

THE IMPACT OF ORGANIZATIONAL TRANSFORMATION ON BUSINESS PERFORMANCE THROUGH INNOVATION, FINANCIAL TECHNOLOGY, DIGITAL MARKETING, AND GOVERNMENT REGULATION: EVIDENCE FROM BANK BNCTL TIMOR LESTE

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Abstract The purpose of this study is to examine and analyze the effect of Organizational Transformation on Business Performance through Innovation, Financial Technology, Digital Marketing, and Government Regulation at Bank BNCTL Timor-Leste. This research applied a causal explanatory quantitative approach with purposive sampling. The population consisted of 250 customers, and 154 valid responses were collected. Data were analyzed using Structural Equation Modeling (SEM) with Partial Least Squares (PLS). The findings show that Organizational Transformation has a positive and significant effect on Business Performance, Financial Technology, Digital Marketing, and Government Regulation, while its effect on Innovation is also significant but does not contribute positively to performance outcomes. Innovation was found to have a negative and insignificant effect on Business Performance, indicating that service innovation has not been optimally implemented. Conversely, Financial Technology, Digital Marketing, and Government Regulation have positive and significant effects on Business Performance. Furthermore, these three variables significantly mediate the relationship between Organizational Transformation and Business Performance, while Innovation does not serve as a mediator.

Keywords: Financial Technology, Digital Marketing, Government Regulation, Organizational Transformation, Business Performance, Innovation

1 Introduction

Business competition is a common phenomenon worldwide and is becoming increasingly complex with the acceleration of globalization and technological disruption. In this modern era, all business actors, including those in the banking sector, face intense challenges in maintaining sustainability. The rise of financial technologies, digital platforms, and customer expectations has heightened the pressure on banks to innovate continuously (Porter & Heppelmann, 2019). This intense competition between banks and companies in both service and product industries creates consequences that force financial institutions to adopt adaptive strategies. The limited ability of firms to implement survival strategies is often attributed to weaknesses in capabilities, expertise, human resource management, and innovation (Hernita et al., 2021). In line with this, Barney (2020) emphasized that organizational resources and innovation capabilities are key drivers in sustaining long-term competitive advantage.

Banco Nacional de Comércio de Timor-Leste (BNCTL), established on May 13, 2002, under the name Instituto de Micro Finanças de Timor-Leste (IMFTL), operates as the only national bank in Timor-Leste. Despite its status as a state-owned entity, BNCTL faces significant competition from both domestic and foreign players, such as Banco Nacional Ultramarino (BNU), PT Bank Mandiri, Bank Rakyat Indonesia (BRI), and Australia and New Zealand Banking Group (ANZ). The presence of these multinational institutions, equipped with advanced technologies and financial capital, challenges BNCTL to continuously enhance its

performance to maintain relevance (World Bank Group, 2023). Business performance is thus a crucial indicator of the bank's strategic success in navigating competition (Haseeb et al., 2019).

Based on observations of BNCTL, it is clear that the bank has yet to achieve optimal business performance. This is evident in Timor-Leste's low economic conditions, with a daily cash flow of US\$1.25 per person (World Bank Group, 2023). Internal data from the BNCTL shows a yearly decline in capital assets and liquidity. Banco Nacional de Comercio de Timor Leste (BNCTL) is experiencing business performance problems, with a yearly decline in capital assets and liquidity. An analysis of financial statements will reveal the bank's performance level, as performance is a key tool for controlling business continuity. Financial statements will determine whether a bank's performance is healthy or unhealthy. To address these issues, it is necessary to analyze the factors influencing business performance at BNCTL.

The first determinant is innovation. BNCTL's lack of service innovation is evident in the absence of digital payment systems such as QRIS, which are already common in other regional banking systems. This gap results in customers shifting to other banks for online transactions, thereby eroding BNCTL's competitive edge. Research by Amimakmur et al. (2024) confirms that technological innovation positively influences financial performance. Similarly, Jin and Choi (2019) argue that innovation not only enhances efficiency and productivity but also strengthens a firm's market competitiveness. In the banking sector, the ability to continuously develop innovative services is crucial to meet customer expectations and sustain financial growth (Xu et al., 2024).

The second determinant is financial technology (FinTech). BNCTL's mobile banking system still exhibits limitations, reducing customer trust and satisfaction. Liu et al. (2021) and Akanbi et al. (2022) highlight that fintech adoption significantly impacts financial performance by improving transaction efficiency and service accessibility. Furthermore, Broby (2021) emphasized that fintech is transforming the banking industry by creating new business models and reshaping customer behavior. In emerging economies, the integration of fintech has been proven to drive both financial inclusion and institutional resilience (Kumari & Devi, 2022).

The third determinant is digital marketing, which remains underutilized by BNCTL. Observations show minimal promotional activity on BNCTL's digital platforms, such as Instagram, where posts mainly focus on currency updates without targeting broader audiences. Research by Kawira et al. (2019) and Gao et al. (2023) demonstrated that effective digital marketing strategies significantly improve organizational visibility and financial outcomes. Furthermore, Durmaz and Akan (2023) emphasized that digital marketing enables banks to expand their market reach, personalize customer interaction, and create long-term loyalty. The underdevelopment of BNCTL's digital marketing strategy, therefore, directly hampers its performance.

Observations indicate that government regulations hamper BNCTL's business performance. This is evident from the Timor Leste government's regulation, which only addresses BNCTL's role as a regulator and supervisor of the national market dedicated to insurance sector operations, specifically BNCTL Decree Law No. 16 of 2019. Government Regulations can significantly influence Business Performance. Research shows that government policies toward small businesses, such as financial assistance through interventions in providing credit or loan assistance and assistance in development programs for small and medium businesses, positively impact business development.

Organizational Transformation factors can also affect BNCTL's Business Performance. Observations indicate that BNCTL has not yet optimally transformed itself into an

international company. This is evident from the international or global transaction feature launch at Bank BNCTL Timor Leste in 2025. The delay in providing the international or global transaction feature at Bank BNCTL Timor Leste could lead to less-than-optimal Business Performance. Previous study also indicates a relationship Organizational Transformation and Business Performance. Research proves that Organizational Transformation has a significant impact on Business Performance.

The urgency of the research lies in the important role of Bank BNCTL (Banco Nacional de Comércio de Timor-Leste) for the people of Timor-Leste in providing various banking services to the community, including individuals, small and micro businesses, as well as supporting the country's economic growth. One of the MSME funding programs at Bank Nasional Commercial Timor Leste (BNCTL) is the SUAVE Credit by Decree Law No. 8 of 2022, which aims to facilitate access to financing for micro, small, and medium enterprises (MSMEs) in Timor-Leste. Based on internal data from Bank BNCTL, the amount of funds allocated for the SUAVE credit program (Agriculture, Vocational, and Economic Business System) in Timor-Leste is \$1,380,330.00, which has been distributed to 23 private sectors out of a total of 90 sectors that submitted applications. This causes Bank BNCTL (Banco Nacional de Comércio de Timor-Leste) to have maximum business performance to support the country's economic growth, especially in funding MSMEs and private companies in Timor-Leste. This study aims to analyze the influence of Organizational Transformation on Business Performance through Innovation, Financial Technology, Digital Marketing, and Government Regulation at Bank BNCTL Dili, Timor Leste.

2 Literature overview

2.1. Organizational Transform

Organizational Transformation is using new digital technologies to improve the effectiveness of businesses and services . found digital transformation impacts regional bank performance in Indonesia. also found the same in Marsudirini School, Yogyakarta. Concluded that the digital transformation of company will improve company's financial outcome. states that digital transformation impacts performance. Digital transformation increases the ease of interaction and provides information about products and services to consumers, expands market segments, increases awareness, and directly impacts performance. By adopting the right technology, employees can work more efficiently, better face challenges, and produce higher-quality output. Therefore, the research hypothesis to be studied is:

H1: Organizational Transformation Has a Significant Influence on Business Performance at Bank BNCTL Dili, Timor Leste

Digital transformation is a sociocultural process involving the adaptation of companies to new organizational structures and capabilities necessary to stay competitive and relevant in the digital era . Digital transformation facilitates the generation of innovative concepts and enhances communication between business partners across the value chain. found that digital transformation can drive corporate innovation.

H2: Organizational Transformation Has a Significant Influence on Innovation at Bank BNCTL Dili, Timor Leste

According to , digital transformation is defined as using technology to improve a company's performance or reach generally. Financial technology is defined as technological innovations within various financial service models that can materially impact business processes related to providing financial services . Therefore, the hypothesis under study is:

H3: Organizational Transformation has a significant impact on Financial Technology at Bank BNCTL Dili, Timor Leste

An organization's digital transformation towards digital marketing incorporates digital technology into marketing to improve customer service and experience. Research by states that organizational transformation significantly impacts digital marketing. Digital transformation can help organizations change how they operate, increase their ability to adapt to change, and improve the quality of their services . Therefore, the hypothesis studied is:

H4: Organizational Transformation Has a Significant Influence on Digital Marketing at Bank BNCTL Dili, Timor Leste

Organizational transformation can be achieved by changing systems, mechanisms, and work culture. These changes can then be implemented through formal policies or regulations. The relationship between organizational transformation and government regulations has never been explored, making this research novel. The following research hypotheses were analyzed:

H5: Organizational Transformation has a significant impact on Government Regulation at Bank BNCTL Dili, Timor Leste

2.2. Innovation

Innovation drives organizations to generate value and sustain a competitive edge in a dynamic and increasingly complex environment . Technological innovation is a crucial factor in improving a company's financial performance. It can benefit companies, including increased efficiency, productivity, and competitiveness . Companies with an innovation orientation can positively impact their business performance, which translates into developing competitive advantages. Furthermore, innovation can help organizations achieve or maintain organizational performance. Research examining the significant influence of organizational transformation on business performance through innovation has been unprecedented, making this research novel. Therefore, the hypothesis being studied is:

H6: Innovation has a significant impact on business performance at Bank BNCTL Dili, Timor Leste

H10: Organizational Transformation Has a Significant Influence on Business Performance Through Innovation at Bank BNCTL Dili, Timor Leste

2.3. Financial Technology

Fintech is a technological progress that introduces diverse new operational models, enabling consumers to access financial services more conveniently and securely . Fintech, with indicators such as phone banking, SMS banking, mobile banking, and internet banking, had an impact on financial performance (ROA, ROE, BOPO, CAR, and FDR). The increasing sophistication of fintech services in Islamic finance will increasingly impact the financial performance of Islamic banks. Furthermore, Fintech can help people manage their finances, obtain business capital, and conduct financial transactions. Research examining the significant influence of Organizational Transformation on Business Performance through Financial Technology has never been conducted before, making it a novel research topic. Therefore, the proposed hypothesis is:

H7: Financial Technology has a significant influence on Business Performance at Bank BNCTL Dili, Timor Leste

H11: Organizational Transformation Has a Significant Influence on Business Performance through Financial Technology at Bank BNCTL Dili, Timor Leste

2.4. Digital Marketing

Digital marketing refers to the promotion of products or services through internet-based platforms. It is alternatively called internet marketing, web marketing, online marketing, or e-marketing. Research by [unclear] found that the impact of digital marketing strategies has consequences for profit margins and a business's ability to grow. Digital marketing media uses digital technology to promote products or services to audiences. Research examining the significant influence of Organizational Transformation on Business Performance through Digital Marketing has been unprecedented, making it a novel research topic. Therefore, the research hypothesis is:

H8: Digital Marketing has a significant impact on Business Performance at Bank BNCTL Dili, Timor Leste

H12: Organizational Transformation Has a Significant Influence on Business Performance Through Digital Marketing at Bank BNCTL Dili, Timor Leste

2.5. Government Regulation

Regulation in government is a rule enacted by the government that influences the activities of individuals or groups/institutions/institutions in a country. The research results It shows that government policies towards small businesses, such as providing financial assistance through interventions in providing credit or loan assistance and assistance in development programs for small and medium businesses, positively impact their development. Furthermore, clear and conducive government regulations can support business growth, while excessive regulations can hinder business. Research examining the significant influence of Organizational Transformation on Business Performance through Government Regulation has never been conducted before, making this research novel.

H9: Government Regulations Have a Significant Influence on Business Performance at Bank BNCTL Dili, Timor Leste

H13: Organizational Transformation Has a Significant Influence on Business Performance Through Government Regulation at Bank BNCTL Dili, Timor Leste

3 Research Methodology

3.1. Data Collection

The data collection technique in this study was conducted through a survey method using a closed-ended questionnaire. The questionnaire was designed to collect quantitative data from respondents relevant to the research objectives, such as employees, managers, and stakeholders at Bank BNCTL. According to A questionnaire consists of systematic written questions that reveal respondents' perceptions, attitudes, and experiences.

3.2. Measures

The study adopted variable measurements derived from a range of prior research. Measurement of Organizational Transformation variables using indicators from the theory of [unclear], measurement of Innovation variables using indicators from the theory of [unclear], measurement of Financial Technology variables using indicators from the theory of [unclear], measurement of Digital Marketing variables using indicators from the theory of [unclear], measurement of Government Regulation variables using indicators from the theory of [unclear] and measurement of Business Performance variables using indicators from the theory of Dwijayanti et al., (2023). A five-point Likert scale was employed for measurement, where one represented "Strongly Disagree" and five represented "Strongly Agree". For detailed measurement indicators, please refer to the Appendix.

3.3. Analysis

This study used Partial Least Squares – Structural Equation Modeling (PLS-SEM). Sekaran & Bougie (2019) recommend using PLS-SEM if the research explores or extends existing structural theory. Evaluation of the PLS SEM model

4 Data Analysis

4.1. Profile of Respondents

Regarding gender, the majority of respondents of BNCTL Dili Timor Leste customers are female, with a total of 90 people (58.4%), while the rest are male respondents, with 64 people (41.6%). Regarding age, most BNCTL Dili Timor Leste customers are aged 20-25 years, totaling 70 people (45.5%). Then, respondents aged 26-45 years are 44 people (28.6%), while the rest are respondents aged > 45 years, with a total of 40 people (26.0%). In addition, regarding the length of time as a customer, most respondents have been customers of Bank BNCTL Dili Timor Leste for > 3 years, as many as 60 people (39.0%). While respondents who have been customers for 1-3 years are 49 people (31.8%), and the rest are respondents who have been customers for < 1 year, as many as 45 people (29.2%). This can be interpreted that most respondents have been BNCTL Dili Timor Leste customers for > 3 years.

Table 1. Profile of the respondents

Respondents Profile	Information	Frequency	%
Gender	Man	64	41,6
	Woman	90	58,4
	Total	154	100,0
Age	20 - 25 Years	70	45,5
	26 - 45 Years	44	28,6
	> 45 Years	40	26,0
	Total	154	100
Length of time as a customer	< 1 Year	45	29,2
	1 – 3 Year	49	31,8
	> 3 Year	60	39,0
	Total	154	100

4.2. Outer Model Test

For convergent validity, each indicator in the model must have a value > 0.5. The Average Variance Extracted value > 0.5 must be declared valid for discriminant validity. In the reliability test, Cronbach's Alpha and Composite Reliability tests were carried out, where Cronbach's Alpha and composite reliability values > 0.60 are interpreted as very satisfactory.

Table 2. Assessment of the validity and reliability of research instruments

Variables	Indicators	Loading Factors	AVE	CR	Cronbach Alpha
Organizational Transformation (X)	X1	0,873	0,746	0,898	0,829
	X2	0,884			
	X3	0,833			
Innovation (Z1)	Z11	0,888	0,814	0,897	0,772
	Z12	0,916			
Financial Technology (Z2)	Z21	0,731	0,678	0,893	0,842
	Z22	0,877			
	Z23	0,830			
	Z24	0,848			

Variables	Indicators	Loading Factors	AVE	CR	Cronbach Alpha
Digital Marketing (X3)	Z31	0,856	0,639	0,913	0,888
	Z32	0,881			
	Z33	0,850			
	Z34	0,802			
	Z35	0,697			
	Z36	0,689			
Government Regulation (Z4)	Z41	0,862	0,639	0,895	0,846
	Z42	0,749			
	Z43	0,805			
	Z44	0,879			
Business Performance (Y)	Y1	0,901	0,822	0,933	0,891
	Y2	0,892			
	Y3	0,926			

4.3. Inner Model Test

The hypotheses in this study were examined using structural equation modeling (SEM) with SmartPLS software. SmartPLS was employed as the analytical tool and generated various results. For the endogenous latent variables in the structural model, an R^2 value of 0.75 indicates a "strong" model, an R^2 of 0.50 suggests a "moderate" model, and an R^2 of 0.25 reflects a "weak" model.

Table 3. R-squared, adjusted R-squared, and Q-squared

Variables	R-square	Results
Innovation (Z1)	0,421	Moderate Relationship
Financial Technology (Z2)	0,542	Moderate Relationship
Digital Marketing (Z3)	0,557	Moderate Relationship
Government Regulation (Z4)	0,487	Moderate Relationship
Business Performance (Y)	0,745	Moderate Relationship

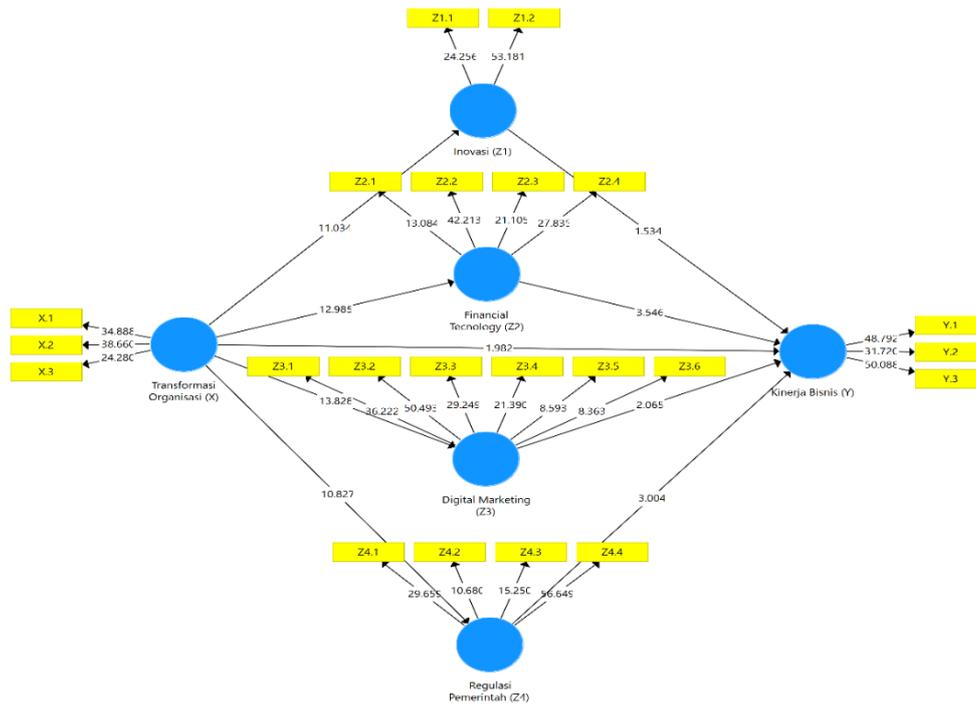


Figure 1. Results of the structural equation modeling analysis

4.4. Hypothesis Test

Table 4. Hypothesis test results

Hypothesis	Variable	Original Sample (O)	T Statistics (O/STDEV)	P-Value	Results
H ₁	Organizational Transformation (X) -> Business Performance (Y)	0,133	1,982	0,048	Significant
H ₂	Organizational Transformation (X) -> Innovation (Z1)	0,649	11,034	0,000	Significant
H ₃	Organizational Transformation (X) -> Financial Technology (Z2)	0,736	12,985	0,000	Significant
H ₄	Organizational Transformation (X) -> Digital Marketing (Z3)	0,747	13,828	0,000	Significant
H ₅	Organizational Transformation (X) -> Government Regulation (Z4)	0,698	10,827	0,000	Significant
H ₆	Innovation (Z1) -> Business Performance (Y)	-0,090	1,534	0,126	Not Significant
H ₇	Financial Technology (Z2) -> Business Performance (Y)	0,283	3,546	0,000	Significant
H ₈	Digital Marketing (Z3) -> Business Performance (Y)	0,263	2,065	0,039	Significant

Hypothesis	Variable	Original Sample (O)	T Statistics (O/STDEV)	P-Value	Results
H ₉	Government Regulation (Z4) -> Business Performance (Y)	0,341	3,004	0,003	Not Significant
H ₁₀	Organizational Transformation (X) -> Innovation (Z1) -> Business Performance (Y)	-0,058	1,515	0,130	Significant
H ₁₁	Organizational Transformation (X) -> Financial Technology (Z2) -> Business Performance (Y)	0,208	3,033	0,003	Significant
H ₁₂	Organizational Transformation (X) -> Digital Marketing (Z3) -> Business Performance (Y)	0,196	2,021	0,044	Significant
H ₁₃	Organizational Transformation (X) -> Government Regulation (Z4) -> Business Performance (Y)	0,238	2,943	0,003	Significant

The analysis results show that Organizational Transformation (X) significantly influences Business Performance (Y), with a T-statistic of 1.982 and a P-value of 0.048. Then, Organizational Transformation significantly influences Innovation (T-statistic = 11.034; P-value = 0.000), with a coefficient of 0.649. Organizational Transformation also significantly influences adopting Financial Technology (T-statistic = 12.985; P-value = 0.000), with an influence coefficient of 0.736. The T-statistic value of 13.828 and the P-value of 0.000 indicate that Organizational Transformation has a significant influence on strengthening the Digital Marketing strategy. Organizational Transformation also significantly influences compliance and adjustment to Government Regulations, indicated by a T-statistic of 10.827 and a P-value of 0.000. Innovation (Z1) has no significant effect on Business Performance (Y), indicated by a T-statistic of 1.534 (<1.96) P-value of 0.126 (>0.05), and a negative coefficient of -0.090. Financial Technology (Z2) significantly positively affects Business Performance (Y), value of T-statistic 3.546 and P-value of 0.000. Digital Marketing (Z3) has a significant positive effect on Business Performance (Y), indicated by a T-statistic of 2.065 and a P-value of 0.039, with a coefficient of 0.263. Government Regulation (Z4) significantly positively affects Business Performance (Y), value of T-statistic 3.004, P-value 0.003, and a coefficient of 0.341.

For indirect effects, Organizational Transformation does not have a significant indirect effect on Business Performance through Innovation (Z1), value of T-statistic 1.515, P-value 0.130, and a coefficient of -0.058. Organizational Transformation is proven to have a significant positive effect on Business Performance through Financial Technology (Z2), value of T-statistic 3.033 and P-value 0.003. Organizational Transformation also has a significant indirect effect on Business Performance through Digital Marketing (Z3), value of T-statistic 2.021, P-value 0.044, and a mediation coefficient of 0.196. Then, Organizational Transformation significantly positively affects Business Performance through Government Regulation (Z4), value of T-statistic 2.943, P-value 0.003, and a mediation coefficient of

0.238.

5 Discussion

The analysis shows that Organizational Transformation has a significant and positive effect on Business Performance at Bank BNCTL Timor-Leste. This result is consistent with Dwijayanti et al. (2023), who argued that digital transformation improves interaction and information flow between companies and customers, thereby enhancing awareness and directly impacting performance. Zhai et al. (2022) also found that digital transformation drives efficiency and competitiveness in the financial sector, while Kretschmer and Khashabi (2020) highlighted that organizational design aligned with digitalization increases organizational adaptability. These findings suggest that BNCTL's ongoing transformation efforts are crucial to improving efficiency, strengthening service quality, and maintaining competitiveness in an increasingly dynamic financial environment.

The analysis shows that organizational transformation has a significant positive impact toward innovation. These findings consistent with He's (2023) research, which showed that digital transformation has a significant promotional impact toward a company's innovation capabilities.

The findings also demonstrate that Organizational Transformation has a strong positive impact on Financial Technology, which subsequently has a significant effect on Business Performance. This supports Nadkarni and Prügl (2021), who found that organizational transformation accelerates fintech adoption, improving efficiency and productivity. Liu et al. (2021) also confirmed that fintech enhances financial performance by facilitating new business models and increasing access to services. For BNCTL, fintech solutions such as mobile banking are vital to expanding customer reach and improving operational efficiency. Broby (2021) further argued that fintech represents not only a technological shift but also a cultural transformation in the banking industry, making it an essential driver of performance in emerging markets.

The analysis demonstrated that organizational transformation significantly impacts digital marketing, with a positive impact. The analysis shows that organizational transformation significantly impacts government regulations, with a positive impact. Organizational transformation can improve government regulations because the process often involves improvements to systems, procedures, and organizational structures, directly impacting government effectiveness and efficiency. These changes can include technological updates, procedural simplification, increased accountability, and improved public service quality. Organizational transformation can be achieved by changing systems, mechanisms, and work culture. These changes can then be realized through formal policies or regulations.

The analysis shows that innovation has an insignificant negative effect toward business performance. The insignificant effect between innovation and business performance at Bank BNCTL Timor Leste is due to the excessive service evaluation process, which makes management less able to formulate customer service innovations. Minimal innovation can lead to stagnant or even declining performance. This lack of innovation hinders adaptation to market and technological changes and reduces the company's competitiveness.

The analysis demonstrated that Financial Technology significantly impacts business performance, with a positive effect. The analysis shows that digital marketing has a significant positive impact on business performance. Consumers perceived that they found more useful ways to offer or market their businesses through social media or websites, which they considered easier.

The analysis shows that government regulations significantly positively impact business performance. This finding aligns with research. The research results It shows that

government policies towards small businesses, such as financial assistance through interventions in providing credit or loan assistance and assistance in development programs for SME, positively impact business development.

The analysis results indicate Organizational Transformation has no significant impact on Business Performance mediated by Innovation, with a negative direction. Organizational transformation that fails to improve performance through innovation is caused by various factors, including a lack of executive commitment, difficulties in implementation, and resistance to change. Innovation is key to improving organizational performance, but if not implemented properly, transformation can fail.

The analysis shows that organizational transformation, mediated by financial technology, significantly impacts business performance in a positive direction. Financial technology utilizes digital platforms to provide financial solutions. Fintech can help people manage their finances, obtain business capital, and conduct financial transactions. Organizational transformation through financial technology significantly improves performance. Financial technology enables higher operational efficiency, expands access to financial services, and drives innovation in the industry.

The analysis shows that organizational transformation significantly impacts business performance through digital marketing, with a positive impact. Digital marketing is a medium that uses digital technology to promote services or products to audiences. Organizational transformation driven by digital marketing can improve performance in various ways, such as increasing efficiency, expanding customer reach, and enhancing the customer experience.

In summary, the discussion highlights that BNCTL's organizational transformation has successfully enhanced financial technology, digital marketing, and regulatory alignment, which in turn improve business performance. However, the bank's innovation efforts remain insufficient, pointing to the need for more aggressive service development. To strengthen competitiveness, BNCTL should prioritize digital payment systems, expand fintech services, intensify digital marketing campaigns, and proactively engage with regulators to shape policies that support financial sector growth.

6 Conclusions

Based on the results of the analysis and discussion that have been carried out, several research conclusions were obtained, including:

1. Organizational Transformation positively and significantly impacts Business Performance.
2. Organizational Transformation has a positive and significant impact on Innovation.
3. Organizational Transformation positively and significantly impacts Financial Technology.
4. Organizational Transformation positively and significantly impacts Digital Marketing.
5. Organizational Transformation positively and significantly impacts Government Regulation.
6. Innovation has a negative but insignificant impact on Business Performance.
7. Financial Technology positively and significantly impacts Business Performance.
8. Digital Marketing positively and significantly impacts Business Performance.
9. Government Regulation positively and significantly impacts Business Performance.
10. Organizational Transformation has a negative and insignificant effect on Business Performance, mediated by Innovation.
11. Organizational Transformation has a positive and significant effect on Business Performance, mediated by Financial Technology.
12. Organizational Transformation has a positive and significant effect on Business Performance, mediated by Digital Marketing.

13. Organizational Transformation has a positive and significant effect on Business Performance, mediated by Government Regulation.

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