



ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
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**The Effect of Digital Transformation on Organizational
Performance: The Case of World Vision Ethiopia**

**A thesis submitted to Addis Ababa University in partial fulfillment of
the requirements for the award of a Master's Degree in Business
Administration in Management**

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Declaration

I, Mulat Dejene, hereby declare that the thesis entitled “The Effect of Digital Transformation on Organizational Performance: The Case of World Vision Ethiopia.” is based on my original work, except for quotations and citations, which have been duly acknowledged. I further declare that this thesis has not been previously or currently submitted to Addis Ababa University or any other institution for any degree or academic qualification.

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Signature & date

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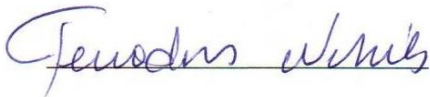
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Acronyms

AI-----	Artificial Intelligence
CMS-----	Clearance management system
DT-----	Digital Transformation
FAMS -----	Fixed asset management system
ICT-----	Information and Communication Technology
NGOs-----	Non-Governmental Organization
SDG-----	Sustainable Development Goal
SPSS-----	Statistical Package for the Social Sciences
TMS-----	Travel management system
WMS-----	Warehouse management system
WVE-----	World Vision Ethiopia

Abstract

Examining the effects of digital transformation on organizational performance in the case of World Vision Ethiopia was the goal of this study. To do this, the researcher used explanatory design and quantitative research approach. The study also employed descriptive statistics and inferential statistics (Pearson correlation coefficient and multiple linear regression analysis) to ascertain the effects of digital transformation on organizational performance. In all, 286 questionnaires were distributed among the staffs of which only 260 were filled in and submitted. Data collected was subjected to analysis using Statistical Package for Social Sciences software version 27. The primary objective of the research was to evaluate the effect of digital transformation on the organizational performance of World Vision Ethiopia. The descriptive study shows that World Vision Ethiopia employees strongly agree that the use of local digital systems, digital literacy among staff members, accessibility of connectivity, and personnel support from the IT department positively contributes to the organization's efficiency. In addition, they have highlighted a few operational difficulties, including delays in processes and malfunction of systems that act as major barriers, preventing the digital infrastructure from providing reliable services. Correlation analysis also proves that there exists a strong positive relationship between organizational performance and the predictors (i.e., local digital systems, digital literacy among staff members, accessibility of connectivity, and personnel support from the IT department). However, operational challenges exhibit a strong negative relationship with organizational performance. A substantial amount of the variation in organizational performance can be explained by the predictors' combined effects, according to the multiple regression analysis. Local digital systems have the strongest positive impact, followed by ICT personnel support, connectivity access, and staff digital skills, while operational challenges have a negative effect.

Key words: - **Local Digital Systems, Staff Digital Skills, Connectivity Access, And ICT Personnel Support and Organizational Performance**

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Digital transformation is essential to reaching the sustainable development goals and meeting organizational performance. According to a study by Martin et al. (2025) state that digital transformation is crucial for fostering technical innovation, increasing access to necessary services, and guaranteeing decision-making for global sustainability programs. For both businesses and nonprofits, it has been a top strategic focus. To fulfill the increasing demands of stakeholders, these companies must leverage technologies such as artificial intelligence, big data, and the Internet of things to improve program efficiency, promote operational efficiency, and produce quantifiable results (Patel, 2024). According to Patel, (2024), High investment costs, closing the digital divide, protecting data privacy, and developing the digital literacy and cultural attitude required for inclusivity and sustainability are some of the obstacles this transition must face.

The success of digital transformation, which has the potential to greatly enhance prosperity, inclusivity, resilience, and sustainability, depends on strategic roadmaps and the incorporation of digital technology into national development plans (Ogundipe et al., 2022). According to this analysis, there are hazards associated with the digital divide, environmental repercussions, and data governance, even while digital technologies aid in the advancement of important SDG categories like healthcare, education, and financial services. Cross-sector cooperation, infrastructure investment, and laws guaranteeing fair access and benefit-sharing especially for vulnerable populations are necessary for successful implementation (Ogundipe et al., 2022).

El Awady, Salman, & Eltayb, (2025) discovered that, particularly in middle- and high-income nations, digital transformation has an immediate and statistically significant positive impact on attaining the SDGs. This research indicates that advances in technology have a linear and continuous effect on SDG progress within the same year. The study also shows that while the knowledge and future preparedness components of digital transformation have no discernible effect on sustainable development goals development, the technology component of the world

digital competitiveness index is the only significant positive driver of sustainable development goals. Given the continent's unequal growth amid socioeconomic constraints like limited infrastructure and institutional instability, digital transformation has become a critical strategic objective for Africa, offering an opportunity to accelerate progress toward the sustainable development goals by 2030. Technology likes as mobile banking, artificial intelligence in agriculture, and e-health services must be used to accomplish goals like eliminating poverty and improving health supported by regional frameworks like the African Union's digital transformation plan (Hassen, R. & Zeleke, T., 2024), this strategy shows how digital transformation may be a potent tool for advancing equity and surpassing traditional stages of development.

However, there were practical and institutional obstacles to digital transformation's full potential, especially under circumstances specific to individual nations like Ethiopia. The efficacy of ambitious national digital plans is limited by a large digital divide between urban and rural areas, issues with data governance, low digital literacy, and the high cost of technology adoption (Kusmiarto et al., 2021). To make sure that digital solutions are fair and advance justice, it is crucial to consider Ethiopia's opportunities and difficulties in light of the larger African experience. This will prevent already-existing socioeconomic inequities from being exacerbated by the digital development movement.

The global non-profit sector, including major international NGOs like World Vision, faces growing pressure to show measurable and efficient progress toward the SDGs, especially in high-need areas such as Ethiopia, there are fixed asset management system (FAMS), clearance management system (CMS), warehouse management system (WMS), and travel management system (TMS) are just a few of the exciting opportunities that come with locally developed digital transformation in World Vision Ethiopia. The best use of these technologies, however, may be hampered by serious operational and equity problems that arise on the ground. These problems include insufficient training, system integration problems, data quality issues, inconsistent internet connectivity, power outages, a lack of enough ICT staff, and resistance to digital change. Due to this circumstance, there is a significant disconnect between the real impact of World Vision Ethiopia's initiatives and the revolutionary potential of locally developed technologies to promote SDG delivery. It's still unclear if the existing local developed digital investments are maximizing resources and fairly advancing important SDG targets that to meet organizational performance.

1.2 Statements of the Problem

The majority of empirical research has focused on sector-specific public programs like the electronic community health information system and government initiatives like digital Ethiopia 2025, with little attention paid to the digital transformation driving organizational efficiency and progress toward the sustainable development goals in Ethiopian NGOs i.e., World Vision Ethiopia. While national studies, on digital payments (Tewodros, 2024) confirm notable national improvements in infrastructure and financial inclusion, they pay no attention to particular implementation contexts and operational challenges faced by faith-based NGOs in humanitarian settings, particularly with regard to delicate areas like child protection programs.

Also, the study has broadly recognized the transformative potential of information and communication technologies and digital transformation in accelerating sustainable development, particularly in developing nations like Ethiopia (Bank, 2012; African Union, 2020). Research demonstrates Ethiopia's national drive for digitalization, with a focus on e-government development, infrastructure construction, and resolving the nation's ongoing digital divide, which is marked by poor rural connectivity and a sizable digital skills gap (Molla G., 2024; ElMassah, S., & Mohieldin, M., 2020). Furthermore, studies on non-governmental organizations have shown how digital tools, including mobile data gathering, can enhance program effectiveness, data accuracy, and community empowerment, as seen by World Vision programs in other areas (Zvipore, 2022). This piece of work identifies the problems and the advantages that come with digitalization in the development sector.

There seems to be an obvious difference between the idea of digital transformation and the practical process taking place in organizations such as World Vision Ethiopia. Most of the existing literature discusses either national level infrastructure and policies or transnational technology. However, there is little discussion about the systems developed by organizations themselves to help them operate more efficiently. Examples of systems used in World Vision Ethiopia include Travel Management System (TMS), Warehousing Management System (WMS), Clearance Management System (CMS), and Fixed Asset Management System (FAMS). Notwithstanding their significance, little study has been done on how well these systems function, what obstacles they encounter, and how they help accomplish the Sustainable Development Goals (SDGs). As a result, the usefulness of these internal systems was overlooked in several researches on digital

transformation. In actuality, these technologies have the potential to either speed up or slow down the organization's operations, which directly impacts its purpose of assisting children in need.

The lack of concrete evidence regarding the actual functioning of these local systems makes this challenge challenging. Staff members frequently believe that the systems are not working as well as they should. This may be caused by a variety of issues, including inadequate digital skills, inadequate training, a shortage of ICT personnel, and a bad internet connection brought on by infrastructure issues. Decision-making and daily tasks are frequently delayed by these problems. Issues including inadequate infrastructure and talent shortfalls are mentioned in national reports. However, make it apparent how these issues impact certain NGO systems like FAMS, CMS, WMS, and TMS. Additionally, not much is known about how these systems could impede the organizational performance or cause delays in service delivery. A study that closely examines how these systems actually function in practice is necessary as a result of this gap. It is important to understand their strengths and weaknesses and how they affect the organization's ability to achieve its goals.

Therefore, this study focuses on World Vision Ethiopia and examines how its locally developed digital systems contribute increasing organizational performance. It also tries to show how problems in these systems may affect the organization's performance in delivering quality service to the most venerable children.

1.3 Research Questions

1. To what extent does the presence and functionality of locally designed systems (FAMS, CMS, WMS, and TMS) affect World Vision Ethiopia's organizational performance?
2. What is the influence of staffs' digital skill on organization performance in World Vision Ethiopia?
3. How does connectivity access and network stability have an impact on organization performance in World Vision Ethiopia?
4. What is the influence of ICT personal support capacity on organization performance in World Vision Ethiopia?

5. What are the current operational challenges of the locally developed systems (FAMS, CMS, WMS, and TMS) and its effect on organizational performance in World Vision Ethiopia?

1.4 Objectives of the Study

1.4.1 General Objective

The general objective of the study was to analyze the impact of digital transformation on organization performance and contribution in advancing sustainable development goals: the case of world vision Ethiopia.

1.4.2 Specific Objectives

1. To examine how the presence and functionality of locally designed systems (FAMS, CMS, WMS, and TMS) affect World Vision Ethiopia's organizational performance.
2. To evaluate the influence of staffs' digital skill on organization performance in World Vision Ethiopia.
3. To determine connectivity access and network stability have an impact on organization performance in World Vision Ethiopia.
4. To investigate the influence of ICT personal support capacity on organizational performance in World Vision Ethiopia.
5. To assess current operational challenges of the locally developed systems (FAMS, CMS, WMS, and TMS) and its effect on organizational performance in World Vision Ethiopia.

1.5 Significance of the Study

The study is very important in different ways, which has value for theory, for practice, and also for policy, especially for World Vision Ethiopia and other NGOs.

Theoretical significance: This study supports to fill a gap in research, that many studies talk about digital transformation in general, but they do not focus on systems that are developed and used inside organizations. This study looks at systems which are developed locally in World Vision Ethiopia, such as FAMS, CMS, WMS, and TMS in a real NGO setting. It supports us understand the “last mile” problems, which are the challenges that happen during actual use of digital system

for organization operation. For example, poor Internet connectivity, lack of ICT professionals, and lack of digital skills can make these systems less efficient.

Relevance to World Vision Ethiopia in practice: The research helps the managers of World Vision Ethiopia understand the problem areas related to the functioning of locally designed systems and identifies the causes of these problems. Consequently, it is possible for them to focus on the key aspects instead of trying to solve all the existing problems at once. Furthermore, it allows making the right decisions, reducing delays in job execution, and optimizing resource allocation. Ultimately, it contributes to faster and more effective assistance provided to at-risk children. At the same time, the research will reveal the shortage of digital skills among the organization's employees, which will enable it to address this issue via targeted training.

Policy and sector relevance: There is the potential for the insights obtained from the research to be beneficial for other NGOs and development organizations that operate in similar environments where resources are scarce. The report indicates that it is not enough to have digital systems in place – these systems should be efficient and suitable for the environment in which they will be used. The report highlights the importance of taking infrastructure, technology, and people (digital skills) into consideration together, so it may serve as a good example for other organizations. Finally, the study reveals that the efficiency of internal systems influences the achievement of such objectives as SDGs, which means that the efficiency of these systems needs to be reported along with the progress made in terms of development goals achievement.

1.6 Scope of the Study

However, the research geographic boundaries were set as World Vision Ethiopia in Head Office (Addis Ababa), and some Ethiopian regions office which are Oromia Region, Amhara Region, Tigray Region and Sidama Region. This specific geographical area was selected based on the relevance of World Vision Ethiopia as a very powerful non-governmental organization with strong volunteer activity and huge financial contribution in Ethiopia. Moreover, the study population would be confined to World Vision Ethiopia employees in Addis Ababa and some other selected other regions in Ethiopia. Time limit of the research was set for November 2025 to June 2026.

In this paper, the researcher concentrated on the use of four digital tools by World Vision Ethiopia (WVE): They are fixed asset management system (FAMS), clearance management system (CMS),

warehouse management system (WMS) and travel management system (TMS). It is required to evaluate their actual efficiency and effectiveness. Furthermore, it is important to highlight the practical challenges preventing these technologies from being more effective, including a lack of digital skills among personnel, low connectivity and a shortage of ICT personnel. Eventually, these digital tools have helped to accomplish broader goals, such as rapid decision-making and equitable allocation of resources in order to improve programs quality and promote sustainable development goals.

1.7 Limitation of the study

Potential limitations include excludes partnership-wide digital systems. Reliance on self-reported data, limited generalizability beyond WVE, and constraints related to time and cover to all field offices. Time and coverage limit also make it impossible to collect data from all field offices. Financial limitations that restrict the scope of data collection and the depth of field operations also have an impact on the research, as does the possibility of respondent non-response bias brought on by some employees' reluctance or unwillingness to fully interact with and complete the survey instruments.

1.8 Organization of the Paper

This research paper consists of five chapters: the first chapter delas with background of the study, statement of the problem, research questions, general and specific objectives, scope, significance, and limitation of the study, organization of the paper, work schedule, budget and definition of terms. The second chapter incorporates the assessment of relevant literature and reviews of relevant theoretical and empirical reviews of this study and the conceptual framework with study hypothesis. The third chapter included methodological parts, including the research design, target population, sample size, sampling technique, data type, source, data collection techniques, method of data analysis, validity, reliability analysis and ethical considerations. The data analysis and interpretation of the results are included in fourth chapter. And finally, the study's conclusion and recommendations was discussed in Chapter Five.

1.9 Definition of Key Terms

Digital transformation in NGOs is the process of strategically integrating digital technologies and solutions into all aspects of an organization's operations, programs, stakeholder engagement, and service delivery (Mergel, et al. (2019).

Non-Profit Organizations: are organizations, often serving humanitarian or developmental aims that operate for the collective public benefit rather than for the financial profit of private owners or shareholders (Nikita, N. et al., 2024).

System Effectiveness: is a metric that evaluates an information system's quality, output information quality, and user satisfaction in order to determine how well it achieves its stated objectives (Taha, S., & Shawa, T., 2024).

Operational Hurdles: they are real-world, situation-specific issues like inadequate staffing, poor infrastructure, and low digital literacy that directly hinder the dependable and effective operation of digital system (Kusmiarto, K., et. al., 2024).

Sustainable Development Goals: refers a series of 17 interrelated global objectives that the United Nations established in 2015 with the purpose of achieving them by 2030 that address important issues like poverty, inequality, climate change, and peace (United Nations, 2024).

CHAPTER TWO

RELATED LITERATURE REVIEWS

2.1 Conceptual Reviews

A number of locally created digital systems, including the fixed-asset management system (FAMS), clearance management system (CMS), warehouse management system (WMS), and travel management system (TMS), have been utilized by World Vision Ethiopia. By simplifying asset tracking, clearance procedures, inventory control, and travel logistics, these systems seek to increase operational efficiency in humanitarian programming. These solutions are made to be simple to overcome typical challenges to the adoption of digital tools in Ethiopia's resource-constrained environment, which is characterized by inadequate ICT staff, inconsistent connectivity, and gap of digital skill.

Scalability and widespread adoption are threatened by issues like low digital literacy, technology aversion, and inadequate ICT infrastructure, even though World Vision locally developed systems are designed with effectiveness assessments focused on improving data accuracy and decision-making. Partnerships for the goals, which seeks to enhance program quality and accountability in aid delivery; industry, innovation, and infrastructure, through digital transformation; and responsible consumption and production through better resource management are all conceptually aligned with these platforms.

2.1.1 Digital Transformation

Despite financial constraints and technical advancements, DT improves operational effectiveness, stakeholder engagement, and mission impact in NGOs globally. NGOs use social media for fundraising, customer relationship management systems, and data analytics for program evaluation, donor administration, and volunteer coordination (Patel, 2024). In addition to problems like low digital literacy, poor rural infrastructure, and cultural resistance, the digital divide is exacerbated, especially in developing countries, by outmoded IT systems, dispersed operations, and financial constraints (Nikita et al., 2024).

By using big data, IoT, and AI to examine ESG implications, digital transformation in NGOs greatly enhances sustainability while increasing inclusive services and resource efficiency. Global research from 2023 to 2025 highlights the need for multi-stakeholder cooperation to reduce access disparities, cyber-security threats, and ethical data issues. It also demonstrates how digital transformation contributes to resilience, such as the rapid digitization that occurred during COVID-19 (Gachugu, 2024). NGOs are positioned as critical contributors to the SDGs through the use of digital innovation.

Digital transformation improves non-governmental organizations' operational resilience, donor accountability, and transparency in Africa notwithstanding infrastructure problems (African Union, 2020). NGOs are increasingly embracing mobile money for cash transfers and AI analytics for climate and health monitoring in accordance with continental goals (Kestria, 2024). While pointing out areas where local NGOs fall short of their international counterparts in terms of funding, connections, and a lack of skills, experts support digital-first cultures that put cyber-security and capacity building first.

In order to combat dwindling civic space and donor shifts, a 2025 consensus for African and Ethiopian NGOs encourages frugal innovation simple, low-cost methods like crowd-funding, social media advocacy, and automated management information systems (MIS) above complicated technologies (Solutions, Matiyas, 2024). According to Nabila Ahmed and Uddin Shayed (2024), connecting digital transformation to the SDGs requires leadership commitment to transform ICT investments into real social impact, improving sustainability in environments with limited resources.

2.1.2 Dimension of Digital Transformation

These five interrelated aspects of digital transformation in NGOs are technological (cloud, AI analytics, and cyber-security); cultural/human (leadership commitment, digital literacy training, and change management); strategic (aligning vision and roadmap with mission goals); operational (automating processes through customer relationship management system), fundraising platforms, and collaboration tools); and, as evidenced in African contexts such as World Vision Ethiopia's local systems (FAMS, CMS, WMS, and TMS), these aspects, which are commonly defined under the technology-organization-environment paradigm enables NGOs to increase efficiency, resilience, and social impact in spite of limited resources (Infoxchange, 2024).

2.1.2.1 Strategic Dimension

In regard to digital transformation strategy in the NGO sector around the world, this entails aligning digital initiatives with the organization's core mission through visionary leadership, strategic roadmap, and metrics such as donor retention using roadmaps that will be developed by the year 2025, taking into account executive sponsors and cross-functional teams. Without such strategic foundations, just 35% of digital transformation initiatives succeed, forcing requests for return-on-investment tracking and iterative planning. This means setting goals such as increasing online platform revenue and improving operational efficiency. Recent guidelines highlight integrating digital transformation into long-term objectives to boost competitiveness in light of donor expectations for seamless digital experiences (Dhariwal, 2025).

Mobile money, AI analytics, and capacity building for resilience in resource-scarce situations are prioritized in strategic digital transformation for NGOs in Africa, which focuses on utilizing continental policies such as the African Union's digital transformation Strategy (2020-2030) to close digital gaps. The literature from 2025 emphasizes the use of frugal innovation and hybrid leadership models to fill infrastructure shortages. In the face of funding and regulatory obstacles, NGOs in Nigeria and East Africa are utilizing strategic roadmaps for mission-aligned ICT adoption. According to the African Union (2020), the focus is on digital-first cultures that use data-driven planning to promote transparency and donor accountability.

The strategic dimension in Ethiopia is in line with digital Ethiopia 2025, wherein SDG-related objectives and rural outreach are achieved by NGOs such as World Vision Ethiopia integrating locally designed systems (FAMS, CMS, WMS, and TMS) into national telecom liberalization. Studies conducted in 2024 and 2025 demonstrate the leadership's dedication to moving from digitization to digital by design using cloud and mobile platforms, overcoming obstacles related to connection and ICT staffing by prioritizing key performance indicators for resource equity. Changes in perspective that link digital transformation to long-term program excellence are essential for success.

2.1.2.2 Operational Dimension

Program that delivery through integrated customer relationship management systems, cloud-based collaboration tools, and AI-driven analytics. In order to facilitate smooth stakeholder involvement

and data-driven decision-making in the face of reduced finances, this entails updating workflows including expense monitoring, grant management, and real-time reporting. According to recent research from 2025, incremental automation should begin with high-impact sectors like mobile giving and peer-to-peer fundraising, which have increased income by 14% while reducing errors in global operations (Dhariwal, 2025).

In order to overcome traditional infrastructure deficiencies, Africa's operational digital transformation increasingly embodies resilience-by-design, giving priority to mobile-first financial transactions and humanitarian logistics. In accordance with the African Union digital transformation strategy (2020–2030), NGOs use hybrid cloud solutions and low-bandwidth technologies to maintain continuity in unstable areas. According to recent research, charities in East Africa have reduced program cycle times by 30% by using integrated digital dashboards. Automation in supply chains and the use of offline-capable software, which guarantee that aid distribution, is transparent and verifiable even in last-mile rural contexts, are characteristics of these changes (African Union, 2020).

The Digital Ethiopia 2025 goal and the liberalization of the telecom industry, which has increased connection for foreign NGOs, are driving operational digital transformation in Ethiopia. Organizations like World Vision Ethiopia have pioneered the use of localized enterprise resource planning (ERP) technologies, such as the fixed asset management system (FAMS) and clearance management system (CMS), to speed up asset monitoring and reduce personnel clearance waits by approximately 25%. Notwithstanding these advancements, the industry continues to confront issues such as a lack of qualified ICT workers and the high price of rural data. Existing researches indicate that mobile-first operations are supporting the sustainable development goals and improving resource equity; however, their long-term efficacy is largely dependent on localized staff capacity building and internal digital literacy initiatives (Ethiopia Ministry of Innovation and Technology, 2025).

2.1.2.3 Technological Dimension

Digital transformation will affect NGOs in the area of technology through increased efficiency in operations, greater reach, and more active participation of participants. NGOs will be using technology in terms of cloud computing, contributor management system integration, and advanced analytics to ensure better communication and program delivery (Dhariwal, 2025). The

mentioned capabilities will allow businesses to fulfill their missions, promote transparency, integrate information into one database, automate repetitive procedures, and build sustainability. At the same time, addressing major challenges associated with the use of technology becomes necessary in order to successfully combine the two, especially when working with limited resources.

AI, data analytics, and digital collaboration are some of the technological means that are employed within the digital transformation (DT). The latter contributes to higher efficiency in business activities. To give an example, AI will help to understand the behaviors of the donors and develop better strategies for attracting their attention. Cloud-based technologies, on the other hand, will allow for easy cooperation of employees who are located in various locations (Mfouakie, 2025). Nevertheless, there are certain challenges related to these technological solutions. AI biases, cyber security threats, and too much dependence on digital technologies are some of them. It is therefore necessary to manage these challenges effectively. Moreover, digital transformation goes beyond technology as leadership, employee training, and corporate culture become equally important factors for success.

2.1.2.4 Cultural and Human Dimension

According to Roy (2025), the primary objectives of the cultural and human component of digital transformation in NGOs are to increase the number of qualified workers, hire more ICT staff, and improve digital literacy across all organizational levels. NGOs understand the value of investing in their human resources; therefore, they hire ICT specialists and train current employees on digital tools and platforms. Because just over half of Asia-Pacific NGO staff are confident in their digital skills, targeted training and capacity-building activities are desperately needed. These duties are necessary to guarantee that the digital transformation program is carried out and maintained over time, allowing enterprises to maximize their effect and adapt to shifting technological surroundings.

Producing a committed digital staff is a crucial part of NGOs' digital transformation. Successful implementation requires information and communication technology (ICT) professionals who can bridge the gap between technical infrastructure and social mission (Wang, Y., Li, J., & Chen, H., 2024). These professionals are now expected to have employee dynamic capabilities, which include the cognitive flexibility to adjust to quick changes in technology, in addition to technical

maintenance (Liu, X., Zhang, Y., & Wang, Z., 2024). One of the biggest obstacles to sustainable digital evolution in the NGO sector, where resources are frequently scarce, is the lack of such qualified workers (Wang, Y., Li, J., & Chen, H., 2024).

The "skilled manpower" available to run digital technologies in NGOs directly correlates with their efficiency. Modern digital literacy in the third sector includes data management, online collaboration, and the ability to use AI-driven analytics for service delivery, in addition to basic computer usage (Nadeem, S., Ahmed, R., & Khan, M., 2024). Instead of opposing the organization's transition, employees who feel competent in a digital environment are more willing to innovate and participate in it. Digital literacy serves as a mediating factor that increases employee engagement. For NGOs to continue being robust and adaptable to global crises, this shift in the workforce from traditional labor to smart talent is crucial (Zhang, L., Liu, M., & Zhao, X., 2025).

In addition to being a technological revolution, digital transformation is also a cultural revolution. This entails NGOs shifting from inflexible hierarchies to a culture of "digital leadership" marked by transparency, trust, and adaptability (Wang, Y., Li, J., & Chen, H., 2024). Organizational culture can be a powerful enabler or a formidable obstacle; cultures that promote transparency and learning have a much higher chance of succeeding in digital integration (Huttunen, 2025). On the other hand, techno-stress and a perceived danger to job security might result from an NGO's conventional values not aligning with its digital goals, undermining the very efficiency the technology was intended to deliver (Liu, X., Zhang, Y., & Wang, Z., 2024).

Addressing the digital divide both within the business and among its beneficiaries is the last human dimension. Due to poor change management and a lack of mindset adaptation, NGOs often face internal opposition. Additionally, workers and clients who lack the requisite digital capital run the risk of digital exclusion when NGOs digitize their advocacy and service delivery. NGOs must conduct frequent training programs that address the ethical and social ramifications of human-machine coexistence in addition to technical capabilities in order to ensure that digital transformation is inclusive (Omol, 2023).

2.1.2.5 Sustainability Dimension

NGOs' sustainability element of digital transformation focused to use digital technologies to progress long-term environmental, economic and social goals. Mocanu, Nistor, & Căpușeanu, (2025), state that NGOs can precisely track, measure, and report impacts by using digital system that meet their operations with global standards such as the sustainable development goals. Organizations monitor program results, carbon footprints, and resource usage by helping of digital dashboards and analytics tools, which encourages accountability and transparency. These data-driven methods develop resource allocation, enable well-informed decision-making, and give stakeholders tangible proof of consequences that are necessary for obtaining ongoing funding and support.

Additionally, digital transformation provides NGOs with the means to adopt innovative sustainability initiatives, such as green finance and circular economy models. Mainly in areas with restricted infrastructure, technologies like blockchain, mobile banking that encourages moral governance and environmental stewardship. But, Mfouakie, (2025), state that there are also concerns, such as the requirement for constant reporting, gaps in the infrastructure, and making sure that digital solutions do not make inequality worse. To maximize the advantages of sustainability, NGOs must invest in inclusive digital infrastructure, continual worker training, and participatory governance to guarantee that digital transformation remains socially and environmentally responsible.

2.1.2.6 Opportunities of Digital Transformation

NGOs will be capable of maximizing their program delivery and effectiveness through digital transformation. As a result of leveraging automation software and cloud computing, businesses will reduce human error, streamline administrative activities, and free up people's efforts for addressing priority areas. Systematizing such activities as volunteer coordination and financial management will reduce costs and time and improve accountability and transparency (Dhariwal, 2025). This way, the effectiveness allows NGOs to respond promptly to community needs and scale effects despite their limited resources.

The digital shift also opens up the possibilities for NGOs to leverage contributor relations and sustain their finances. According to research by Anzivino & Olivieri (2025), current technologies

of managing contributors, along with AI analysis, will help move from mass communications to personalized interaction with donors, leading to increased retention and relationship development. NGOs will also have access to predictive modeling in terms of donation activity and contributors' behavior patterns. The geographic limitations will be overcome with cloud collaboration that will facilitate stakeholders' engagement in projects and improve organizational performance and donor relations (Singh & Dubey, 2025).

Finally, digital transformation also requires extraordinary levels of accountability and transparency required for maintaining public confidence and securing institutional backing. Due to integrated reporting and data analytics, the process will transform from the preparation of static annual reports to providing a more dynamic presentation of the achieved program effect (Cordery et al., 2023). This step will improve organizations' reputation and ensure adherence to complicated legal standards. Ultimately, NGOs taking advantage of these technologies will be more likely to generate higher social impacts and develop resilience (Singh & Dubey, 2025).

2.1.2.7 Challenges in Digital Transformation

Digital skill: A large digital skills gap and a shortage of knowledgeable ICT staff pose a considerable obstacle to digital transformation of NGOs. The human resource issue is significant in most NGOs, as workers might have too much workload and inadequate knowledge about managing intricate data ecosystems or AI platforms (Ahmed, N., & Uddin, S., 2024). The shortage is intensified by a dearth of digital leaders, as management tends to prioritize immediate programmatic needs over long-term capacity building among employees who are unaware of the digital transformation process (Pam, 2025). As any technology requires comprehension and control to be effectively utilized, this human element becomes the crucial hindrance.

ICT staffs personal: By fostering innovation-friendly culture, ICT implementation allows businesses to realize huge cost and productivity benefits due to automation and timely availability of relevant data (Moussa, 2025). Nevertheless, a significant cultural transformation and formation of the work force with high levels of Tech IQ are needed to sustain these competitive advantages over a long period of time.

The connection between technological competencies and organizational dedication combined with human resource aspect is how ICT experts tend to view the effect of digital transformation. As

earlier studies indicate, digital technologies increase performance both task-specific and contextual; however, various barriers like infrastructure limitations and changes resistance could hamper results, especially in developing nations (Alier, 2024). As a result, companies that place a high priority on ongoing ICT training and cultivate a positive digital culture are better able to empower employees, cut down on inefficient procedures, and ultimately increase organizational effectiveness and market responsiveness.

Connectivity access: better network stability and connection availability enable the seamless integration of digital and physical activities, which is essential to corporate success. High-quality network connectivity enables real-time data gathering and processing via technologies like the Internet of Things (IoT), which immediately enhances workflows and lowers operating costs in the industrial and logistics sectors (Mashat, et. al., 2024). Furthermore, the development of networking capabilities which help businesses better manage interactions with external stakeholders requires strong network environments. Consequently, this increases company agility and accelerates digital adoption (Tajuddin, I, 2025).

The benefits of continuous access are often mediated by human and structural factors; therefore digital connectivity often has a two-edged influence on performance. Although widespread connectivity fosters adaptability and allows workers to respond to pressing demands through approach-oriented job creation, it can also result in techno-stress and a blurring of work-life boundaries, which may ultimately endanger individual and group productivity (Fan, et. al, 2024). Because low network stability hinders the full realization of general-purpose technology benefits, organizations lacking a robust digital infrastructure frequently suffer serious productivity issues (Tajuddin, I, 2025). Thus, the most recent research highlights that in order for digital transformation to produce long-term competitive benefits; organizational policies like right-to-disconnect protocols must be combined with technical stability in order to balance high-level performance with employee well-being (Farivar, et.al, 2023).

Cultural resistance and techno-stress are major psychological obstacles in the NGO industry that go beyond staffing. When employees view new digital technologies as a danger to their job security or as an unnecessary administrative burden that takes away from their social mission, transformation efforts frequently face friction (Asif, M., Yang, L., & Hashim, M., 2025). This resistance usually results from a traditional organizational culture that favors agile, data-driven

methods over traditional, manual processes (Huttunen, 2025). If NGOs don't intentionally move toward a culture of openness and continuous learning, they face the risk of experiencing digital weariness, where the adoption of new platforms results in worse morale rather than increased productivity.

The donor-funding trap and financial instability are two examples of the structural difficulties associated with the development of digital technology. In contrast to the commercial sector, NGOs frequently find it difficult to obtain the unrestricted funds required for cyber-security hardening and IT infrastructure because the majority of donors want their money to go straight to field programs (Pam, 2025). The deployment of disjointed digital silos disparate software solutions that do not connect with one another cause's data discrepancies and raises long-term operating expenses as a result of this lack of sustainable investment.

Furthermore, smaller companies might not be able to afford to uphold strict data privacy rules in compliance with global regulations such as general data protection regulation, leaving them vulnerable to cyber-attacks (Rana, T., & Cordery, C., 2024). Lastly, many NGOs' equity-based purpose is threatened by the issue of digital exclusion and the digital divide. As businesses digitize their service delivery, beneficiaries and frontline staff in low-bandwidth or crisis-affected areas that lack dependable internet connectivity or hardware face a significant risk of marginalization (Pam, 2025). As a result, the corporation runs at two different speeds: head offices become increasingly technologically advanced while field activities remain disconnected (Roy, 2025). In order to solve this, NGOs must overcome the technological obstacle of creating offline-first or low-bandwidth solutions and ensure that digital transformation does not inadvertently worsen the gaps they seek to reduce.

2.2 Theoretical Reviews of Digital Dimensions

2.2.1 The 3Ps Framework

The 3Ps Framework organizes digital transformation in NGOs around three key components: human, Process, and Platform/Technology. In order to guarantee long-lasting impact, it highlights a progressive strategy that begins with human skills. People are the starting point, and leaders and employees must examine skills, roles, and buy-in to build trust in using technology for mission-driven objectives. Only half of employees felt prepared for digital responsibilities, according to

Asia-Pacific research. This human-centered foundation addresses common NGO problems such as low tech confidence (Infoxchange, 2024).

Procedures including volunteer onboarding, data administration, and fundraising are streamlined to reduce administrative duties and enhance service delivery. For instance, NGOs like Zero Waste Malaysia transferred resources to cloud systems to facilitate real-time collaboration and do away with email silos, while The Deli streamlined client data to cut wait times by 87%. It is only when people and processes are aligned that technology and platforms become choices for NGOs. Using donor management systems and customized learning portals that have been designed specifically to cater to the requirements of the NGO, such as donation cycles and volunteering, are some examples. One example of the fact that this approach is helpful in avoiding typical pitfalls, such as technology being adopted in a fragmented way, is the Alannah & Madeline Foundation that uses one platform to manage all its child protection initiatives. The framework helps in developing viable ten-step roadmaps for implementation.

2.2.2 Nonprofit Digital Maturity Model

Taking into consideration budget limitations and needs of a company, nonprofit digital maturity models, developed by experts as a diagnostic tool especially for organizations, analyze how effectively companies implement digital technology, data and culture. The main feature of the nonprofit maturity models compared to corporation-based is that it addresses issues related to specific industries such as financial instability, as well as focuses on aspects including stakeholder engagement, digital capabilities and leadership commitment. According to recent studies, digital divide persists: high-performers use automation and artificial intelligence to boost efficiency rates up to 30%, while other companies get a grade of 5 out of 10 for poor planning and technology debt (Baptista et al., 2025).

Kazanskaia (2025) explains that nowadays new versions of digital maturity models usually consist of five levels of maturity: Ad-hoc, Managed, Specified, Integrated and Optimized. In the lower states, digital solutions are used reactively and separately, performing only administrative activities such as manual data entry. As organizations grow larger, they evolve into a state of integration which is characterized by interconnected technologies and a digital-first approach in every employee. At the optimized level, companies engage in personalized outreach with the help

of AI and make advanced decisions based on the collected data, turning technology into a factor which creates social value rather than being considered as a cost center.

New iterations of network digital maturity models measure access and connect maturity with resilience, equity and inclusiveness to support marginalized communities without increasing disparities. Visionary leadership and cultural shifts are more successful in overcoming resistance and talent constraints than budgets (Baptista, et al., 2025).

2.3.2 Grounded Theory Approaches

Grounded theory uses an inductive approach that derives theoretical ideas directly from empirical data, such as interviews and case studies, to find trends in understudied areas, such as nonprofit tech adoption approaches in NGO digital transformation study. Without prior assumptions, this qualitative approach is excellent for examining the reasons for digital initiatives, such as the transition from isolated administrative tools to integrated systems for volunteer and donor interaction (Saidoun, 2025). In order to find elements like project manager communication that mediate success in resource-constrained circumstances, researchers apply it inside single-case strategies and triangulate findings with literature.

In actuality, grounded theory organizes data collecting by iteratively coding interviews, identifying fields of action like creating distinct digital visions and new responsibilities for stakeholder communication channels. It creates frameworks that support strategic digital transformation by bringing attention to problems that NGOs have, such as matching volunteer workers with digital technology in the face of financial restrictions (Brink, 2020). The method's flexibility in formulating hypotheses based on real nonprofit experiences rather than an imposed paradigm is one of its strengths.

In digital transformation projects, recent apps place a strong emphasis on leadership and result-orientedness. They use continuous comparison to refine categories until theoretical saturation, giving non-profit organizations practical advice. When combined with humanitarian-specific socio-technical views, this method enhances validity and makes triangulation easier (Saidoun, 2025).

2.4.3 Diffusion of Innovation Theory

Diffusion of innovation theory (DOI), created by Everett Rogers, categorizes adopters as innovators, early adopters, early majority, late majority, and laggards influenced by criteria such as relative advantage, compatibility, complexity, trialability, and observability. In NGO digital transformation, diffusion of innovation theory describes how opinion leaders and change agents help resource-constrained charities first adopt capabilities like cloud platforms or customer relationship management systems. This increases dissemination when innovations reveal apparent mission benefits, such as better program efficiency or donor involvement. The theory directs tactics to overcome sector-wide adoption resistance by focusing on early adopters among partners and employees (Dearing, J. W., 2009).

NGOs use diffusion of innovation theory to go from awareness to implementation stages in the face of financing constraints and compartmentalized operations by utilizing communication channels and demonstrations to eliminate uncertainty. In line with the emphasis of Rogers on social networking and reinforcement for sustained adoption, technologies related to volunteer coordination, for instance, become popular faster with respect to testing their benefits like live data exchange locally. Recent advancements in diffusion theory, which make it possible for poorer organizations to access innovative technology through targeted outreach initiatives, put considerable stress on achieving equity (Kusumanegara et. al, 2022).

2.2.4 Sustainable Development Goals

Sustainable development can be defined in NGO literature as a holistic approach for achieving growth through the adoption of digital transformation and environmental innovation that will enable addressing global challenges such as social injustice, natural resources exploitation, and climate change (Gusarova.et. al., 2025). In modern times, NGOs need to go through the process of dual transformation by adopting both the growth of digital capacity and the growth of green practices so that the technology growth can be sustainable and will help fulfill international climate responsibilities as well as improving socio-economic resilience of the country (Gusarova et al., 2025). In the end, this encourages a digital green economy that balances human progress with long-term environmental protection.

Non-governmental organizations employ the 17 sustainable development goals to advance social justice, equity, and environmental conservation. Digital transformation addresses issues like hunger and climate change by enabling scaled effect, real-time environmental tracking, and community resilience through the use of technology like blockchain, artificial intelligence, and geospatial analysis. But the digital divide is made worse by a dearth of financing and poor infrastructure, which prevents equal adoption. In the end, non-governmental organizations see digital transformation and sustainable development goals as a twin transformation for a more just and sustainable society (Gusarova, et al., 2025).

2.3 Empirical Reviews

A stark digital divide still exists, with barely 10% of charitable artificial intelligence investment from 2018 to 2023 getting low- and middle-income countries, despite the fact that AI and digital platforms unlock previously unheard-of potential for expanding social impact and efficiency (Devex & ServiceNow, 2025). To ensure that AI promotes global fairness and the sustainable development goals, the conference underscores that deliberate investments must move from simple efficiency advantages to inclusive innovation and capacity building for frontline organizations. Cross-sector collaborations between technology companies and development organizations can guarantee that digital transformation acts as a tool for empowerment rather than a catalyst for increased social inequality by giving workers in underprivileged community's access to cutting-edge digital tools.

Sustainable development is positively and immediately impacted by digital transformation. Empirical evidence from a two-way fixed effects model on 63 middle and high-income countries (2017-2023) reveals a linear relationship where digital transformation boosts SDGs continuously post-threshold, driven primarily by the technology dimension of digital transformation indices, while knowledge and future readiness show no effect (El Awady, S. M., Salman, W. M., & Eltayb, A. T., 2025). There is no dynamic lag because current SDGs are unaffected by previous digital transformation, and effects appear immediately within the same year; independent evaluations validate digital transformation differing contributions to each United Nations SDG.

Digital transformation driven by big data, cloud computing, artificial intelligence and the internet of things is a key factor in accelerating the United Nations' sustainable development goals (Ogundipe et al. 2022). Using digital tools, nations are drastically changing how value is created

in industry, culture and governance. These aids in the accomplishment of sustainable development objectives, such as financial inclusion to combat poverty, smart grids for renewable energy, and telemedicine for healthcare. However, they are typically hampered by the digital divide, infrastructure defects, and cyber-security risks. The author emphasizes that in order to guarantee fair, sustainable growth that leaves no one behind, international cooperation must invest in digital skills and inclusive legislative frameworks.

Asian development bank (2024) report state that digital transformation is a key factor in rescuing the sustainable development goals of the United Nations. Although mobile broadband is accessible to 96 percent of Asia and the Pacific, almost half the region's population lacks Internet access due to low literacy rates and affordability issues. The research presents an extensive digital maturity framework (which goes from initial to optimal) to help businesses transition from ad hoc tech use to integrated, data-driven ecosystems. The Asian development bank contends that strategic investment in digital public infrastructure and digital public goods can get around traditional development barriers by concentrating on six key transformation areas: human capital, decarbonization, smart cities, food security, digital government, and connectivity. This could directly help achieve 70% of all sustainable development goals targets.

The study by Gusarova et. al., (2025) is that, by improving innovation efficiency, streamlining industrial structures, and lowering environmental effects like carbon emissions and resource depletion, digital transformation plays a crucial role in facilitating the creation of a sustainable green economy. The study found that a complex dark side where increased energy consumption and electronic waste from ICT production can offset environmental gains, even as it identifies a digital green economy as an emerging socio-economic formation that supports international climate commitments and strengthens national resilience. The study ultimately comes to the conclusion that in order to achieve true sustainability, digital transformation and sustainable development must advance simultaneously a notion known as twin transformation to guarantee that digitization is sustainable while furthering international environmental objectives.

A comprehensive triple link between digital technology, several industry sectors, and the UN sustainable development goals is provided by the study of Varriale et al. (2025), which identified 1,098 sustainable business practices across 17 industries. Through a thorough analysis, the authors demonstrate that while geospatial technologies are critical for sustainable development goals 2, 3,

and 6 (agricultural, health, and water sanitation), technologies such as AI are critical for achieving objectives related to affordable energy and climate action. The paper warns that capital-intensive deployments must be linked to human capital development in order to prevent growing societal inequality, but it also shows that digital transformation is not only a technical change but also a strategy required for releasing long-lasting ramifications.

By enhancing outreach, operational efficiency, and data-driven decision-making in resource-constrained environments, digital transformation aids NGOs in achieving sustainable development objectives. NGOs can expedite program delivery by utilizing cloud platforms, mobile apps, and AI analytics. Examples of such programs include real-time zero hunger monitoring through precision agricultural apps or telemedicine for health (African Union, 2020). By imparting digital skills to vulnerable groups and fostering inclusivity, digital transformation also advances gender equality. This leapfrogging potential is in line with Sustainable Development Goal 9, which aims to close the digital gap, alleviate poverty, and mitigate climate change. Blockchain enhances efficiency and equity across sustainable development goals by promoting accountability through transparent fund monitoring (Jinxin Y. & Zakhochyi V., 2023).

To achieve continental goals like universal internet access and innovation ecosystems in sectors like clean water and education, NGOs link digital transformation projects with the African Union's digital transformation agenda (2020–2030). Non-governmental organizations can reduce risks like data privacy breaches and increase sustainable activities like early warning systems for disasters that support sustainable cities goals by combining cyber-secure infrastructure with digital skills training. Based on information from UNDP projects, there are observable advantages such promoting inclusive growth, strengthening Agenda 2063 synergies, and employing women and young people via e-commerce platforms (African Union, 2020).

Digital transformation in NGOs faces fundamental obstacles such low digital skills, poor connectivity infrastructure, and resistance to adoption, despite its critical role in achieving sustainable development goals like poverty eradication, high-quality education, and inequality reduction. A significant concern is the extreme shortage of digital competences among staff, especially in underfunded contexts without training resources. As a result, instruments that are essential for monitoring SDG development and impact reporting such as cloud-based systems and data analytics platforms are underutilized (African Union, 2020).

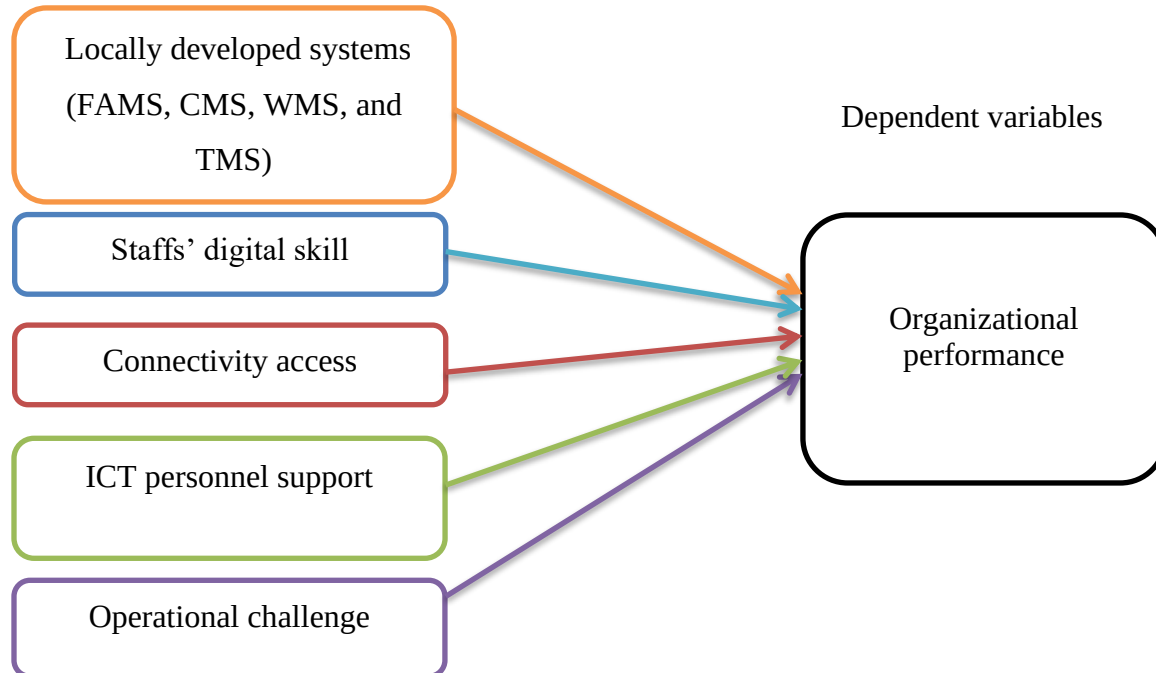
Many NGOs face challenges when they trying to change their way of working to support SDG-related digital transformation. Some staff do not trust digital systems, especially about data privacy. Others like traditional techniques of operation. Additionally, some workers oppose change because they fear losing their jobs. As a result, the usage of emerging technology such as AI monitoring systems is limited. NGOs find it challenging to support objectives like partnerships and climate action as a result. NGOs must train employees, enhance their processes, and effectively handle change in order to address this. This can promote sustainable development and assist employees in embracing digital tools (Jinxin & Zakhozhyi, 2023).

According to a study by Sewunet (2025) that shows how digital transformation influences organizational performance at Hibret Bank, innovation is a crucial mediator that explains half of the model's variance at Addis Ababa University. The study highlights the bank's effective use of Oracle FLEXCUBE and multi-channel digital platforms to improve operational efficiency and decision-making. It employs a mixed-methods approach based on the technology-organization-environment paradigm. However, it also highlights enduring problems like employee resistance, system integration problems, and skill shortages. In the end, the results suggest that digital transformation only enhances performance when accompanied with a strong innovation culture to link technology adoption with long-term greatness.

2.4 Conceptual Frameworks

Based on above theoretical and empirical literature, the conceptual framework presented in Figure 2.1 shows a direct connection between challenge & opportunities of digital transformation and organizational performance. In this model, organizational performance is defined as dependent variable, which is affected by some major independent variables that make up digital transformation. In digital transformation studied within the framework, these specific factors are the staff digital skill, connectivity access, and ICT personnel support capacity, perceived locally developed systems functionality (FAMS, CMS, WMS, and TMS) and operational challenge of digital management systems.

Figure 2.1 Conceptual Frameworks: Independent variables



Source: own based on theoretical & empirical review

2.5 Hypothesis of the Study

Depending on the result of the theoretical and empirical reviews; the researcher stated the following hypothesis.

H₀₁. There is no significant effect of functionality of locally developed system on organizational performance at World Vision Ethiopia.

H₀₂. There is no significant effect of staff digital skills on organizational performance at World Vision Ethiopia.

H₀₃. There is no significant effect of availability connectivity access on organizational performance at World Vision Ethiopia.

H₀₄. There is no significant effect of ICT personnel support capacity on organizational performance at World Vision Ethiopia.

H₀₅. There is no significant effect of operational challenge on organizational performance at World Vision Ethiopia.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Research Design

A research design refers to a framework or strategy utilized to gather and examine the necessary data to produce solutions to research questions. The researcher used explanatory research design for this study. Explanatory research design is a type of research aiming to identify the causes of specific phenomena through a deep understanding of causality between variables (Creswell, 2014).

3.2 Research Approach

The researcher used quantitative research approach for the study. This method is related to the essential focus of quantitative research on systematic collection and analysis of numerical data. Using numerical data, the researchers match the objectivity and reliability of the results, consistent with the principles presented by Babbi (2020). This approach can determine the patterns, trends and relationships between variables by promoting the response to hypothesis testing and research questions through statistical analysis. Large-scale phenomena can be examined through quantitative research, particularly through the use of surveys and statistical methods. The output of the generalized conclusion and the quantitative assessment of the intervention result, which is appropriate for this study, are based on the structured characteristics of the quantitative approach.

3.3 Population and Sampling Design

3.3.1 Population

The focus of this study was on professional employees of World Vision Ethiopia who are involved in locally developed digital systems in Addis Ababa, Tigray, Amhara, Oromia and Sidama region. The researcher was analyzing individual employee perceptions toward digital transformation and its impact on sustainable development goals: The case of the World Vision Ethiopia. According to the HR data of the world vision Ethiopia, there are a total of 1232 employees in all departments that adapted with locally developed digital systems. But, specifically in the selected area such as Addis Ababa (305), Oromia region (239), Amhara region (179), Sidama region (145) and Tigray

region (129) as all are 997 employees. So, target population of the study was 997 employees because does not include other regions as the reason stated in the scope section of the study.

Table 3.1 Target Population Distribution

No	Competency	Count
1	Support and Administration	135
2	Supply chain & logistics	153
3	Program sectors	242
4	Field operation	152
5	Program management	220
6	Protection & impact	95
	Total	997

Source: human resource management of WVE, (2025)

3.3.2 Sampling Size

The researcher used a probability sample with a simple random selection to select the sample in the target group. According to Malhotra and Peterson (2006), there is no single exact way to determine the size of the sample. As a result, there is a great deal of variation in the sample size calculation. The accuracy of the results increases with the size of the research sample. Based on the desired reliability level of 95% and the desired accuracy of 5%, the sample size for analysis was determined using Yamane Formula (1967).

$$n = \frac{N}{1 + N(e)^2}$$

Where N= Populations of the Study=997

n= sample of the study

e=error=5%=0.05

$$n = \frac{997}{1 + 997(0.05)^2}$$

=285.46 $\approx$ 286 was used as a sample size

After determining the sample size using the previously mentioned equation, the researcher employed stratified sampling techniques to allocate the anticipated sample size to each stratum in order to optimize the sample size's predictive power. Consequently, the Kothari (2004) formula is used to make the following proportionate allocation:

$$n_h = n * (N_h / N)$$

Where n_h = proportional sample size of h stratum

N_h = population size of h stratum

n = total sample size

N = total target population

Table 3.2 Sample Size Proportion for each Stratum

No	Competency	Population of each strata	Proportional sample size
1	Support and Administration	135	$n_h = 286 * (135/997) \approx 39$
2	Supply chain & logistics	153	$n_h = 286 * (153/997) \approx 44$
3	Program sectors	242	$n_h = 286 * (242/997) \approx 69$
4	Field operation	152	$n_h = 286 * (152/997) \approx 44$
5	Program management	220	$n_h = 286 * (220/997) \approx 63$
6	Protection & impact	95	$n_h = 286 * (95/997) \approx 27$
	Total	997	286

Source: researcher survey data (2025)

Therefore the researcher distributed 286 questionnaires for professional employees of world vision Ethiopia at selected study area.

3.4 Source of Data

The researcher was used primary and secondary data sources to achieve the study's objectives. A standard and verified questionnaire was used to capture the primary data. The questionnaire approach has been utilized as a data collecting tool because it allows for the collection of a significant amount of data and offers broader coverage to the sample. Since the research methodology was quantitative, the questions were closed (fixed response alternatives). The primary data source was an employee of World Vision Ethiopia. Reference books, journals, the internet, and various document analyses have all provided secondary data.

3.5 Collection Techniques

Self-administered questionnaire was used as main tools to gather the data from primary sources for this investigation and which was distributed via personal delivery, and Google forms to maximize reach and response rates. Due to time and transport constraints the researcher used hand delivery for questionnaires to employees in Addis Ababa (Head Office) while using Google form for employees in other regions. Rich quantitative analysis of the gathered data is made possible by the suggested 5-point Likert scale, which is especially good at capturing the subtleties of participants' thoughts. The scale takes into consideration the subtleties of respondents' feelings by offering a range of answers from Strongly Disagree (1) to Strongly Agree (5). When responding to closed-ended questions, participants may indicate 5 levels of agreement: Strongly Agree = 5, Agree = 4, Neutral=3, Disagree = 2 and Strongly Disagree= 1. This method enables accurate statistical analysis of perspectives on the study question.

By regulating participant responses and quantifying subjective assessments, these ordinal measures improve the study's overall validity and reliability. Author performed reliable statistical analyses, which makes it easier to spot significant relationships and trends (Joshi et al., 2015). These results are essential for developing more general implications that closely correspond with the main goals of the study.

3.6 Methods of Data Analysis

SPSS V-27 was used to analyze the quantitative data. The mean and variation are measured using descriptive statistics (standard deviation and percent). On the other hand, inferential statistics was

used for correlation, linear and multiple regressions. Linear regression was used from the factors showing a positive relationship.

The multiple regression Model was used are:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X + e$$

Where: Y= organizational performance

X₁= locally developed systems

X₂ = Staff Digital Skills

X₃= Connectivity access

X₄= ICT personnel support

X₅= Operational challenge, β = Constants, e=error

The analysis process involves converting the raw data into tables and graphs were analyzed using the Statistical Package for the Social Sciences (SPSS) V-27.

3.7 Validity

The researcher addressed validity by determining whether the data collection points accurately measure the desired constructs in order to guarantee the study's rigor (Adams, J., Khan, H. T., Raeside, R., & White, D., 2007). The instrument was evaluated by a panel of colleagues and subject matter experts like ICT staff/personnel to determine its face and content validity. Similar items were purposefully repeated in several questionnaire sections in order to identify any answer bias and guarantee consistency.

By improving the research questions, conceptual frameworks, and data tools in response to expert input, the research instrument's dependability was further reinforced. Finally, a pilot study was carried out to evaluate the tool's efficiency. Before the instrument is administered on a large scale, data from this pilot phase was used to make the required adjustments and improvements, optimizing its overall accuracy and dependability.

3.8 Reliability

According to (Carmines & Zeller, 1979), reliability is about how consistent the results are over time in simple terms, if the same study is done again, it should give almost the same results. Because it ensures that the study's questions and instruments are consistent, reliability checks are crucial. A scale is considered dependable when its questions measure the same concept and are closely related to one another.

The most used metric for this purpose, Cronbach's Alpha, was used by the researcher to evaluate this internal consistency. While universal rules for acceptable coefficients vary, a minimum threshold of 0.70 is generally required for a scale to be considered reliable. Following the classifications provided by (Hinton, et. al, 2004), the resulting coefficients was interpreted as follows: excellent (0.90 and above), high (0.70–0.90), moderate (0.50–0.70), and low (below 0.50). This statistical measure was applied to the collected data to rigorously evaluate the reliability of each research dimension.

Table 3.3 Reliability Test by Using Cronbach's Alpha value

S/no.	Study variables	Cronbach's alpha value	Number of items
1	Local digital system quality	0.895	11
2	Staff digital skill	0.847	8
3	Connectivity access	0.766	5
4	ICT personnel support	0.843	6
5	Operational challenge	0.896	5
6	Organizational performance	0.898	10
Over all		0.917	45

Source: own survey data, 2026

Above cronbach's alpha value table illustrates local digital system quality, c staff digital skill, connectivity access, ICT personnel support; operational challenge and organizational performance all had cronbach's alpha values of 0.895, 0.847, 0.766, 0.843, 0.896 and 0.898 respectively. This outcome suggests that the data was high reliability (Hinton, 2004). The data is also excellent reliability, as seen by the overall cronbach's alpha value of 0.917. This suggests that respondents

are providing coherent answers to connected items, which lowers random measurement error and increases the validity of the overall finding results.

3.9 Ethical Consideration

The staff was fully informed about the research's objectives prior to the commencement of data collection, and ethical issues were given top priority throughout. These factors included getting everyone's prior consent, avoiding any kind of morale, responding strictly, respecting each person's privacy, and ensuring total anonymity.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Respondent's Response Rates

Table 4.1 Response Rates of respondents

Questionnaires	Frequency	Percentage response rate
Total number of questionnaires distributed	286	100%
Total number of questionnaires collected	260	90.9%
Total number of questionnaires not collected	26	9.1%

Source: own survey data, 2026

The response-rate data in Table 4.1 shows that the study attained a high level of participation. With 260 out of 286 disseminated questionnaires successfully collected, generating a 90.9% response rate and none of the returned questionnaires rejected owing to incompleteness or invalidity. This high response rate indicates that World Vision Ethiopia's target respondents were very cooperative and that the data collecting procedure was carried out effectively, which lowers the possibility of non-response bias and improves the findings' representativeness.

4.2 Demographic Profile of the Respondents

Participants' sex, age, qualification, work experience and professional responsibilities are among demographic profile. The following Table 4.2 displays the percentage and frequency of responses from a sample of World Vision Ethiopia.

Table 4.2 Demographic Profile of the Respondents

Category	Indicator	Frequency	Percent (%)
Gender	Male	215	82.7
	Female	45	17.3
Total		260	100.0
Age	26-39 years	79	30.4
	40- 49 years	116	44.6
	50 and above	65	25.0

Total		260	100.0
Educational level	Diploma	10	3.8
	First degree	66	25.4
	Masters	178	68.5
	PhD and above	6	2.3
Total		260	100.0
Work experience	5 and below	15	5.8
	6-10 years	33	12.7
	11-20 years	154	59.2
	Above 20 years	58	21.9
Total		260	100.0
Position	officer	94	36.2
	Coordinator	66	25.4
	Specialist	50	19.2
	Manager	50	19.2
Total		260	100.0

Source: own survey data, 2026

Table 4.2 displays the demographic characteristics of 260 respondents who participated in the study. The majority of participants were males with 82.7% or 215 individual and 17.3% (45) is confirmed as females. This implies that male respondents made up the majority of those who participated in the study to determine the impact of digital transformation on organizational performance and one can suppose that the majority of World Vision Ethiopia were employed male workers. The majority of responders are middle-aged, with 44.6% or 116 individuals being between the ages of 40 and 49 years, 79 (30.4%) being between the ages of 26 and 39 years, and 65 (25.0%) being over the age of 50 years. With an average age of 40 to 50 years, this distribution indicates that the study concentrated on mid-to-senior personnel, offering insightful information about seasoned perspectives. Additionally, the sample is mature and experienced, which is consistent with jobs requiring a considerable amount of work experience.

The participants are highly educated: 68.5% or individuals 178 have a master's degree, 25.4% or 66 individuals have a first degree, and 3.8% or 10 individuals have a diploma and only 6 individuals or (2.3%) have a PhD. This higher educational profile indicates a knowledgeable workforce prepared for challenging tasks like digital transformation. They therefore understood

the questionnaire and gave an appropriate response, which is crucial for the validity and reliability of the study.

With 154 individual or (59.2%) having 11–20 years of experience, 58 individual (21.9%) having more than 20 years, 33 individual (12.7%) having 6–10 years, and just 15 individual (5.8%) having five years or less, veterans make up the majority of respondents. For research on how digital transformation impacts organizational performance, this concentration of long-tenured employees (more than 81% with six or more years) suggests a trustworthy, knowledgeable cohort.

Officers make up the largest group with 94 workers or (36.2%), followed by managers and coordinators with 50 employees or (19.2%) and 66 employees or (25.4%) and specialists with 50 employees or (19.2%). This mid-level concentration offers a useful perspective on implementation issues in sectors like HR or logistics, suggest a focus on operational and supervisory responsibilities rather than top executives.

4.3 Descriptive Analysis of the Study Variables

This study used survey data from 260 World Vision Ethiopia employees who responded to closed-ended and 5-point Likert scale questions. Organizational performance was the dependent variable, while the five independent factors were operational challenge, connectivity access, local digital system, staff digital skill, ICT personnel support. To facilitate the descriptive analysis's interpretation, the mean and standard deviation scores were categorized using (Al-Sayaad, et. al., 2006). According to this concept, if mean value between 1.00 and 1.80 indicate strongly disagree, between 1.81 and 2.60 represents disagree, between 2.61 and 3.20 represents neutral, between 3.41 and 4.20 indicate agree, and between 4.21 and 5.00 indicate strongly agree.

4.3.1 Local Digital System

Table 4.3 Descriptive Analysis of Local Digital System

Code	Statements	N	Mean	Std. Deviation
LDSQ1	The availability of FAMS helps reduce time spent on tracking fixed assets.	260	4.58	0.67
LDSQ2	Using CMS has significantly saved time the approval process for clearances.	260	4.33	0.84
LDSQ3	WMS presence supports faster inventory management and stock monitoring.	260	4.23	0.81
LDSQ4	TMS availability improves coordination of staff travel scheduling.	260	4.28	0.78
LDSQ5	Access to these systems (FAMS, CMS, WMS, TMS) speeds up overall workflow completion.	260	4.28	0.80
LDSQ6	Frequency of system usage correlates with quicker decision-making in operations.	260	4.15	0.75
LDSQ7	Integration of FAMS with other processes reduces delays in asset distribution.	260	4.17	0.84
LDSQ8	Having WMS available enhances resource allocation timeliness.	260	4.17	0.75
LDSQ9	The digital systems used in the organization support my daily work activities.	260	4.43	0.67
LDSQ10	Regular interaction with these systems supports meeting operational deadlines.	260	4.15	0.79
LDSQ11	The digital systems help improve operational efficiency in my department	260	4.31	0.69
Overall mean and Standard deviations		260	4.28	0.76

Source: Researcher' own survey result, 2026

Table 4.3 displayed the responses to the statement on the quality of the local digital system at World Vision Ethiopia. The items, the availability of FAMS helps reduce time spent on tracking

fixed assets and the digital systems used in the organization support my daily work activities are achieved the mean and standard value of 4.58 & 0.67 and 4.43 & 0.67 respectively. This shows that respondents view the Fixed Asset Management System and the overall digital infrastructure as essential tools that greatly cut down on the amount of time spent on manual tracking and essentially support their daily work obligations. Likewise, certain functional systems such as clearance management system, warehouse management system and travel management system scores mean & St. Deviation of 4.33 & 0.84, 4.23 & 0.81, and 4.28 & 0.78. These findings, which belong to the Strongly Agree category, demonstrate how the digital revolution has effectively simplified formerly difficult administrative obstacles. These tools have facilitated the fixed asset management, the clearance approval procedure, inventory tracking, and travel scheduling coordination, suggesting a change toward a more flexible work environment.

The mean and standard deviation for process completion and departmental efficiency are 4.28 and 0.78 and 4.31 and 0.69, respectively; indicate that a significant perceived influence on workflow and overall efficiency. According to both scores, respondents strongly agree that utilizing both technologies together improve departmental efficiency and speeds up work completion. This agreement exemplifies a successful implementation in which digital technologies actively support the organization's structural productivity rather than just being present. A mean score ranging from 4.15 to 4.17 was obtained for the following statements: regular interaction with these systems supports meeting operational deadlines; integration of FAMS with other processes reduces delays in asset distribution; having WMS available improves resource allocation timeliness; and frequency of system usage correlates with faster decision-making in operations. This suggests that the speed of results could be affected by interdepartmental coordination or external operational factors.

The average respondents strongly agree with the effectiveness of the organization's digital ecosystem, as indicated by the local digital system quality overall mean of 4.28. With an overall standard deviation of 0.76, this overall score indicates that the digital systems are regarded as high-quality assets. They are credited with improving departmental efficiency, operational speed, and resource management. These results are consistent with recent global trends, according to which 73% of operations leaders indicate that digital investments have a broad organizational impact, citing system integration as a key factor in workflow efficiency and the removal of functional silos

(PwC., 2026). Additionally, high-quality information systems which are distinguished by their usability, timeliness, and integration have a substantial direct influence on organizational performance and general efficiency, according to empirical study conducted in urban settings (Hassani, M., & Sangar, A. B., 2024).

4.3.2 Staff Digital Skill

Table 4.4 Descriptive Analysis of Staff Digital Skill

Code	Statements	N	Mean	Std. Deviation
SDS1	Staff proficiency in using digital tools speeds up daily task completion.	260	4.30	0.73
SDS2	Employees' ability to navigate software reduces errors in data entry.	260	4.11	0.73
SDS3	Digital skill levels among staff support faster reporting and documentation.	260	4.23	0.73
SDS4	Staff familiarity with digital platforms improves cross-department coordination.	260	4.20	0.73
SDS5	Higher digital competency correlates with meeting operational deadlines.	260	4.20	0.72
SDS6	The organization provides adequate training on digital systems	260	3.62	1.02
SDS7	Lack of digital skills affects the effective use of the systems	260	4.31	0.77
SDS8	Staff members in my department are comfortable using digital technologies.	260	4.09	0.79
Overall mean and Standard deviations		260	4.13	0.77

Source: Researcher' own survey result, 2026

Table 4.4 displayed the responses to the statement on the quality of the staff digital skill at World Vision Ethiopia. The items, Staff proficiency in using digital tools speeds up daily task completion and Digital skill levels among staff support faster reporting and documentation are attained the mean and standard value of 4.30 & 0.73 and 4.23 & 0.73 respectively. This implies that there is

broad agreement that staff members' current digital skills are adequate to speed up every day work performance and enable quick documentation. Also, Lack of digital skills affects the effective use of the systems, has mean and standard deviation of 4.31 & 0.77. This shows that respondents strongly agree that a crucial obstacle to efficient system use is any lack of digital abilities.

Regarding, employees' ability to navigate software reduces errors in data entry, Staff familiarity with digital platforms improves cross-department coordination, higher digital competency correlates with meeting operational deadlines, and Staff members in my department are comfortable using digital technologies scored mean & standard deviation of 4.09 & 0.72 to 4.20 & 0.79. This implies that employees typically think they can use software to reduce mistakes and digital platforms to coordinate across departments. The shift from strongly agree to agree in these areas suggests that there is still opportunity for additional professional growth to achieve peak proficiency, even though the staff is familiar with technology. Regarding, the organization provides adequate training on digital systems received a mean & standard deviations value of 3.62 & 1.02. Although employees acknowledge that training is offered, the frequency or intensity of these programs might not yet be commensurate with the high level of individual effort or the crucial importance that staff members place on digital skills for their day-to-day jobs.

The overall standard deviation for staff digital skill is 0.77, while the whole mean is 4.13. This shows that the respondents concur that the employees have the digital skills needed to support the goals of the company. The information points to a workforce that understands the value of technology and is proficient with it. Since current research shows that digital literacy greatly increases workplace efficiency by enhancing information processing and technology adaptation, it is imperative that employee skills and organizational needs (Lailiyah, et. al , 2025). Additionally, a key factor in attaining high-performance metrics and preserving competitiveness in technology-driven environments in contemporary institutional contexts is the synergy between a workforce with digital competency and strategic leadership (Lin, Y., 2024).

4.3.3 Connectivity Access

Table 4.5 Descriptive Analysis of Connectivity Access

Code	Statements	N	Mean	Std. Deviation
CA1	Reliable internet access enables real-time system usage without delays.	260	4.15	0.77
CA2	Network stability reduces interruptions during critical operations.	260	4.31	0.84
CA3	Consistent connectivity supports seamless collaboration across offices.	260	4.28	0.84
CA4	Frequent network downtime disrupts workflow completion timelines.	260	4.25	0.69
CA5	Availability of stable connections accelerates decision-making processes.	260	4.29	0.82
Overall mean and Standard deviations		260	4.26	0.79

Source: Researcher' own survey result, 2026

As indicated on table 4.5, there is broad agreement about the crucial role that network performance plays in operational success when individual metrics are analyzed. Respondents Strongly Agree (4.21–5.00) that persistent connectivity is the foundation of smooth communication across several offices (mean = 4.28 & SD = 0.84) and that network stability is crucial for minimizing disruptions during crucial activities (mean = 4.31 & SD= 0.84). Additionally, there is a significant belief that solid connections are the main factor expediting decision-making processes (mean = 4.29 & 0.82) and that network outages directly imperil workflow deadlines (mean = 4.25 & 0.69). These imply that the workforce sees high-quality connectivity as essential to sustaining institutional momentum and professional efficiency rather than just as a convenience.

The statement received a mean score of 4.15 and 0.77 for internet access reliability and real-time system utilization, respectively. Although this is still a very positive outcome, its position marginally below the strongly agree requirement in relation to other stability metrics may indicate that, despite the internet's overall dependability, there are sporadic fluctuations that make it impossible to consider flawless. Even if they could still encounter small technological issues that

affect the real-time quality of their digital interactions, this alignment shows that workers are aware of the advantages of the current system. With an overall mean of 4.26 and a standard deviation of 0.79, the descriptive analysis for connection availability shows that respondents strongly agree with the presence and importance of dependable network infrastructure. Although employees may still encounter small technological delays that affect the real-time quality of their digital interactions, there is broad agreement that consistent connectivity is reflected in this high mean. This is supported by current study, which shows that reliable connections and quick internet access are now strategic assets that directly lower operational friction and improve organizational agility rather than merely being utilities (Mulyani, et. al2025).

4.3.4 ICT Personnel Support

Table 4.6 Descriptive Analysis of ICT Personnel Support

Code	Statements	N	Mean	Std. Deviation
ICTPS1	Availability of ICT staff resolves system issues promptly.	260	4.34	0.66
ICTPS2	ICT support response time affects operational continuity.	260	4.26	0.75
ICTPS3	Adequate ICT personnel numbers handle daily technical demands.	260	4.22	0.76
ICTPS4	ICT team capacity influences system uptime during peak usage.	260	4.17	0.74
ICTPS5	Quick ICT assistance maintains workflow momentum.	260	4.31	0.73
ICTPS6	Technical problems sometimes interrupt the use of digital systems	260	4.24	0.69
Overall mean and Standard deviations		260	4.26	0.72

Source: Researcher' own survey result, 2026

The descriptive analysis table 4.6 shows that there is a high degree of satisfaction with the impact and response of the technical support team. In particular, the following had mean scores and standard deviations of 4.34 & 0.66 and 4.31 & 0.73, respectively: Fast ICT support keeps workflow

moving forward, and the presence of ICT experts quickly resolves system issues. This indicates that participants actually believe that having ICT personnel on hand is essential to promptly fixing system problems and guaranteeing that technical support avoids major delays in their regular work operations. Similarly, the ICT team is still thought to be very good at managing workload and ensuring continuity. Operational continuity, personnel numbers, and interruption impact had mean ratings of 4.26 & 0.75, 4.22 & 0.76, and 4.24 & 0.69, respectively. These findings imply that the current ICT staff is thought to be enough to manage day-to-day technical requirements and that their response time is acknowledged as a crucial element for sustaining stable operations. It's crucial to note that respondents firmly concur that technical issues might occasionally impede system use, underscoring the importance of support personnel in reducing these unavoidable digital friction points.

System uptime during peak demand is impacted by ICT team capacity, according to the mean score and standard deviation of 4.17 and 0.74, respectively. This somewhat lower mean compared to other items suggests that there may be some minor concerns about the team's capacity to maintain 100% uptime during periods of peak system demand, even if it is still very positive. In addition to resolving urgent technical problems, prompt expert support fosters a robust digital culture that increases overall institutional efficiency, according to Hassan et al. (2025). This result lends credence to the notion that user satisfaction and system durability are largely influenced by the caliber of technical support.

4.3.5 Operational Challenge

According to the descriptive analysis in table 4.7, most respondents are aware that the digital environment presents obstacles. In particular, 3.56 & 1.34 and 3.53 & 1.37 are the mean scores and standard deviations for system downtimes and warehouse management system inventory update frequency, respectively. This shows that employees perceive a noticeable impact from general platform failures and inventory monitoring delays on the organization's overall operational flow even when the systems are operational, indicating that their dependability and update speed are seen as areas of concern. Other particular issues, with mean scores and standard deviations ranging from 3.32 & 1.37 to 3.35 & 1.43, include system login delays, clearance management system processing time, and travel management system scheduling conflicts.

Table 4.7 Descriptive Analysis of Operational Challenge

Code	Statements	N	Mean	Std. Deviation
OPCH1	System login delays hinder timely access to FAMS functions.	260	3.34	1.40
OPCH2	CMS processing time affects clearance workflow duration.	260	3.32	1.39
OPCH3	WMS inventory update frequency impacts stock availability tracking.	260	3.53	1.37
OPCH4	TMS scheduling conflicts disrupt travel coordination efficiency.	260	3.35	1.43
OPCH5	System downtimes across platforms delay overall operations	260	3.56	1.38
Overall mean and Standard deviations		260	3.42	1.39

Source: Researcher' own survey result, 2026

According to the descriptive analysis in table 4.7, most respondents are aware that the digital environment presents obstacles. In particular, 3.56 & 1.34 and 3.53 & 1.37 are the mean scores and standard deviations for system downtimes and warehouse management system inventory update frequency, respectively. This shows that employees perceive a noticeable impact from general platform failures and inventory monitoring delays on the organization's overall operational flow even when the systems are operational, indicating that their dependability and update speed are seen as areas of concern. Other particular issues, with mean scores and standard deviations ranging from 3.32 & 1.37 to 3.35 & 1.43, include system login delays, clearance management system processing time, and travel management system scheduling conflicts.

4.3.6 Organizational Performance

Table 4.8 Descriptive Analysis of Organizational Performance

Code	Statements	N	Mean	Std. Deviation
OP1	The presence of FAMS enables better tracking of organizational assets across programs.	260	4.43	0.64
OP2	Availability of CMS supports smoother clearance approval organization-wide.	260	4.32	0.70
OP3	Having WMS in place improves inventory visibility for operational planning throughout the organization	260	4.24	0.73
OP4	TMS presence facilitates more coordinated field operations and travel management	260	4.17	0.82
OP5	Reliable connectivity access enables our organization to complete projects on schedule.	260	4.27	0.67
OP6	Staff digital skills contribute to higher accuracy in operational reporting and documentation.	260	4.36	0.67
OP7	Adequate ICT staff support ensures minimal disruptions to daily organizational workflows.	260	4.21	0.77
OP8	Effective operational challenge resolution improves our ability to meet donor deadlines.	260	4.35	0.69
OP9	Strong staff digital competencies accelerate cross-departmental collaboration efficiency.	260	4.34	0.67
OP10	Stable connectivity combined with ICT support enhances overall organizational productivity	260	4.43	0.70
Overall mean and Standard deviations		260	4.29	0.72

Source: Researcher' own survey result, 2026

Table 4.8 displayed the responses to the question about the organizational performance quality of World Vision Ethiopia. The following items had the same mean (4.43) and standard value (0.64 and 0.73): stable connectivity plus ICT support increases overall organizational productivity, and the presence of a fixed asset management system enables better tracking of organizational assets across programs. This indicates that respondents genuinely think that the main factor impacting

exceptional organizational efficiency and resource visibility is the integration of specialized management systems along with technical assistance and reliable internet. Additionally, the study demonstrates that administrative processes and staff competencies are seen as essential pillars of institutional performance. The corresponding mean scores and standard deviations for meeting donor deadlines, reporting accuracy, and collaboration efficiency were 4.36 & 0.67, 4.35 & 0.69, and 4.34 & 0.67. This shows that staff members understand how important their own digital skills are to accurate reporting and departmental cooperation. The high score for fulfilling donor deadlines highlights how crucial it is to address operational issues in order to preserve the organization's reputation and accountability.

However, operational systems like the warehouse management system and the clearing management system also scored 4.32 & 0.70 and 4.24 & 0.73, respectively. Respondents firmly agree that these solutions facilitate more smooth organization-wide approvals and improve inventory visibility for long-term planning. The organization's digital infrastructure is strong enough to reduce downtime and guarantee that projects are finished within the allotted timeframes, as evidenced by the means of 4.27 & SD of 0.67 and 4.21 & 0.77 obtained by Project scheduling and Minimal interruptions. Regarding the statements, Travel management system presence facilitates more coordinated field operations and travel management has a mean and SD of 4.17 & SD of 0.82. This result show that although the travel management system is effective, its impact on field operations is thought to be significantly less transformative than that of the more centralized asset and data management systems, even though it is still very favorable. This might indicate that field-based travel has intrinsic difficulties that technology cannot completely address.

The descriptive analyses of organizational performance in World Vision Ethiopia achieved overall mean is 4.29 with a standard deviation of 0.72. The workforce firmly and consistently believes that the organization's performance has been greatly improved by its digital transformation. The low standard deviation indicates that this favorable opinion is consistent throughout the sample, indicating that all institutional levels are benefiting from staff competencies, ICT assistance, and high-quality digital systems. This result is consistent with previous empirical research indicating that businesses gain better operational resilience and performance metrics when they successfully integrate digital tools with a high level of technical assistance and workforce readiness (Fenta, H. M., & Assefa, T, 2025). Additionally, a well-executed digital infrastructure serves as a unifying

driver for productivity, allowing the business to more consistently accomplish complicated project goals in a technology-driven environment, as confirmed by the minimal variance in responses (Mekonnen, A. , 2024).

4.4 Pearson Correlation coefficients (r) Analysis

In this section, a Pearson correlation coefficient analysis was performed to establish the strength of linear relationship between independent variables (i. e., Local digital system, staff digital skill, connectivity access, ICT personnel support, and operational challenge) and organizational performance.

Table 4.9 Pearson Correlation Coefficients Matrix

		OP	LDSQ	SDS	CA	ICTPS	OPCH
OP	r	1					
	Sig. (2-tailed)						
	N	260					
LDSQ	r	.728**	1				
	Sig. (2-tailed)	0.000					
	N	260	260				
SDS	r	.723**	.672**	1			
	Sig. (2-tailed)	0.000	0.000				
	N	260	260	260			
CA	r	.686**	.528**	.657**	1		
	Sig. (2-tailed)	0.000	0.000	0.000			
	N	260	260	260	260		
ICTPS	r	.719**	.547**	.640**	.702**	1	
	Sig. (2-tailed)	0.000	0.000	0.000	0.000		
	N	260	260	260	260	260	
OPCH	r	-.313**	-.193**	-.225**	-.169**	-.272**	1
	Sig. (2-tailed)	0.000	0.002	0.000	0.006	0.000	
	N	260	260	260	260	260	260
**. Correlation is significant at the 0.01 level (2-tailed).							
Where: LDSQ: local digital system, SDS: staff digital skill, CA: connectivity access, ICTPS: ICT personnel support, OPCH: operational challenge, OP: organizational performance							

Source: Researcher' own survey result, 2026

As shown table 4.9 the Pearson correlation coefficients value for the independent variables in order of strength (local digital system, staff digital skill, and ICT personnel support and connectivity access) were 0.728, 0.723, 0.719, and 0.686 respectively. This result indicates that all those independent variables were positively correlated with organizational performance because the relationship is significance at p-value ($p=0.000$). This means that if local digital system, staff digital skill, and ICT personnel support and connectivity access are increased, the organizational performance of World Vision Ethiopia will be improved. On the other hand, operational challenge had negative association with organizational performance. It indicates that operational and technical headwinds are deliberately impeding the organization's progress.

4.5 Regression Analysis

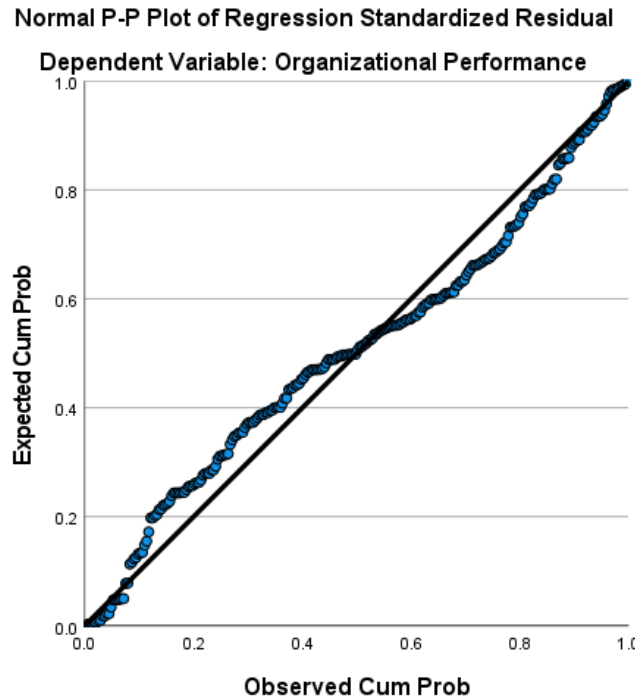
One or more independent variables are used in regression analysis to determine the impact on a dependent variable (Albaum, 1997). The regression analysis was performed to examine the variability of organizational performance of World Vision Ethiopia by (i.e., local digital system, staff digital skill, and ICT personnel support, connectivity access and operational challenge). Before performing the regression analysis, the researcher in this study attempted to test the assumptions.

4.5.1 Multiple Regression Assumption Testing

To preserve the validity and robustness of the research's regressed result under multiple regression models, the fundamental assumptions must be met. Thus, assumption tests (Multicollinearity, linearity, normality, and heteroscedasticity) test were performed.

Test of Linearity

Figure 4.1 Normal P-P Plots of Regression Model

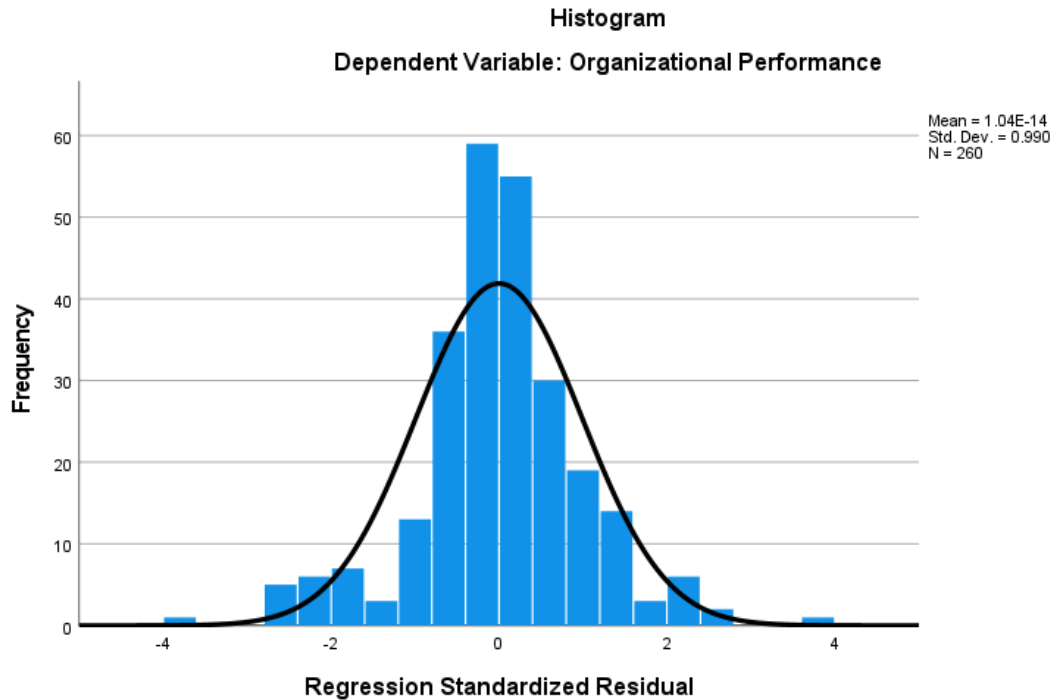


Source: Researcher' own survey result, 2026

As seen in Figure 4.1 the relationship between independent and dependent variables must be a linear function, as stated for linear regression analysis. Consequently, the scattering graph illustrates the link between the two variables independent variables (i. e., local digital system, staff digital skill, and ICT personnel support, connectivity access and operational challenge) and organizational performance). The points were situated in a pretty straight line from the bottom left to the upper right, according to the residuals scatter plot. Thus, it demonstrates linearity. The default assumption of regression analysis is that variables have a linear relationship. This indicates that a straight line can be used to approximate the pattern created by the graph point using a direct ruler.

Test of Normality

Figure 4.2 Histogram of Regression Model



Source: Researcher' own survey result, 2026

Normality assumption proposes that whether the term error is generally distributed or not. In regression analysis, when the standardized residual becomes a bell shape, the regularity of the error is displayed. Figure 4.2 shows that the error is generally distributed because the results of the histogram are displayed on the bell in shape. Therefore, we can say that errors were approximately normally distributed.

Multicollinearity Test

Multicollinearity is a result of a high correlation between the independent variables included in the multiple regression models. Technically, the Multicollinearity is caused by the independent variables of the regression model containing general information. In very extreme, two or more variables can be perfectly correlated. As a result, some variables are completely explained by other variables and do not provide additional information. The independent variables used in this study

confirm that there is no multiple correlation of the description variable. If the inflation variance coefficient (VIF) of independent variables is less than 10, there is no indication of Multicollinearity.

Tolerance is the reciprocal of VIF and measures the proportion of variance in an independent variable that is not explained by other independent variables. A tolerance value less than 0.1 is considered indicative of Multicollinearity.

Table 4.10 Multicollinearity Tests

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Local Digital system	0.522	1.915
	Staff Digital Skill	0.398	2.510
	Connectivity Access	0.431	2.321
	ICT personnel support	0.427	2.339
	Operational Challenge	0.918	1.090
a. Dependent Variable: Organizational Performance			

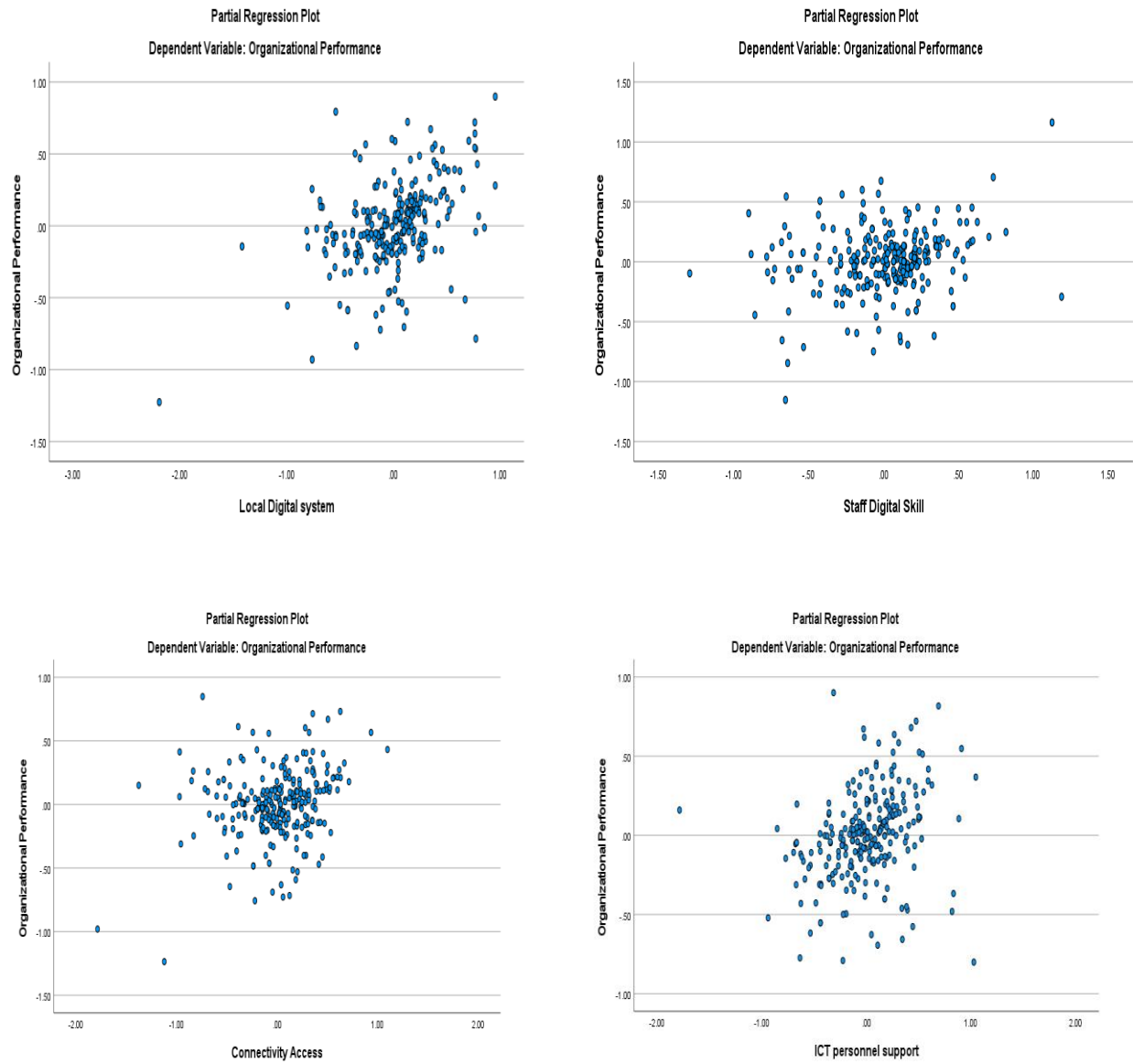
Source: Researcher' own survey result, 2026

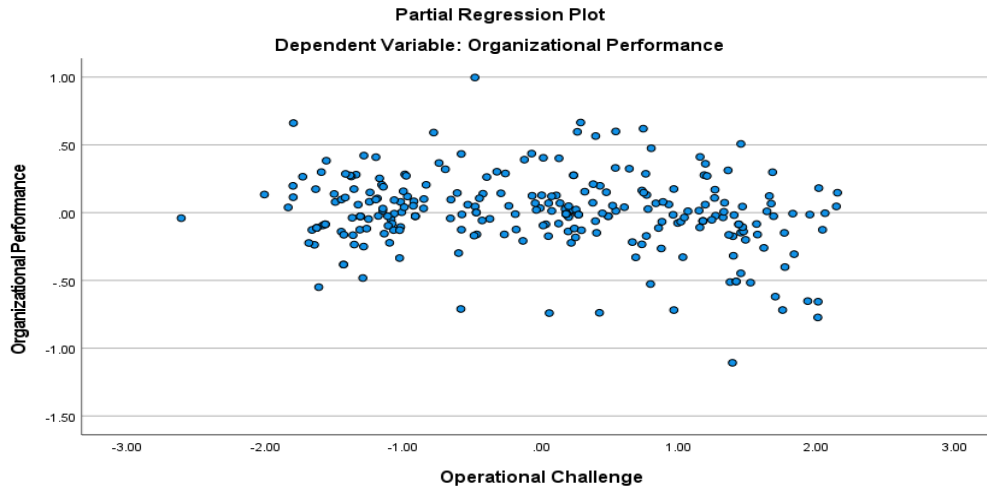
Based on table 4.10 the Multicollinearity test for all independent variables the tolerance is greater than 0.1 and the VIF is less than 10, therefore there is no indication of Multicollinearity.

Heteroscedasticity Test

Heteroscedasticity test is a statistical test used to confirm the existence of heterogeneous that violates Homos' assumptions in regression analysis. Since the evaluation of the standard method of the smallest square is inefficient and underestimated, the hypothesis test is no longer reliable or heterogeneous knowledge occurs. If the variance of the error term that is constant across all model measures is used to test heteroscedasticity graphically or visually, data is not heteroscedastic.

Figure 4.3 Scatterplot of Regression Model Residuals





Source: Researcher' own survey result, 2026

As shown in the below graph 4.3 the residuals do not make regular patterns, therefore there is no heteroscedasticity.

4.5.2 Multiple Linear Regression Analysis

In this section, multiple linear regression analysis was used to assess the predictive power of the variables under investigation in order to ascertain the influence of the relationship between the independent variables of (i.e., local digital system, staff digital skill, and ICT personnel support, connectivity access and operational challenge) on the dependent variable, which is organizational performance of World Vision Ethiopia.

Table 4.11 ANOVA Result Analysis

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	49.119	5	9.824	136.076	.000 ^b
	Residual	18.337	254	0.072		
	Total	67.456	259			
a. Dependent Variable: Organizational Performance						
b. Predictors: (Constant), Operational Challenge, Connectivity Access, Local Digital system, ICT personnel support , Staff Digital Skill						

Source: Researcher' own survey result, 2026

Table 4.11 above shows that a regression model, containing operational challenge , connectivity access , local digital system , ICT personnel support , staff digital skill as a predictor, predicts the dependent variables which is organizational performance ($p < 0.001$). The F-Statics is a designated regression model that is an indicator of strong statistical significance, which is used to measure the dignity of the regulatory compliance, which has increased the reliability and effectiveness of the model. This means that there is a linear connection between those independent variables and organizational performance. This indicates that independent variables greatly predict the organizational performance.

Table 4.12 Model Summary of Regression Analysis

Model Summary^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.853 ^a	0.728	0.723	0.26869	1.968
a. Predictors: (Constant), operational challeng , connectivity access , local digital system , ICT personnel support , staff digital skill					
b. Dependent Variable: Organizational Performance					

Source: Researcher' own survey result, 2026

Coefficient of determination R² and adjusted R² show the explanatory power of independent variables included in the model from general changes in the dependent variable. Thus, the Table 4.12 above R² and the adjusted R² shown in the above calculated model were represented at 72.8% and 72.3%, respectively. It can be interpreted as 72.8% of the total fluctuations in the dependent variable, which is organizational performance, are described by independent variable (i.e., operational challenge, connectivity access, local digital system, ICT personnel support, staff digital skill) that included in the regression model. The remaining 27.2% were explained by other factors which have not been included in regression model. The predictor variables in the model are most important for characterizing the dependent variables.

Durbin-Watson: Standard errors were distorted if the model contains autocorrelation, rendering t-tests and p-values untrustworthy. The Durbin-Watson score of 1.968, which falls between 1.5 and 2.5, indicates that there is no appreciable autocorrelation in the model's residuals (Field, 2018).

In this study the researcher liked to present and analyze the impact of digital transformation on organizational performance. Table 4.13 presents results of multiple regression analysis, that all independent variables included in regression model are significant in terms of determining dependent variables which was organizational performance.

Table 4.13 Regression Model Coefficients Analysis

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.607	0.180		3.367	0.001
	Local digital system	0.336	0.043	0.350	7.736	0.000
	Staff digital skill	0.167	0.049	0.178	3.427	0.001
	Connectivity access	0.171	0.045	0.190	3.818	0.000
	ICT personnel support	0.237	0.047	0.252	5.033	0.000
	Operational challenge	-0.046	0.015	-0.105	-3.086	0.002
a. Dependent Variable: Organizational Performance						

Source: Researcher' own survey result, 2026

Based on these results, the regression model that predicts the impact of digital transformation on organizational performance was:

$$Y = 0.607 + 0.350X_1 + 0.178X_2 + 0.190X_3 + 0.252X_4 - 0.105X_5$$

Table 4.18 above presents local digital system functions had the strongest positive and significant impact on organizational performance, with standardized beta coefficients of the regression model ($\beta_1 = 0.350$, $t = 7.736$, $p < 0.001$). This indicates that organizational performance will rise by 0.350 when local digital system functions are increased by one standard deviation. This implies that in order to improve the World Vision Ethiopia's organizational performance, World Vision Ethiopia's managers should focus more on functionality of locally developed systems. These results are consistent with recent empirical data indicating that maintaining competitive advantages and improving institutional outcomes require high-quality information system capabilities,

especially in the intricate operational environments of developing countries (Hosciuc Rendi, et al., 2026). Additionally, since localized systems better suit the distinct socioeconomic contexts of local beneficiaries, the integration of specialized and localized digital frameworks is becoming more widely acknowledged as a crucial component in promoting inclusive and sustainable public service delivery (Abera, M., 2025). Therefore, in order to maximize overall organizational effectiveness and establish sustainable growth, World Vision Ethiopia's management should give top priority to the technical functionality and improvement of its internal digital infrastructure. Hence: H₀₁. [***There is no significant effect of functionality of locally developed system on organizational performance at World Vision Ethiopia***] was not accepted.

The second explanatory variables that affect organizational performance of World Vision Ethiopia is ICT personnel support with standardized coefficients ($\beta_4 = 0.252$, $t = 5.033$, $p = 0.000 < 0.05$). This suggests that ICT personnel support had positive and significant impact on organizational performance. This also revealed that a standard deviation rise in ICT personnel support will result 0.252 growths in organizational performance. These results are consistent with previous international research that indicates the importance of human capital and technological literacy in converting infrastructure into operational gains and that the efficacy of digital investments is not automatic (Moussa, M., Ahmed, S., & Hassan, R, 2025). Additionally, contemporary organizational frameworks indicate that although technology offers the tools required for efficiency, it is ICT staff members' ongoing assistance and training that cultivate a culture of creativity and adaptability, ultimately leading to increased productivity and mission success in the non-profit and financial sectors (Dwivedi, A., & Sarangdevot, S. S., 2025). Hence: H₀₄. [***There is no significant effect of ICT personnel support capacity on organizational performance at World Vision Ethiopia***] was not accepted.

In the third place was connectivity access with standardized coefficients ($\beta_3 = 0.190$, $t = 3.818$, $p = 0.000 < 0.05$) was the third highest positive and significant impact on organizational performance. In other word a unit standard deviation rise in connectivity access correspond to 0.190 growths in organizational performance. These results are consistent with recent empirical research indicating that a strong digital infrastructure acts as a fundamental digital climate that closes the gap between strategic leadership goals and useful worker output, improving overall competitive advantage (Al-Hamadi, et. al, 2024). Additionally, recent research demonstrates that network stability and

supportive digital infrastructure greatly increase the advantages of entrepreneurial endeavors in emerging market contexts like Ethiopia, directly enabling enhanced firm performance and operational resilience (Tsegaye, B., Zhang, L., & Ahmed, M., 2026). Hence: H₀₃. [***There is no significant effect of availability connectivity access on organizational performance at World Vision Ethiopia***] was not accepted.

The fourth predictor that affect organizational performance of World Vision Ethiopia is staff digital skill with standardized coefficients ($\beta_2=0.178$, $t=3.427$, $p=0.001<0.05$). This suggests that staff digital skill had positive and significant impact on organizational performance. This also revealed that a standard deviation rise in staff digital skill will result 0.178 growths in organizational performance. This result is consistent with recent studies showing that, in contemporary firms, digital transformation serves as the main driver of enhanced innovation capacity and operational efficiency (Moussaoui, A, 2025). Additionally, research indicates that incorporating digital literacy into workforce development greatly strengthens the total human capital required for long-term organizational growth in addition to improving individual technical proficiency and problem-solving abilities (Kusuma, B. K., & Reffi, R, 2026). Hence: H₀₂. [***There is no significant effect of staff digital skills on organizational performance at World Vision Ethiopia***] was not accepted.

On the other hand the standardized coefficients of operational challenge ($\beta_5=-0.105$, $t=-3.086$, $p=0.002<0.05$). This suggests that operational challenge had negative and significant impact on organizational performance. This result is consistent with recent studies showing that significant structural and operational limitations, such as those resulting from resource scarcity or geo-economics fragmentation, are the main obstacles to financial stability and productivity (Endrejat, et. al, 2025). In particular, research indicates that companies that do not address these operational disturbances are more likely to witness a decline in key performance metrics, including as profitability and solvency (Endrejat, et. al, 2025). Hence: H₀₅. [***There is no significant effect of operational challenge on organizational performance at World Vision Ethiopia***] was not accepted.

Table 4.14 Summary of Hypothesis Testing

Hypothesis	Result	Expected impact	Decision
There is no significant effect of functionality of locally developed system on organizational performance at World Vision Ethiopia	$\beta = 0.350$ $P=0.000$	Positive	Not accepted
There is no significant effect of staff digital skills on organizational performance at World Vision Ethiopia.	$\beta = 0.178$ $P=0.001$	Positive	Not accepted
There is no significant effect of availability connectivity access on organizational performance at World Vision Ethiopia.	$\beta = 0.190$ $P=0.000$	Positive	Not accepted
There is no significant effect of ICT personnel support capacity on organizational performance at World Vision Ethiopia.	$\beta = 0.252$ $P= 0.000$	Positive	Not accepted
There is no significant effect of operational challenge on organizational performance at World Vision Ethiopia.	$\beta= -0.105$ $P=0.002$	Negative	Not accepted

Source: Researcher' own survey result, 2026

CHAPTER FIVE

FINDING SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of Major Finding

Evaluating the impact of digital transformation on organizational Performance in the context of World Vision Ethiopia was the goal of this study. The researcher came to the finding that local digital system, staff digital skill, connectivity access, ICT personnel support and operational challenge had an impact on organizational performance in World Vision Ethiopia. The descriptive statistic result revealed that the role of digital transformation on organizational performance in World Vision Ethiopia is of good level, with a mean score of 4.11 on a 5-point Likert scale.

Correlation investigation revealed that the predictor's such local digital system ($r= 0.728$), staff digital skill ($r= 0.723$), and ICT personnel support ($r= 0.719$) and connection access ($r= 0.686$) had positively correlated with organizational performance, in order of strength. This result showed that all those independent factors had a positive correlation with organizational performance. This implies that World Vision Ethiopia's organizational performance will improve if local digital systems, staff digital skills, and ICT personnel support and network access are expanded. However, there was a negative correlation between organizational performance and operational challenges ($r= -.313$). It shows that the organization's progress is being purposefully hampered by operational and technological obstacles. The results of multiple regressions models analysis showed an R^2 of 72.8%. This means that a combination of independent variables (such as operational challenge, connectivity access, local digital system, ICT personnel support, and staff digital skill) included in the regression model account for 72.8% of the total fluctuations in the dependent variable, which is organizational performance. Other variables not included in the regression model accounted for the remaining 27.2%. The model's predictor variables are crucial for describing the dependent variables. But, it does not mean that all predictors have equally impact on organizational performance. A unit increase of connectivity access, local digital system, ICT personnel support, and staff digital skill dimension lead to an increase in organizational performance of World Vision Ethiopia's by 19%, 25.2%, 17.8%, and 35% respectively. In contrast, a unit increases in operational challenge dimensions lags the organizational performance by 10.5%.

5.2 Conclusions

The primary objective of the study was to investigate the impact of digital transformation on organizational performance in the context of World Vision Ethiopia. Descriptive study reveals that World Vision Ethiopia staff members highly agree that local digital systems, staff digital skills, connectivity access, and ICT personnel support significantly increase operational efficiency. Indicators of organizational success include improved asset monitoring, reporting, and cross-departmental collaboration. Respondents consistently viewed these digital tools and support structures as essential for streamlining processes, reducing delays, and boosting departmental productivity. Simultaneously, they found that system breakdowns and ongoing operational issues, like processing delays, are major barriers that keep the digital infrastructure from providing completely dependable and seamless service.

Strong positive correlations between organizational performance and the predictors local digital systems, staff digital skills, connectivity access, and ICT personnel support were further confirmed by correlation analysis; these results suggest that enhancing these elements increase overall efficiency. On the other hand, despite the company's wider digital advantages, operational difficulties had a strong negative correlation with organizational success, indicate that they act as enduring obstacles that impede advancement. This design emphasizes that managing and lowering systemic friction points is just as important to a successful digital transformation as implementing tools and capabilities. These findings were reinforced by multiple regression analysis, which revealed that the combined effects of the predictors may account for a significant portion of the variation in organizational performance. Local digital systems have the most positive impact, followed by ICT staff support, network access, and staff digital skills; operational challenges have a negative impact. Overall, the findings demonstrate that World Vision Ethiopia's digital transformation is already a major performance driver. However, by methodically eliminating operational bottlenecks, bolstering human-centric assistance and more effectively aligning digital investments with regional processes and field-level realities, its contribution to sustainable development goals can be further enhanced.

5.3 Recommendations

In view of the study's conclusions, World Vision Ethiopia is advised to do the following:

- **Local digital system upgrades.** To increase workflow efficiency, make improvements to FAMS, CMS, WMS, and TMS for improved integration, quicker processing, and fewer downtimes.
- **Enhance ICT staff capability:** Increase the number of ICT employees and training programs to guarantee quick problem solving, particularly during periods of high demand, and to promote system reliability.
- **Enhance the connectivity infrastructure:** To minimize interruptions to real-time operations and collaboration, work with reputable vendors to obtain dependable, fast internet throughout offices.
- **Enhance staff training in digital skills:** To improve staff training in digital skills: Provide regular, thorough instruction on digital technology to increase competency, reduce errors, and align skills with evolving organizational demands.
- **Take decisive action to address operational problems:** Perform audits to find and fix bottlenecks, like inventory updates and login delays, possibly by upgrading servers or optimizing software.

5.4 Implication for Future Research

Future studies could build on these conclusions by examining how digital transformation affects organizational performance in different kinds of development and humanitarian organizations, especially in distant and low-resource areas. In order to investigate the relationship between changes in local digital systems, ICT support capacity, connectivity quality, and staff digital skills and changes in performance indicators such as project delivery speed, donor compliance, and beneficiary outcomes, longitudinal studies could monitor the same variables over time. In addition to evaluating how external shocks like funding fluctuations, policy changes, or disasters affect the resilience of digitally enabled activities, such research could help explain whether the stated effects are consistent over time or reliant on certain stages of digital maturity.

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Appendix I



Addis Ababa University

College of Business and Economics

Department of Master of Business Administration

Questionnaire

Dear respondents,

I am a student at Addis Ababa University, (MBA program). I am currently conducting research entitled **“The Impact of Digital Transformation at World Vision Ethiopia: Opportunities and Challenges in Advancing Sustainable Development Goals”**.

The research is required as partial fulfillment for the completion of the MBA. In this regard, your sincere response will provide me with reliable information to the best of your knowledge so that the findings from the study would meet the intended purpose. So, you are kindly requested to give dedicated responses to each question, because your response is very important to the effectiveness of the study. Be assured that all information you provide will be treated with strict confidentiality and it will be used only for educational purpose.

Thank you for your cooperation in advance.

Note:

- You are not required to write your name
- Please mark ✓ in the boxes available for your responses.

Section I: Background Information

1. Gender Male ☐ Female ☐

2. Age

18-25 ☐ 26-39 ☐ 40-49 ☐ 50 and above ☐

3. Educational Qualification

Diploma ☐ First Degree ☐ Master ☐ PhD and above ☐

4. Work Experience

5 and below ☐ 6-10 years ☐ 11-20 years ☐ above 20 years ☐

5. Position

Officer ☐ Coordinator ☐ Specialist ☐ Manager ☐

Part Two: General Questionnaires

Please read each statement carefully and indicate your level of agreement with each statement on a scale of 1 to 5.

Strongly Disagree (SD) =1, Disagree (DA) =2, Neutral (N) =3, Agree (A) =4, strongly Agree (SA) =5

2.1 Local Digital system

S/no.	Questionnaires	SD (1)	DA (2)	N (3)	A (4)	SA (5)
1	The availability of FAMS helps reduce time spent on tracking fixed assets.					
2	Using CMS has significantly saved time the approval process for clearances.					
3	WMS presence supports faster inventory management and stock monitoring.					
4	TMS availability improves coordination of staff travel scheduling.					
5	Access to these systems (FAMS, CMS, WMS, TMS) speeds up overall workflow completion.					
6	Frequency of system usage correlates with quicker decision-making in operations.					
7	Integration of FAMS with other processes reduces delays in asset distribution.					
8	Having WMS available enhances resource allocation timeliness.					
9	The digital systems used in the organization support my daily work activities.					
10	Regular interaction with these systems supports meeting operational deadlines.					
11	The digital systems help improve operational efficiency in my department					

2.2 Staff Digital Skill

S/no.	Questionnaires	SD (1)	DA (2)	N (3)	A (4)	SA (5)
1	Staff proficiency in using digital tools speeds up daily task completion.					
2	Employees' ability to navigate software reduces errors in data entry.					
3	Digital skill levels among staff support faster reporting and documentation.					
4	Staff familiarity with digital platforms improves cross-department coordination.					
5	Higher digital competency correlates with meeting operational deadlines.					
6	The organization provides adequate training on digital systems					
7	Lack of digital skills affects the effective use of the systems					
8	Staff members in my department are comfortable using digital technologies.					

2.3 Connectivity Access

S/no.	Questionnaires	SD (1)	DA (2)	N (3)	A (4)	SA (5)
1	Reliable internet access enables real-time system usage without delays.					
2	Network stability reduces interruptions during critical operations.					
3	Consistent connectivity supports seamless collaboration across offices.					

4	Frequent network downtime disrupts workflow completion timelines.					
5	Availability of stable connections accelerates decision-making processes.					

2.4 ICT personnel support

S/no.	Questionnaires	SD (1)	DA (2)	N (3)	A (4)	SA (5)
1	Availability of ICT staff resolves system issues promptly.					
2	ICT support response time affects operational continuity.					
3	Adequate ICT personnel numbers handle daily technical demands.					
4	ICT team capacity influences system uptime during peak usage.					
5	Quick ICT assistance maintains workflow momentum.					
6	Technical problems sometimes interrupt the use of digital systems					

2.5 Operational Challenge

S/no.	Questionnaires	SD (1)	DA (2)	N (3)	A (4)	SA (5)
1	System login delays hinder timely access to FAMS functions.					
2	CMS processing time affects clearance workflow duration.					

3	WMS inventory update frequency impacts stock availability tracking.					
4	TMS scheduling conflicts disrupt travel coordination efficiency.					
5	System downtimes across platforms delay overall operations					

2.6 Organizational Performance

S/no.	Questionnaires	SD (1)	DA (2)	N (3)	A (4)	SA (5)
1	The presence of FAMS enables better tracking of organizational assets across programs.					
2	Availability of CMS supports smoother clearance approval organization-wide.					
3	Having WMS in place improves inventory visibility for operational planning throughout the organization					
4	TMS presence facilitates more coordinated field operations and travel management					
5	Reliable connectivity access enables our organization to complete projects on schedule.					
6	Staff digital skills contribute to higher accuracy in operational reporting and documentation.					
7	Adequate ICT staff support ensures minimal disruptions to daily organizational workflows.					
8	Effective operational challenge resolution improves our ability to meet donor deadlines.					
9	Strong staff digital competencies accelerate cross-departmental collaboration efficiency.					
10	Stable connectivity combined with ICT support enhances overall organizational productivity					

Thank you for all!!