

Digital Transformation and Management Technology: Analysis Qualitative to Strengthening Capability Organization

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ABSTRACT

Study This aim for analyze role management technology in increase performance organization through strengthening innovation and capability organization. Development increasingly advanced technology fast demand organization For No only adopt technology, but also managing it in a way strategic to be able to create values and advantages compete. Approach research used nature qualitative with design exploratory. Data obtained through interview in-depth, observation, and study documentation to informants involved direct in management technology organization. Data analysis was carried out use technique coding thematic For identify patterns and themes main. Research results show that management planned and aligned technology with organizational strategy play a role important in push innovation, strengthening capability organization, as well as increase performance in a way sustainable. Managed digital transformation in a way effective support efficiency operational and quality taking decision. Research This give contribution theoretical to development study management technology as well as implications practical for leadership organization in formulate management strategies adaptive technology in the era of digital transformation.

Keywords: Management Technology, Innovation, Digital Transformation, Capabilities Organization, Organizational Performance.

I. Introduction

Development technology has become strength the main thing that forms dynamics modern organizations and the environment global business. Technology influence almost all over aspect activity organization, starting from the production process, system information, patterns communication, up to mechanism taking decision strategic. Transformation based technology push organization For do adjustment sustainable to be able to survive and compete in an increasingly complex environment complex and not Certain (Porter & Heppelmann, 2015) . Change the put technology as source Power strategic that requires management in a way planned and integrated. The role of technology No Again limited to improvements efficiency operational, but also contribute in creation values and advantages compete (Tyoso, 2016) Utilization technology allows organization developing a business model new, improve quality services, as well

as respond market needs with more fast and accurate (Bharadwaj et al., 2013) . Condition This demand organization For own ability managerial that is not only aspect - oriented technical, but also capable align technology with vision, mission and organizational strategy.

Management technology appear as an approach that emphasizes importance management technology in a way systematic For support achievement objective organization (Aisyah et al., 2023; Noer, 2016) . Draft This look at technology as combination between device hard, device software, knowledge, and processes that must be managed in a way integrated (Khalil, 2000) . Focus management technology covers planning technology, development innovation, implementation system technology, as well as evaluation the impact to performance organization. Approach This confirm that success adoption technology is very much determined by quality decision managerial that accompanies it. Competition growing business strict strengthen urgency implementation management technology in a way effective. Organization faced with pressure For Keep going innovate to be able to maintain position competitive in the market. Innovation based technology be one of instrument main in create differentiation products and services (Alfaro et al., 2019; Mwaniki et al., 2025) . Capability organization in manage technology in a way strategic contribute to speed innovation, flexibility operational, as well as ability organization in respond change environment external (Dias & Ferreira, 2019) .

Reality empirical show that adoption technology No always produce improvement performance organizations. Many organizations experience failure in utilise technology optimally even though has do significant investment. Problems the often sourced from weakness integration between technology and business strategy, low competence managerial, as well as resistance organization to change (Westerman et al., 2014) . Conditions This indicates that existence technology just No Enough For create mark without supported by practice management effective technology. Capability managerial become factor key in determine success management technology. Manager sued For capable understand potential technology, assess risks and benefits, as well as direct its utilization in accordance with need organization. Perspective This in line with Resource-Based View theory which emphasizes importance management source Power strategic in a way unique and difficult imitated For create superiority compete (Barney, 1991; Barney, 2000) . Managed technology in a way appropriate can functioning as source Power strategic that provides mark plus for organization.

Dynamic Capability approach strengthens view that organization need develop ability For integrate, build, and reconfigure source Power technology along with change environment (Teece et al., 1997; Teece et al., 1992) . Management technology play a role in ensure that technology No only adopted, but also continues customized with market demands and developments external. Capabilities dynamic This allows organization maintain relevance and power competition in term long. Digital transformation expands coverage management technology to in aspect strategic and organizational. Digitalization push change structure organization, culture work, and pattern interaction inter-unit work. Digital technology makes it possible collaboration cross functions, real-time data integration, and taking decision based analytic (Vial, 2017, 2021) . Condition This demand management technology that is capable manage change in a way holistic and creation - oriented mark.

Various study previously show connection positive between management technology and performance organization. Management effective technology contribute to improvement productivity, quality service and satisfaction customer (Duan et al., 2024; Liu et al., 2025; Zheng et al., 2025) . Findings the confirm that management technology No only impact on aspects operational, but also on achievement objective strategic organization. Contribution This the more relevant in context organizations that face disruption technology in a way sustainable. The gap study Still found related mechanism How management technology influence performance organization in a way comprehensive. Some research more emphasize on aspects adoption technology, while role managerial in manage technology Not yet fully explored. An approach that integrates management technology, innovation, and capabilities organization Still need strengthening empirical and conceptual (Dodgson et al., 2008) . The gap This open opportunity for deepen study management technology as factor strategic organization. Study This focus on analysis role management technology in push improvement performance organization through strengthening innovation and capability organization. This study put management technology as variables the key that bridges connection between utilization technology and achievements performance. Approach the expected capable give greater

understanding comprehensive about How organization can manage technology in a way strategic and sustainable.

II. Literature Review and Hypothesis Development

2.1. Management Technology

Management technology is field study strategic that focuses on how organization planning, developing, utilizing, and control technology to support achievement objective term short and Long term (Asrul, 2024). Technology in context This No solely understood as device hard or device soft, but rather covers overall system knowledge, skills human, method work, procedures operational, as well as structure integrated organization in business processes. With Thus, technology become the part that is not inseparable from system organization in a way as a whole, so that its management need approach comprehensive and goal-oriented managerial strategic. Perspective management technology confirm that success utilization technology is very much determined by ability management in align technology with vision, mission, and organizational strategy. Advanced technology No will give mark plus if No managed in a way effective and not integrated to in the process of taking decision strategic (Ridwan et al., 2021). Therefore that, management technology play a role as connector between potential technical technology with need business and demands environment external. In case this, manager sued For No only understand aspect technical technology, but also implications economic, social, and organizational from implementation technology the.

Management technology also places technology as source Power strategic capable create superiority compete. Management effective technology allows organization optimize mark investment technology, improve efficiency operational, as well as strengthen ability innovation. Dogson state that capable organization manage technology in a way systematic tend more adaptive to change environment and more Ready face competition (Dodgson et al., 2008). This Because management technology help organization in identify opportunity technology, anticipating risk failure implementation, as well as ensure that adopted technology truly support achievement performance organization. Focus main in management technology covering a number of aspect important, including planning technology, management innovation, integration technology to in business processes, as well as evaluation impact technology to performance organization. Planning technology aim For ensure that selected technology in accordance with direction strategic organization and have potential sustainability in term long. Meanwhile that, management innovation emphasize on ability organization in create, adopt, and develop technology new as response to market dynamics and needs customers. Technology integration to in business processes become key to technology No stand alone, but rather support improvement productivity, quality service, and effectiveness Work.

Role of management technology become the more crucial along with increasing complexity technology and acceleration change environment business, especially in the digital era (Prabowo et al., 2023). Organization faced with challenges For choose technology right in the middle many alternative available technology, while manage cycle life technology to remain relevant and valuable. In addition, organizations are also required to For ensure suitability technology with market needs, regulations, and interests of stakeholders interests. Mismatch between technology and needs organization can cause inefficiency, waste source power, even failure strategic. Approach management technology show that technology No can separated from the retrieval process decision strategic organization (Wahyuni, 2023). Every decision related investment, development, and termination use technology must based on analysis mature strategic. With Thus, management technology No only functioning as tool supporters operational, but also as instrument strategic determining direction and sustainability organization. In the context of this, ability managerial in manage technology become factor key in increase Power competitiveness and performance organization in a way sustainable.

2.2. Management Innovation

Management innovation is approach strategic that focuses on managing the process of creating, developing, and implementing new ideas that have mark plus for organization (Lestari, 2019). Innovation No

Again understood as activities that are sporadic or incidental, but rather as an integrated systematic process in organizational strategy. Schilling explains that innovation covers development products, services, operational processes, and business models newly designed For increase performance and power competition organization (Asari et al., 2023) . With Thus, management innovation play a role as mechanisms that ensure that creative ideas can changed become applicable and valuable solutions economy. Perspective modern management, innovation is results from dynamic interactions between technology, resources Power humans and systems managerial. Technology provide tools and infrastructure that enable occurrence update, while source Power man play a role as driving force main in generate ideas, knowledge and creativity (Basalamah & Erwaedy, 2021) . On the other hand, the system managerial functioning as the director who ensures that the innovation process walk in a way coordinated and aligned with objective strategic organization. Third element This must managed in a way integrated for innovation No only produce novelty, but also provides impact real to performance organization.

Management innovation also emphasizes importance structure flexible organization and supportive culture creativity as well as learning sustainable. Structure too large an organization bureaucratic tend hinder the flow of ideas and slows down the decision-making process. decision, so that can reduce speed innovation (Sunarjo, 2024) . On the other hand, an adaptive and collaborative structure allows occurrence exchange knowledge cross function, which ultimately enriching the innovation process. Culture organizations that encourage courage take risk, tolerance to failure, and openness to change become factor key in create climate sustainable innovation. Besides structure and culture, leadership own role strategic in management innovation. Leader innovative No only functioning as taker decision, but also as facilitator and role model who encourages exploration of new ideas. Visionary leadership is able to articulate direction innovation organization as well as motivating employee For contribute in a way active in the innovation process. With effective leadership, organization can manage inherent uncertainty in innovation and change it become opportunity strategic.

Management innovation based technology become the more important in the middle development environment dynamic and competitive business. Tidd and Bessant stated that utilization technology in management innovation allows organization speed up the development process product, improve efficiency operational, as well as create difficult differentiation imitated by competitors (Sunarjo, 2024) . Digital technology, for example, makes it possible data integration, process automation, and collaboration across organizational boundaries, so that expand room scope innovation. However Thus, technology No will give optimal value without management the right innovation. Connection between management technology and management innovation nature each other complete and not can separated. Management technology focused on management asset technology, starting from acquisition, development, up to maintenance technology. Meanwhile that, management innovation play a role in direct utilization technology so that it is in harmony with market needs and objectives strategic organization. The second integration approach This allows organization No only control technology, but also capable convert it become mark economy and excellence sustainable competitiveness (Silitonga & Sitepu, 2021). With Thus, integration management innovation and management technology become foundation important for growth - oriented organization term long. Organizations that are capable manage innovation in a way systematic tend own level greater adaptability tall to change environment external, including change technology, preferences consumers, and dynamics competition. Therefore that, management innovation No only play a role as tool operational, but also as instrument strategically decisive sustainability and power competition organizations in the future.

2.3. Transformation Technology

Digital transformation refers to the process of change fundamental in organization that occurs through utilization digital technology for create mark new, improve efficiency operational, as well as strengthen Power competition organization (Danuri, 2019) . Transformation This No nature partial or technical only, but covers change comprehensive on organizational strategy, structure, business processes, to culture work adopted by all member organization (Ardiansyah, 2023) . In the context this, digital technology does not only functioning as tool supporters, but become the main enabler in designing repeat method organization operate and interact with environment external. Development digital technologies such as big data, intelligence artificial intelligence, Internet of Things (IoT), and systems platform -based has push organization

For operate in a way more integrated, adaptive, and responsive to market changes. Utilizing big data allows organization manage and analyze information in amount big in real-time so that support taking more decisions accurate and data- based. Meanwhile that, intelligence artificial play a role in process automation, improvement quality services, as well as prediction behavior customer. Technology platform- based also encourages formation ecosystem business new nature collaborative, where organizations No Again stand alone, but rather connected with various stakeholders interest (Nainggolan et al., 2023) .

Digital transformation is not can understood solely as an adoption process technology new. Transformation This demand change pattern organizational mindset, especially in matter openness to innovation, management risks, as well as willingness For do experiments and learning sustainable. Westerman emphasized that success digital transformation is greatly influenced by the ability organization in manage change and align utilization technology with a clear business strategy (Hadiono & Santi, 2020) . Without direction strong strategic investment technology precisely potential become No effective and not give mark significant increase for organization. Role of management technology become very crucial as driving force main digital transformation. Management technology No only responsible answer on selection and implementation technology, but also ensure that technology the in harmony with objective strategic organization. This is covers planning technology, management source Power technology, as well as development digital capabilities of sources Power human. With management effective technology, organization can minimize resistance to change and improve readiness organization in face digital disruption.

Digital transformation also expands role management technology to in aspect strategic and organizational management technology contribute to designing rework business processes to make them more efficient and flexible, encouraging collaboration cross function, as well as build culture work - based innovation and learning. In addition, management the right digital technology allows organization increase quality connection with customer through more personal, faster, and user - based services need users. Intensive digital interaction with customers also provide bait valuable return for organization For Keep going perfect its products and services. Digital transformation is driving creation ecosystem dynamic business, where the organization can collaborate with partners, startups, and digital communities to create innovation together. In the ecosystem this, management technology play a role in manage integration systems, data security, and governance technology for collaboration can walk in a way sustainable and mutually beneficial profitable. Therefore that, digital transformation is not only impact on the internal performance of the organization, but also shape repeat connection organization with environment external. Digital transformation places management technology as element key in the process of change sustainable organization. Success digital transformation is largely determined by capabilities organization in manage technology in a way strategic, adaptive, and integrated with vision term long organization. Without support management powerful technology, digital transformation is risky become just project technology, not transformation real organization.

2.4. Resource-Based View

Resource-Based View (RBV) views organization as entity consisting of on gathering source power that is heterogeneous and not easy imitated by competitors. Perspective This emphasize that difference performance inter-organizational No solely caused by factors external like structure industry or market conditions, but rather by the internal capabilities of the organization in manage and utilize source the power it has in a way effective. Barney stated that superiority sustainable competition can achieved if organization own source valuable, rare, difficult power inimitable, and not easy non -substitutable. This VRIN framework become foundation RBV main points in explain How organization can maintain position competitiveness in Long term (Madhani, 2009) . In modern organizations, technology seen as one of the source Power increasingly strategic important. Technology No Again only functioning as tool operational For increase efficiency, but has develop become factor key in support innovation, differentiation, and creation value. The RBV perspective provides runway strong theoretical For understand role technology as source Power strategic organization. Managed technology in a way effective can fulfil VRIN criteria if capable give mark significant increase for organization, no owned in a way wide by competitors, difficult imitated Because its complexity, as well as No easy replaced by other alternatives.

Strategic value technology No only lies in the aspect technical or sophistication system used, but also on capabilities organization in integrate technology with business processes, structures organization, as well as competence source Power humans. The same technology can produce impact different performance in different organizations, depending on how technology the managed and utilized. This is in line with RBV view which emphasizes that source Power become worth No Because characteristics inherently only, but Because method organization combine and use them in activity operational and strategic. Management technology own role central in ensure that technology truly contribute to creation values and advantages compete. Through planning, organizing, controlling, and evaluating technology, organization can ensure that investment technology in harmony with objective strategic (Lockett et al., 2009) . Management technology also works as mechanism For develop capability organization, namely ability collective in integrate, build, and configure repeat source Power technology to suit with dynamics environment. In the RBV framework, capabilities This often more difficult imitated compared to asset technology That alone, because formed through the learning process organization, experience, and culture typical work.

RBV emphasizes that superiority sustainable competition more Possible obtained through development unique internal capabilities compared to only depend on ownership asset physique or technology certain. Therefore that, an organization that is capable of develop practice management unique, contextual, and technology - based internal knowledge has opportunity more big For maintain superiority compete. Practice the covers ability in choose appropriate technology, adapting technology in accordance need organization, as well as manage changes that arise consequence implementation technology new. More Furthermore, the RBV perspective strengthens connection between management technology, innovation, and performance organization. Managed technology in a way strategic allows organization For create innovation products, processes, and business models. Innovation that in the end contribute to improvement performance organization, good from side efficiency operational, quality services, as well as satisfaction stakeholders interests. With Thus, management technology No only play a role as function supporters, but become an integral part of organizational strategy in build superiority compete.

In a way Overall, Resource-Based View provides framework comprehensive conceptual For understand importance technology as source Power strategic. RBV emphasizes that success organization in face competition No only determined by ownership technology, but by ability managerial in manage, integrate, and develop technology the become unique and difficult capabilities imitated. Therefore that, strengthening management technology become factor crucial in push innovation sustainable and improving performance organization in term long.

2.5. Dynamic Capability

Dynamic Capability is development advanced from the Resource-Based View (RBV) which attempts answer limitations of RBV in explain How organization can survive and excel in dynamic and full environment uncertainty (Vogel & Güttel, 2013) . RBV emphasizes superiority competing sources from ownership source valuable, rare, difficult power imitated, and not replaced. However, in context change fast technology, ownership source Power solely No Again Enough For ensure sustainability superiority competitive. Therefore that, Dynamic Capability is present as perspective that emphasizes ability organization For Keep going adapt and update source its power along with change environment. Teece, Pisano, and Shuen define capability dynamic as ability organization For integrate, build, and reconfigure internal and external competencies external to respond change fast- paced environment (Wang & Ahmed, 2007) . Definition This confirm that superiority competitive No is static, but rather is results of a dynamic process involving learning sustainable, innovation, and adjustment strategic. In the context of this organization sued No only capable identify opportunities and threats, but also have capacity For transform source the power that is owned to remain relevant with demands environment external.

Dynamic Capability perspective becomes very relevant in the era of development rapid and often unpredictable technology unexpected. Progress digital technology, automation, intelligence artificial, as well as transformation platform -based has change method organization operate and compete. Changes the demand organization For own flexibility strategic and capabilities high adaptability. Organizations that do not capable adapt self with development technology tend experience decline performance or even eliminated from competition. Therefore that, capability dynamic play a role as mechanism key that allows organization

For respond disruption technology in a way effective (Winter, 2003) . Management technology own role strategic in development and strengthening capability dynamic organization. Management technology No only related with selection and procurement technology, but also includes innovation process management, development competence source Power humans, as well as alignment technology with business strategy organization. Management adaptive technology allows organization For in a way proactive anticipate change technology and market needs, so that can adjusting strategies, operational processes, and structures organization in a way appropriate (Barreto, 2010) .

Through management effective technology, organization can build sensing, seizing, and transforming capabilities as put forward in Dynamic Capability framework. Sensing abilities are related with capacity organization For identify opportunities and threats technology in the environment external. Seizing ability reflects ability organization in take decision strategic and allocate source Power For utilise opportunity said. Meanwhile that, transforming ability refers to the capacity organization For do changes and updates sustainable to assets, processes, and structures organization. Third ability it really depends on how technology managed and integrated in system organization. Dynamic Capability is also emphasized importance learning organization as foundation main in face change. Learning organization allows knowledge new related technology and markets are absorbed, disseminated and utilized in a way effective in taking decision strategic management technology play a role in create mechanism learning said, well through training, collaboration with party external, as well as development system supporting information management knowledge. With Thus, technology No only become tool operational, but also resources continuous learning and innovation.

Organizations that have capability strong dynamics tend more responsive to disruption technology and change environment external. Responsiveness This reflected in ability organization For innovate, accelerate the adaptation process, and guard harmony between business strategy and development technology. In the long term length, capability dynamic supported by management effective technology will help organization maintain performance and power competition in a way sustainable. Dynamic Capability perspective confirms that management technology No just function supporters, but rather element strategic in build resilience and sustainability organization. Through management adaptive and data - based technology learning, organization can develop capability dynamic that allows they survive and excel in environment business that continues change. If integrated in a way consistent in organizational strategy, Dynamic Capability will become foundation important for achievement superiority competitive term long.

III. Research Method

Study This use approach qualitative For get deep understanding about role management technology in increase performance organization. Approach qualitative chosen Because allows researchers explore phenomenon in a way contextual, holistic, and interpretive in accordance with the reality faced organization in manage technology. Focus main study directed at meaning, experience, and practice related managerial with management technology and its implications to innovation and capability organization. The research design used nature exploratory and descriptive approach This aim For describe in a way comprehensive management process technology implemented by the organization as well as the accompanying dynamics. Research This No only make an effort identify practice management technology, but also understanding factors that influence successes and challenges faced organization in context transformation technology.

Subject study determined purposively with consider involvement informant in the process of taking decisions and management technology in organizations. Informant study covering leadership organization, manager technology, as well as parties who have role strategic in planning and implementation technology. Selection informant done based on criteria experience, knowledge, and involvement direct in activity management technology, so that information obtained relevant with objective study. Data collection techniques were carried out through interview in-depth, observation, and study documentation. Interview deep used For dig views, experiences, as well interpretation informant related practice management technology and its impact to performance organization. Observation done For understand context implementation technology as well as interaction inter-actor in the managerial process. Documentation study covers analysis document organization, internal reports, policies technology and resources other relevant written information with focus study.

Instrument study in the form of guide semi- structured interviews were arranged based on runway theory and framework conceptual research. Interview guide allows flexibility in dig information in a way deep at a time guard consistency the theme discussed. Instruments This developed For catch aspect planning technology, management innovation, digital transformation, and capability organization. Data analysis techniques are carried out in a way qualitative with follow stages data reduction, data presentation, and data extraction conclusion. Data obtained analyzed through the coding process For identify themes main thing that appears from results interviews, observations, and documentation. Analysis process done in a way iterative and sustainable For ensure relatedness between empirical data and framework theoretical study. Data validity is maintained through technique triangulation sources and methods. Information obtained from various informants and techniques data collection compared For get consistency and validity findings. This process aim For increase credibility results study as well as minimize researcher bias in data interpretation.

IV. Result and Discussion

4.1. Analysis Result

Table 1. Informants Study

Informant Code	Position	Length of work	Role in Management Technology
I1	Director	12 years old	Determinant policy strategic technology
I2	IT Manager	8 years	Planners and managers system technology
I3	Manager Operational	10 years	Technology integration to business processes
I4	Head of Innovation Division	7 years	Development innovation based technology
I5	Digital Supervisor	5 years	Technology implementation and monitoring

Table 2. Interview Findings

Main Theme	Subtheme	Description Findings
Planning Technology	Strategic alignment	Technology planned in harmony with vision and goals organization
	Analysis need	Technology decisions based on needs operational and market
Management Innovation	Process innovation	Technology utilized For increase efficiency Work
	Innovation service	Digitalization service increase satisfaction users
Digital Transformation	Digitalization of processes	Manual process switching to integrated digital system
	Retrieval decision	Digital data supports more decisions fast and accurate
Capability Organization	Learning technology	Organization push improvement HR digital competency
	Adaptability	Organization more responsive to change technology

Findings study show that planning technology in organization done in a way directed and strategic with emphasize harmony between utilization technology and vision as well as objective organization. Technology No adopted in a way partial or reactive, but rather planned as an integral part of the organization's strategy. Alignment This allows technology functioning as an enabler of achievement objective term short and term long, at the same time support effectiveness performance organization in a way overall. In addition, planning technology is also based on analysis comprehensive needs, both from side internal and external operations external market demands. Related decisions selection and development technology consider need real organization so that implemented technology truly relevant and useful.

In this aspect management innovation, discovery indicates that technology utilized as means main For push process and service innovation. Process innovation is reflected from use technology For increase efficiency work, speed up channel operational, as well as reduce less reliance on manual processes effective. Utilization technology in the work process contribute to the improvement productivity and consistency

performance organization. Meanwhile that, innovation service realized through digitalization impactful services positive to experience and satisfaction user. Service digital- based assessed more easy accessible, fast, and transparent, so that capable increase quality service at a time strengthen connection between organizations and stakeholders interest.

Findings on the theme digital transformation shows existence shift significant from manual process to integrated digital system. Digitalization of processes allows organization For manage activity Work in a way more systematic, coordinated, and efficient. Digital system integration also minimizes error operational as well as increase accuracy in data and information management. In addition, digital transformation plays a role important in support taking decision organization. Availability of real-time and structured digital data allows leaders and decision makers decision For respond problems and opportunities in a way more fast and accurate. With Thus, the decision strategic No Again rely on intuition only, but supported by information based on valid data.

In dimension capability organization, findings study confirm importance learning technology as part from effort strengthening competence source Power human. Organization in a way active push improvement employee digital capabilities through various form learning and adaptation to technology new. This effort aims to ensure that resources Power man No only capable use technology, but also understanding role strategic technology in support performance and innovation organization. In addition, the increase capability technology impact on adaptability organization in a way whole. Organization become more responsive to change technology and dynamics environment external, so that capable adapt processes, services and strategies more flexible. In a way overall, findings This show that planning aligned technology with strategy, management innovation based on technology, integrated digital transformation, and strengthening capability organization is interconnected elements related and strengthening One each other. Synergy between element the reflect ability organization in manage technology in a way adaptive, which ultimately support improvement performance, quality services, and power competition organization in the middle change dynamic environment.

Table 3. Observation Results

Aspect Observation	Findings Observation
Work process	Activity operational has integrated with digital systems
Communication patterns	Utilization of digital platforms accelerates coordination cross- unit
Data usage	Operational data used as base taking decision
Culture Work	Appear culture adaptive and open work to technology

The table show that implementation digital technology has bring change real in practice organization. Work process operational Already integrated with digital system so that activity become more efficient and coordinated. Communication patterns inter-unit also experienced improvement through utilization of digital platforms that accelerate coordination and exchange information. In addition, the use of operational data as base taking decision signify existence shift going to management more organizations data- based and rational. Change the participate form culture adaptive work, where the organization and resources Power the human more open to utilization technology as well as Ready adapt self with development environment dynamic work.

Table 4. Analysis Results Document

Document Type	Key Findings
Plan strategic	Technology positioned as priority strategic organization
IT Policy	There is related formal guidelines management and security technology
Report performance	Improvement efficiency and quality service post adoption technology
Report innovation	Innovation based technology become indicator performance main

The table show that in document plan strategic, technology has positioned as priority main role important in achievement objective organization. Placement technology as a strategic agenda confirm commitment organization in utilise technology as driver performance, power competitiveness, and sustainability in the midst of dynamics continuous environment changed. On the document policy

technology information, organization has own formal guidelines that regulate management and security technology. Existence policy This show awareness organization to the importance of governance good technology, incl control risks, data protection, as well utilization responsible technology responsible and directed. Temporary that, report performance and reporting innovation indicates impact positive from adoption technology to organization. Improvement efficiency work and quality service reflected in report performance, whereas report innovation show that innovation based technology has made into as indicator performance main. This is confirm that technology No only support operational, but also become the main motor in push innovation and improvement performance organization in a way sustainable.

Table 5. Synthesis Findings Study

Aspect Management Technology	Impact to Organization
Planning technology strategic	Technology support achievement objective organization
Management innovation	Increase efficiency and quality service
Digital transformation	Speed up the process and retrieval decision
Capability organization	Increase adaptability and power competition

Research result show that management technology has implemented in a way strategic and integrated in activity organization. Informant study own role key in planning, implementation, and evaluation technology, so that give comprehensive overview about practice management technology at the level strategic and operational. Profile informant reflect involvement cross supporting functions management technology in a way comprehensive. Findings interview disclose that planning technology done with consider harmony between technology and goals organization. Practice management innovation based technology contribute to improvement work process efficiency and quality services. Digital transformation has push digitalization of business processes as well as strengthen taking decision data- based. Capabilities organization develop through learning technology and improvements adaptability to change environment.

Observation results show that technology has integrated in the work process everyday and speed up coordination inter-unit Organization. Digital communication patterns and operational data utilization reflect change culture more work adaptive and responsive to technology. Analysis documentation show consistency between policy strategic organization and practice management applied technology. Synthesis findings confirm that management technology play a role important in increase performance organization through strengthening innovation, digital transformation, and capabilities organization. Practice management planned and adaptive technology support achievement objective organization as well as strengthen Power competition in face dynamics continuous environment changed.

Table 6. Review of the Review

Year	Research / Author	Focus Variable	Key Findings	Relevance with This research
2023	Syafi'i, Brawijaya & Hakim	transformation, innovation management	Digital transformation and management innovative impact on sustainability and performance organization	Show connection technology innovation performance organization, in line with focus study This
2024	Dewi, Rohimah & Purnamasari	Technology, strategic management	Technology integration sophisticated and strategic management innovative increase efficiency operational and power competition	Support draft that adoption technology related management technology impact on performance organization
2023	Chege et al. (via ScienceDirect)	Technology innovation complexity technology &	Technology innovation increase performance organization ; factors external influence its effectiveness	Confirm role innovation technology as determinant improvement performance, in line with framework study This

2024	Affif, Wardi & Rino	transformation, innovation, learning organization	Digital transformation strengthens capability organization through innovation and learning, then increase performance	Provide proof empirical that innovation and organization Study is an important mediator in connection technology – performance
2025	Zururi, Andriyansah, Lesmana & Ijiis	Management innovation technology	Management innovation technology contribute to efficiency operational and power competition	Support findings that management innovation technology related in a way positive with organizational outcomes

Study results to study previously the 2020–2025 period shows consistency findings that management technology own role strategic in increase performance organization. Various studies confirm that digital transformation and management integrated technology with organizational strategy capable push efficiency operational, innovation, and Power competition organization. Findings the show that technology give optimal value when managed through practice systematic and adaptive managerial research. previously also emphasized role management innovation as mechanism important bridging connection between technology and performance organization. Innovation based technology proven increase ability organization in respond change environment, improve quality services, and create mark sustainable. Capability organizations, including learning and adaptability, emerged as factor supporters main in success utilization technology.

4.2. Discussion

Research result show that management technology own role strategic in increase performance organization through strengthening innovation and capability organization. Findings This indicates that technology No only understood as tool operational, but as source Power strategic that requires management integrated managerial practice. planning aligned technology with organizational vision and strategy allows utilization technology optimally and oriented towards creation mark term long. Study This emphasize justification empirical on findings that management technology own role strategic in increase performance organization through strengthening innovation and capability organization. Research results show that technology No positioned solely as tool help operational, but rather as asset strategic which is direct influence effectiveness of work processes, quality taking decisions, as well as ability organization in create value. Justification This based on findings the field that shows that organization that manages technology in a way planned and integrated capable show improvement better performance consistent compared to organizations that utilize technology in a way partial or reactive.

Planning technology based need organization become fundamental aspects that explain connection the findings. study show that decision adoption and development technology No done in a way random or follow trend only, but through analysis need operational, objectives strategic, as well as demands environment. Justification This show that suitability between technology and needs organization allows utilization technology become more appropriate target. Planned technology with Good capable reduce inefficiency, minimizing process duplication, and support achievement of organizational targets in a way more measurable. With Thus, planning technology play a role as foundation decisive start success utilization technology in increase performance organization. More further findings study show that management technology functioning as instrument managerial that bridges organizational strategy with implementation operational. Managed technology in a way strategic allows organization translate vision and goals term long to in a more detailed work process systematic and standardized. Justification This seen from change pattern more work efficient, flow more coordination short, and improvement accuracy in implementation task. Condition the show that management technology No only impact on aspects technical, but also on effectiveness managerial and performance organization in a way overall.

Management innovation based technology become mechanism important to strengthen influence management technology to performance organization. Findings study show that technology utilized For push process innovation and innovation service in a way sustainable. Process innovation is reflected in

digitalization channel capable work speed up time settlement work, improve data accuracy, as well as reduce dependence on manual processes. While that, innovation service based technology allows organization increase quality service, responsiveness to need users, and flexibility in provision service. Justification This show that innovation based technology contribute direct to improvement performance organization, good from side internal and external efficiency satisfaction user. Digital transformation becomes clarifying context role strategic management technology in study This is the research result show that digitalization No only change tool work, but also the way organization operate and take decision. Utilization digital systems and real-time data enable organization switch from taking decisions of a nature intuitive going to taking data - based decisions. Justification This show that digital transformation improves quality decision managerial, reducing uncertainty, as well as strengthen ability organization in respond change environment. With Thus, management technology play a role as driving force main impactful digital transformation directly on the increase performance organization.

In addition to process changes, digital transformation also affects culture and patterns think organization. Findings study show existence shift going to culture more work adaptive, collaborative, and open to change. Justification This show that management effective technology No only focused on procurement system, but also on management change organization in a way comprehensive. When technology managed in a way integrated with processes and resources Power human, organization become more Ready face dynamics environment and challenges that are complex. This is strengthen connection between management technology and sustainability performance organization. Capability organization appear as factor the key that explains How management technology impact on performance. Findings study show that implementation management systematic technology push improvement learning organizations, especially in mastery technology and capabilities adaptation. Organization in a way active develop digital competence resources Power man through training, mentoring, and learning sustainable. Justification This show that managed technology with Good No only increase performance term short, but also strengthening internal capabilities that become base superiority organization in term long.

Capability growing organization allows organization For utilise technology in a way more optimal and sustainable. Findings study show that organization with capability powerful technology more capable adjust work processes, develop innovation new, and respond change environment with fast. Justification This confirm that capability organization functioning as internal mechanisms that strengthen influence management technology to performance. Without adequate capabilities, utilization technology tend not optimal and has potential cause resistance or over - dependence. In addition, the results study show that management adaptive technology allows organization develop ability For respond disruption technology and change environment in a way more effective. An organization that is capable of adapting strategies, structures and work processes in a way dynamic show better performance stable and sustainable. Justification This show that management technology contribute to formation ability organization in read opportunities, managing risks, and do adjustment strategic in a way sustainable. With Thus, management technology No only play a role in improvement performance moment this, but also in guard sustainability future performance.

In a way overall, discussion This show that connection between management technology, innovation, digital transformation, and performance organization nature each other strengthen. Management effective technology allows organization planning and utilizing technology in a way strategic, encouraging relevant innovation, accelerating digital transformation, as well as strengthen capability organization. Justification empirical This confirm that performance high organization No solely determined by availability technology, but by ability managerial in manage technology as source Power strategic. Contribution main study This lies in the affirmation that role management technology nature central in connect technology with performance organization. Findings This give greater understanding deep that success organization in face challenges and dynamics environment is very much determined by quality management technology, not only by level sophistication technology owned. With Thus, management technology can seen as factor underlying strategy achievement performance organization in a way sustainable.

V. Conclusion

Study This conclude that management technology own role important in increase performance organization through strengthening innovation and capability organization. Management aligned technology with organizational strategy push efficiency operational, quality taking decisions, and adaptability organization to change environment. Managed digital transformation in a way effective strengthen position technology as source Power strategic support superiority compete sustainable. Implications theoretical study This enrich study management technology with integrate perspective Innovation, Resource-Based View, and Dynamic Capability. Implications practical study This give guide for leadership organization in formulate management strategies adaptive and creation - oriented technology value. Limitations study lies in the context and quantity informant, so that study furthermore recommended For expand objects and combine approach quantitative to strengthen generalization findings.

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