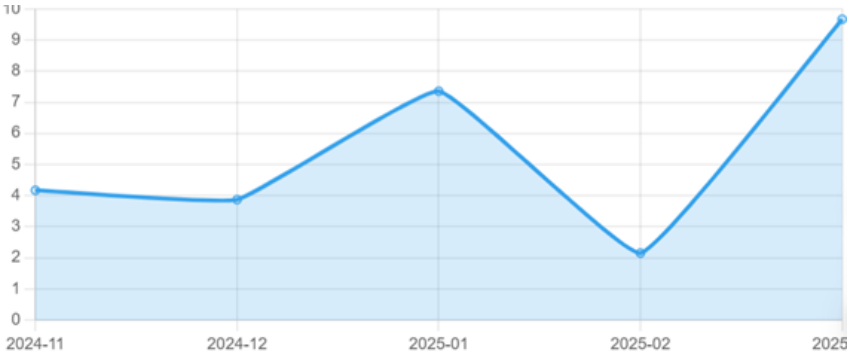

Figure 2. Graphic Report

According to Ibrahim (2022) digital readiness refers to the level of employee preparedness to transition to digital procedures using new software and technologies. This readiness is crucial for a company's ability to quickly adapt in the digital age. For Multibusiness companies Indonesia, digital transformation requires both internal preparedness, such as system development, and external support from the surrounding environment. Furthermore, a digital mindset is also a critical component. Neeley and Leonardi (2022) define it as a set of attitudes and behaviors that enable individuals and organizations to recognize how technology, data, and AI can create new opportunities. This aligns with

Deuze (2006) definition of digital culture as a collection of values and practices that shape how people interact within a connected, modern society (Wismo & Hendarman, 2023).

Resistance to change, stemming from organizational culture and employee mindsets, is a major obstacle. Multibusiness firms accustomed to conventional methods often face significant challenges in their transformation efforts (Tanriverdi, 2006). A lack of leadership support, reluctance to step out of comfort zones, and fear of failure can create powerful internal resistance (Early & McBratney, 2002).

Based on the ground challenges related to the quality and capabilities of human resources in Lumajang Regency, coupled with employees' slow response to the technological developments at Multibusiness companies Indonesia, the company must take structured actions. The goal is to ensure digital transformation proceeds smoothly and aligns with corporate objectives. Consequently, the company requires continuous evaluation of its readiness, along with fostering a culture and mindset among employees that is receptive to implementing digital technology. These efforts are expected to achieve long-term operational sustainability.

Previous research by Van Tam et al. (2024) addressed specific obstacles to technology adoption in Vietnam, such as a lack of technological infrastructure, a shortage of skilled labor, unsupportive regulations, and a conservative organizational culture. The authors argued that prioritizing technology selection and human resource readiness is crucial. Therefore, corporate strategy and government support are vital to the success of technological transformation and to mitigating resistance to its adoption.

Furthermore, another study by Akindote et al. (2024) supports the concept of Digitalization Value by demonstrating that the effective integration of IT project management with healthcare digitalization not only streamlines operations and improves patient care but also positions the healthcare industry at the forefront of technological innovation. By applying these principles and preparing for future trends, healthcare organizations can navigate forthcoming complexities, ultimately contributing to a more connected, efficient, and patient-centric healthcare ecosystem

This study, therefore, aims to provide an overview of the digitalization process within a multibusiness company, based on these real-world conditions. This study evaluates the obstacles to digital transformation in a multi-business company, focusing on low digital readiness and mindset. It provides a framework to address resistance, promote a digital culture, and ensure technology investments are beneficial and long-lasting.

2. Methods

The study used Slovin's formula to determine a sample of 154 respondents. The sampling technique used was probability sampling with a stratified random sampling method.

Table 1. Sample Size Determination per Business Unit

Unit	Total Employee	Total Sample
Clinic	163	= (163/250) X (154) = 100
Manufacture	42	= (42/250) X (154) = 26
Retail	15	= (15/250) X (154) = 9
FnB	9	= (9/250) X (154) = 6
Digital Printing	11	= (11/250) X (154) = 7
Solverra Investama (Holding Company)	10	= (10/250) X (154) = 6
Total	250	154

Source: Primary data process, 2025

The study used SEM-PLS (Partial Least Squares Structural Equation Modeling) and the SmartPLS 24 software for its analysis. The research framework is illuminated in Figure 3 as follows:

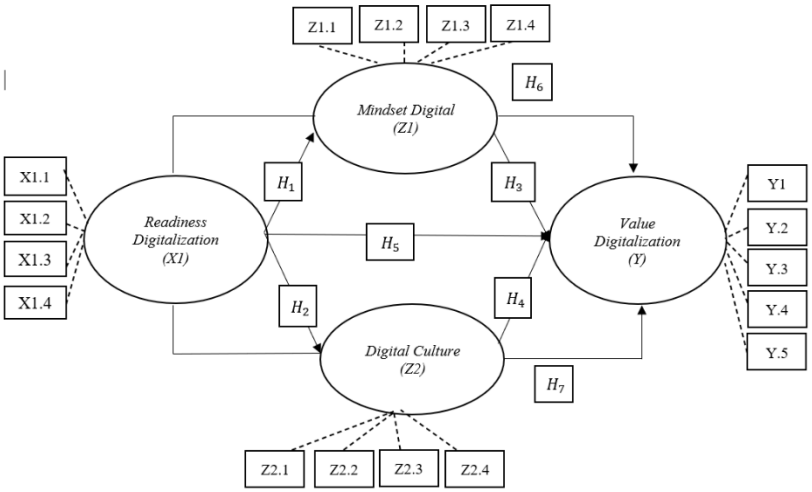

Figure 3. Conceptual Framework

In general, the variables used in this study are depicted in a path diagram. The latent variables and indicators used are detailed in the following table 2:

Table 2. The Latent Variables and Indicators

No.	Variable	Indicator
1.	Digitalization Readiness (X1) : Brozzi et al. (2021)	X1.1: Digital Strategy is the presence of a clear vision and strategy for digital transformation. X1.2: Awareness is the awareness of relevant technological trends and developments. X1.3 : Technology Requirements is the company's knowledge about the technologies needed to implement the industrial revolution. X1.4: Employee Competence is the skills and knowledge of employees regarding digitalization to enhance their abilities.
2.	Digital Mindset (Z1): Maisa et al. (2024)	Z1.1: Openness to Change is the readiness to be open to change. Z1.2: Curiosity is the high curiosity to explore and try new things in the digital world. Z1.3: Critical Thinking is Critical thinking ability. Z1.4: Collaborative Approach is A collaborative approach.
3.	Digital Culture (Z2) : Savytska et al. (2022)	Z2.1: High Level of Digital Transformation Education and Promotion is A high level of education and promotion for digital transformation. Z2.2: Well-Established Employee Digital Mindset is Employees' digital mindsets are well-formed. Z2.3: High Employee Engagement is A high level of employee involvement. Z2.4: Technology-Based Flexible Communication is Flexible communication based on technology.
4.	Digitalization Value (Y) : Zoltners et al. (2021)	Y1 : Customer strategy effectiveness drivers Y2 : Organization design effectiveness drivers Y3 : Talent effectiveness drivers Y4 : Channel and customer engagement effectiveness drivers Y5 : Supporting architecture

Source: Secondary data process, 2025

The data collection method for this study was quantitative, using an online questionnaire distributed via Google Forms to employees who use technology at work. The questionnaire utilized a 5-point Likert scale (1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree) to measure respondents' opinions and attitudes. This scale is a type of ordinal measurement scale (Sugiyono, 2013).

The analytical steps taken to achieve the research objectives were as follows:

1. Data Collection: Data were collected through a survey.
2. Validity and Reliability Testing
3. SEM-PLS Analysis: When the assumption of multivariate normality was not met, the SEM-PLS method was used as an alternative.
4. Conclusion: A final conclusion was drawn based on all the analytical results.

3. Results and Discussion

3.1. Research Results

3.1.1. Outer Model

A. Convergent Validity

Table 3. Outer Loading

Variables	Indicator	Outer Loading
Readiness digitalization (X)	X1.1	0.723
	X1.2	0.728
	X1.3	0.778
	X1.4	0.771
	X1.5	0.841
	X1.6	0.680
	X1.7	0.690
	X1.8	0.757
Digital Mindset (Z1)	Z1.1	0.650
	Z1.2	0.699
	Z1.3	0.686
	Z1.4	0.806
	Z1.5	0.836
	Z1.6	0.765
	Z1.7	0.758
	Z1.8	0.769
Digital Culture (Z2)	Z2.1	0.788
	Z2.2	0.801
	Z2.3	0.659
	Z2.4	0.728
	Z2.5	0.727
	Z2.6	0.705
	Z2.7	0.560
	Z2.8	0.599
Digitalization Value (Y)	Y1.1	0.788
	Y1.2	0.835
	Y2.1	0.833
	Y2.2	0.724
	Y3.1	0.744
	Y3.2	0.702
	Y4.1	0.689
	Y4.2	0.778
	Y5.1	0.766
	Y5.2	0.621

Source: Primary data process, 2025

Based on the data in the table 3, it is evident that the indicators have outer loading values above 0.5. This indicates that the indicators meet the criteria for convergent validity. Consequently, model adjustments were made by progressively removing indicators.

B. Average Variance Extracted (AVE)

Table 4. Average Variance Extracted (AVE)

Variables	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Digital Culture (Z2)	0,850	0,862	0,884	0,491
Digital Mindset (Z1)	0,886	0,889	0,910	0,560
Readiness Digitalization (X)	0,886	0,892	0,910	0,559
Digitalization Value (Y)	0,912	0,913	0,928	0,563

Source: Primary data process, 2025

The validity of the variables was tested using Average Variance Extracted (AVE). The results as in table 4 revealed that Digital Mindset, Digitalization Readiness, and Digitalization Value were valid, as their AVE scores were above the threshold of 0.50. However, the Digital Culture variable had an AVE of 0.491, which is below the threshold. According to Fornell and Larcker (1981), convergent validity can still be considered acceptable as long as the Composite Reliability score is above 0.6

C. Discriminant Validity

Table 5. Results of Discriminant Validity (Fornell-Larcker Criterion)

	X1	Y	Z1	Z2
X1	0.798			
Y	0.704	0.802		
Z1	0.851	0.799	0.813	
Z2	0.665	0.740	0.743	0.750

Source: Primary data process, 2025

As in table 5, it can be seen that a strong discriminant validity indicates that each construct is measured uniquely. This is evidenced by the fact that the square root of the AVE on the diagonal of the table is consistently greater than the correlation values in the corresponding rows and columns. In other words, the indicators for each construct are better at explaining the variance of their own construct than that of other constructs, confirming that they are measuring distinct and independent phenomena.

3.1.2. Structural Model (Inner Model)

A. Model Fit

Tabel 6. R-Square

Variable	R-square
Digital Culture	0.478
Digital Mindset	0.469
Digitalization Value	0.637

Source: Primary data process, 2025

In summary, the analysis results indicate that the Digital Culture and Digital Mindset variables have a moderate contribution, explaining 47.8% and 46.9% of the variance from their predictors, respectively. Meanwhile, the Digitalization Value variable has a stronger contribution, with 63.7% of its variance being explained by the predictor variables.

Table 7. F-Square

Variables	F-square Value
Digital culture –> Digitalization Value	0.034
Digital Mindset –>Digitalization Value	0.267
Digitalization Readiness –> Digital Culture	0.929
Digitalization Readiness –> Digital Mindset	0.894
Digitalization Readiness –> Digitalization Value	0.104

Source: Primary data process, 2025

As revealed in Table 7, the explanation of the results is as follows:

a. Strong Effects: Digitalization readiness has a very strong influence on both digital culture and digital mindset.
b. Moderate Effects: Digital mindset has a moderately significant influence on digitalization value.
c. Weak Effects: Digital culture has a very weak influence on digitalization value. Digitalization readiness also has a weak direct influence on digitalization value.

3.1.3. Hypothesis Test

A. Research Model

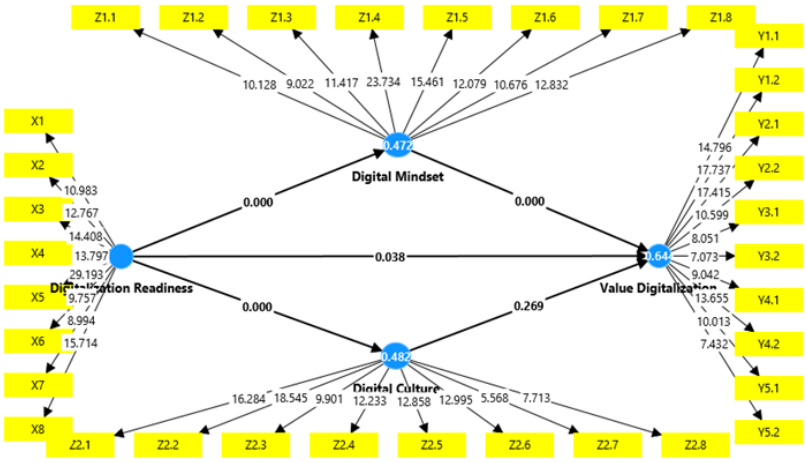

Figure 4. Findings of The Research Model

As illuminated in the figure 4, the findings of the research model indicate the direct and indirect effects of digitalization readiness on value digitalization through digital mindset and digital culture.

B. P-Value

Table 8. Results of Direct Effect Hypothesis Testing

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Digitalization Readiness -> Digital Mindset	0.687	0.695	0.055	12.525	0.000
Digitalization Readiness -> Digital Culture	0.694	0.712	0.072	9.674	0.000
Digitalization Readiness -> Digitalization Value	0.300	0.261	0.145	2.075	0.038
Digital Mindset -> Digitalization Value	0.441	0.428	0.121	3.651	0.000
Digital Culture -> Digitalization Value	0.158	0.208	0.143	1.106	0.269

Source: Primary data process, 2025

Based on the hypothesis testing in table 8, this study concludes that digital readiness has a strong and significant influence on both digital mindset and digital culture. This suggests that digital readiness is a primary factor in shaping both. Further, digital mindset significantly impacts digitalization value, indicating that a good mindset improves the outcomes of digitalization. In contrast, digital culture does not have a significant direct impact on digitalization value in this study, making its influence weak.

Table 9. Results of Indirect Effect Hypothesis Testing

	Specific indirect effects
Digitalization Readiness -> Digital Mindset -> Digitalization Value	0.303
Digitalization Readiness -> Digital Culture -> Digitalization Value	0.110

Source: Primary data process, 2025

As in table 9, the analysis reveals that digital readiness has a strong indirect influence on digitalization value through the mediating role of digital mindset. However, the indirect influence of digital readiness through digital culture is considered weak and less effective in enhancing digitalization value.

3.2. Discussion

3.2.1. The Impact of Digital Readiness on Digital Mindset

The study's results indicate that Digitalization Readiness significantly influences Digital Mindset. This finding is supported by the respondent characteristics: most are young (23-27 years old) with a relatively short tenure (3 months to less than 2 years). This demographic tends to be more open to new technology and innovation, which aligns with the theory that early exposure to digital environments fosters an adaptive mindset.

The company has facilitated this transformation by providing an internal IT expert team to develop digitalization systems. With this support, employees are expected to not only perform daily operational tasks but also contribute to the development of IT systems to automate business processes.

Nevertheless, the research also identified a challenge such as a slow employee response to actively participating in the digitalization process. To address this, comprehensive communication from management to all employees is needed to ensure the vision and goals of digital transformation are properly understood and implemented. Overall, these findings suggest that an employee's digital mindset is not solely shaped by the availability of technology, but also by organizational support and individual adaptability.

3.2.2. The Influence of Digital Readiness on Digital Culture

The study's results indicate that Digitalization Readiness significantly influences Digital Culture. This finding is supported by prior research, which highlights readiness as a key factor for successful organizational change, particularly in the context of digitalization. This aligns with the characteristics of the respondents, who are predominantly young and productive employees (23-27 years old) and generally more open to technology. The employees also tend to agree with the existing digital culture, showing a positive reception to the transformation.

However, the research also identified a challenge: despite this positive reception, employees' responses to digitalization processes (such as data entry) tend to be slow. This might be due to their relatively short tenure, as they are still adapting to daily work routines. Therefore, the success of digital transformation depends not only on a company's strategy but also on individual readiness and leadership's ability to drive technology adoption at every employee level.

3.2.3. The Influence of Digital Readiness on Digitalization Value

Based on this research, digital readiness does not have a direct and significant influence on digitalization value. This finding indicates that readiness alone is not enough to instantly create digital value; it requires time and specific interventions for digitalization initiatives to succeed. A key factor for this insignificant relationship is that digitalization value is highly dependent on its alignment with the business model. Not all business processes require digitalization. Therefore, the implementation of digitalization readiness must be tailored to the specific needs of each business unit within a holding company to generate tangible benefits. As supported by prior investigation (Hidayat et al., 2023) that achieving results cannot be a standalone effort. Although readiness may exist, other mediating or driving factors are needed to transform it into value. This confirms that successful transformation relies not only on a company's readiness but also on the proper mapping of employee capabilities, business unit needs, and appropriate implementation.

3.2.4. The Influence of Digital Mindset on Digitalization Value

The research findings indicate that a digital mindset has a significant influence on digitalization value. This suggests that an adaptive and innovative mindset enables employees to effectively utilize technology, thereby increasing the benefits derived from the company's digitalization initiatives.

Despite the geographical challenges faced by Multibusiness companies Indonesia, the company is actively working to instill a digital mindset in its employees. These efforts include using digital systems for daily tasks and implementing reward and punishment policies. Thus, the study confirms that successful digital transformation depends not only on the availability of technology but also on an organization's ability to build the right mindset among its employees.

3.2.5. The Influence of Digital Culture on Digitalization Value

The findings of this study show that digital culture does not have a significant direct influence on digitalization value. While digital culture is important for fostering innovation and adaptation (Szabo et al., 2020), in the context of this research, it has not yet made a

tangible contribution to the benefits generated by digitalization. This finding contrasts with other studies that have found a positive relationship, such as a study in China showing the dominant role of government policy in shaping digital culture (Lihui et al., 2024), or another study linking a strong digital culture to successful transformation (Savytska, et al., 2022).

This discrepancy suggests that the influence of digital culture on successful transformation can vary depending on the context, including the type of organization and its business ecosystem. Although respondents expressed agreement with the digital culture, this did not automatically translate into digitalization value. This could be due to employees' lack of understanding of digitalization goals or their limited involvement in developing digital ideas. Therefore, further research is needed to ensure that the developed digital culture is not only accepted but also effectively integrated into work processes to produce real value.

3.2.6. The Influence of Digital Readiness on Digitalization Value Through Digital Mindset

The research findings indicate that digital readiness has a significant indirect influence on digitalization value, mediated by digital mindset. This suggests that corporate strategies, including leadership and the provision of digital tools, successfully shape employees' mindsets. This cultivated mindset then contributes to achieving digitalization value. However, the study also identified a gap between employees' attitudes and their actions. Although most respondents expressed agreement with the company's digital readiness, their response to digital tasks (e.g., data entry) was slow. This situation may be influenced by the employees' demographic characteristics, as the majority are young, vocational high school graduates with relatively short tenures. Hence, this research emphasizes that the success of digital transformation requires not only a positive attitude and readiness but also concrete actions from employees. Further study is needed to understand the factors causing this discrepancy between response and action.

3.2.7. The Influence of Digital Readiness on Digitalization Value Through Digital Culture

The research findings indicate that digital readiness has a weak indirect influence on digitalization value through digital culture. This contradicts several prior studies (e.g., Savytska, et al., 2022) which suggest that a strong digital culture correlates with successful transformation. This discrepancy is due to several factors. Although employees express agreement with the existing digital culture, this attitude does not automatically translate into concrete actions that create value. This is evident from the slow response of employees to digital tasks, even when those tasks are for their own benefit.

Factors such as the employees' education level (majority vocational high school graduates) and the region's low human development index may contribute to this misalignment. The digital culture appears to be understood merely as a task to be performed, rather than as a core value to be internalized and actively implemented. Therefore, the success of digitalization depends not only on the acceptance of the culture but also on how that culture drives the active engagement and participation of all employees to create tangible value.

4. Conclusion

Based on the research findings, it can be concluded that a company's digital readiness is highly effective at building a digital mindset and digital culture among its employees. According to the results of the study, it can be inferred that the level of digital preparedness within a company plays a crucial role in fostering a digital outlook and digital norms within its workforce. Nonetheless, it was discovered that only the digital attitude had a notable impact on the value of digitalization. This indicates that the effectiveness of going through digital

changes is more dependent on employees' ability to adapt and embrace new technologies rather than the general organizational environment.

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