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The Impact of Technological Modernization and Business Strategy on the Business Sustainability of Valk Social House

Michelle Halim[1], Claudie Tiofanny[2], Philip Christopher[3], Valerine[4]

Faculty of Business Management, Sekolah Tinggi Ilmu Ekonomi Eka Prasetya[1,2,3,4]
Medan, Sumatera Utara, 20212, Indonesia

Correspondence Email: michellee0506@gmail.com[1]

ABSTRACT

This study aims to examine the influence of technological modernization and business strategy on the business sustainability of Valk Social House. A quantitative survey of 70 customers was conducted, and the questionnaire data were analysed using multiple linear regression in SPSS version 25. The results indicate that technological modernization was not significantly associated with perceived business sustainability ($t = -0.797$, $p = 0.428$), whereas business strategy showed a positive and statistically significant association ($t = 2.952$, $p = 0.004$). The overall regression model was statistically significant ($F = 21.768$, $p < 0.001$), with an R^2 value of 0.497, indicating that technological modernization and business strategy jointly explained 49.7% of the variation in perceived business sustainability. These findings suggest that business strategy was significantly associated with perceived business sustainability among the surveyed customers, while the relationship between technological modernization and perceived business sustainability was not statistically significant..

Keywords: Business Sustainability, Business Strategy, Customer Perception, F&B Industry, Technological Modernization

INTRODUCTION

Digital technology has reshaped business through the development of Industry 4.0 and Society 5.0. Tools such as artificial intelligence, cloud computing, data analytics, the Internet of Things, digital payments, and online platforms support efficiency, competitiveness, and customer value. Businesses therefore compete not only through product quality and price but also through technology adoption and adaptive strategies. These developments make technological modernization relevant to business continuity, particularly when customer expectations and market conditions change. Verhoef et al. (2021) explain that digital transformation changes business models, consumer behaviour, and organizational strategies, making digital capabilities a source of competitive advantage.(Verhoef et al., 2021)

Valk Social House uses QRIS for cashless payments, social media for promotion, and Gojek for online ordering and delivery. Preliminary observations identified service delays and variable customer visits. These observations motivated an examination of customer perceptions of the technologies, business strategy, and business continuity; they do not establish the causes of sales changes. Technology may support payment convenience, promotional reach, and delivery access, while strategy may help the business respond to customer needs and competition. However, the presence of digital platforms alone does not demonstrate that they are implemented effectively or that they improve

business continuity. Their contribution to business sustainability therefore requires empirical examination in the specific business context.

Previous studies approach digital transformation and sustainability from different perspectives. Verhoef et al. (2021) discuss digital transformation, business-model changes, and future research. Situmorang et al. (2025) examine business transformation, service innovation, service delivery, and corporate sustainability in the energy sector, particularly PT PLN (Persero), rather than customer perceptions in the F&B industry. Costa Melo et al. (2023) review digital transformation and business sustainability, providing a broader perspective on how digital transformation relates to SME performance and sustainability. These studies provide a foundation, but their organizational settings and analytical focus differ from a customer-based assessment of one F&B establishment. This study addresses that more specific context and uses customer responses to examine perceived business sustainability.

This study's novelty is its examination of technological modernization, business strategy, and customer-perceived business sustainability at Valk Social House. Unlike studies of organizational capabilities, corporate sustainability, or broad digital-transformation frameworks, it considers customers' perceptions of technology use and business strategy in relation to perceived business continuity. Because customers are the respondents, the results represent their perceptions rather than direct measures of financial performance, operational efficiency, or long-term organizational survival. The study therefore provides context-specific evidence from one F&B establishment in Medan and may offer management insight into how customers view its technology use and business strategy.

Research on technological modernization and business strategy together in the F&B sector remains limited, particularly when business sustainability is assessed through customer perceptions. This study tests both variables at Valk Social House, a business operating amid competition, digital development, and changing consumer behaviour. The findings may contribute to strategic-management and digital-transformation research and provide management with feedback on customers' perceptions of its technology use and business strategy when evaluating future business decisions.

LITERATURE REVIEW

Grand Theory

Verhoef et al. (2021) distinguish digitization, digitalization, and digital transformation. Digitization converts analog information into digital formats; digitalization applies digital technologies to improve processes; and digital transformation involves wider changes to business models, strategies, and customer experiences.

Technological modernization involves adopting and integrating digital technologies to improve operational effectiveness, service quality, innovation, and competitiveness. At Valk Social House, examples include QRIS, social media, and Gojek. Their contribution to business sustainability is examined rather than assumed.

Technological Modernization

Technological modernization is an organizational change process involving digital technology to improve operational effectiveness, innovation, service quality, and competitive advantage. In this study, it is an independent variable expected to relate to Valk Social House's business sustainability through efficiency, service quality, innovation, and responsiveness to customer needs.

Indicators of Technological Modernization

Based on the synthesis of (Costa Melo et al., 2023; Le Dinh et al., 2026; Simamora & Janrosl, n.d.; Verhoef et al., 2021) , the indicators include:

1. Utilization of digital technology in operational activities.
2. Integration of information systems into business processes.
3. Utilization of digital data as a basis for decision-making.
4. Improvement of product and service innovation through technology.
5. Organizational ability to adapt to technological developments.
6. Utilization of digital technology to improve customer experience.

Business Strategy

Business strategy helps a company maintain competitiveness and achieve organizational goals. In a dynamic environment, it involves not only short-term profit but also value creation, adaptation, technology use, and business sustainability. Strategy comprises decisions and actions for creating competitive advantage through effective use of company resources.

Business strategy is a set of decisions and actions to achieve organizational goals through competitive advantage, innovation, digital technology, and adaptation to the business environment. It is examined as an independent variable expected to relate to Valk Social House's business sustainability.

Business Strategy Indicators

Based on the synthesis of Porter's (1985) theory and recent research on business strategy and digital transformation, the indicators include:

1. The company's ability to adapt to changes in the business environment.
2. The ability to create product and service innovation.
3. Orientation toward customer and market needs.
4. Utilization of digital technology in implementing business strategy.
5. The ability to build and maintain competitive advantage.
6. Organizational flexibility in responding to market changes and opportunities.

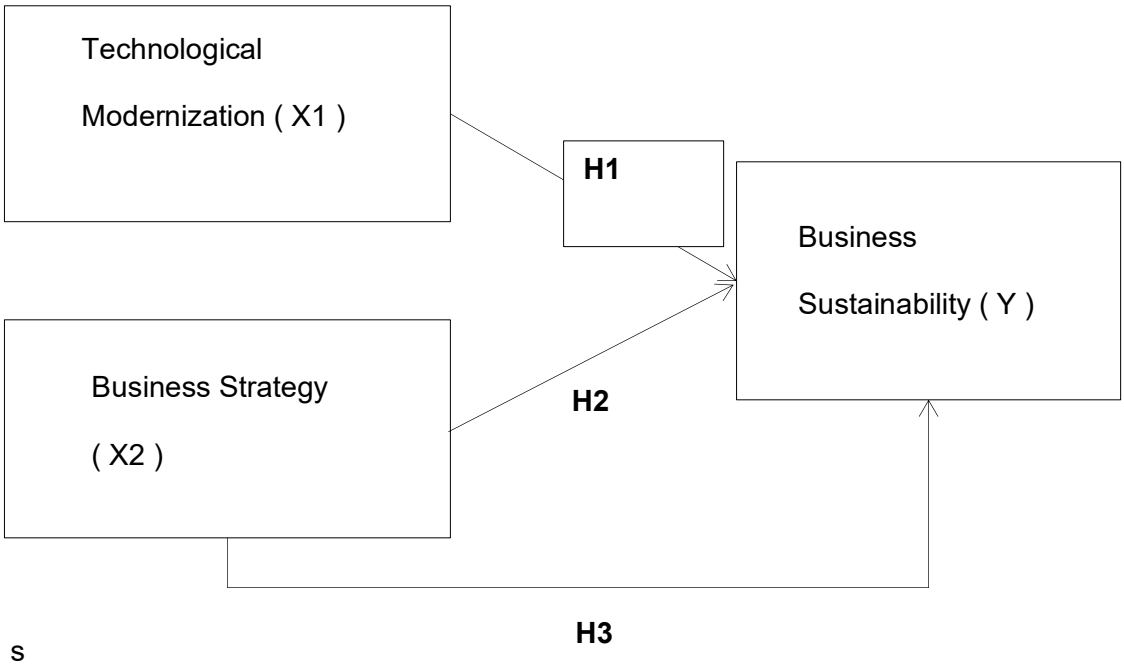
Business Sustainability

Business sustainability is a company's ability to maintain operations, create economic value, adapt to its environment, and meet stakeholder needs over time. It also involves competitiveness, innovation, customer relationships, and the management of social and environmental impacts.

Business Sustainability Indicators

Based on Hassyifa et al. (2026) and Westin et al. (2024) the indicator :

1. Ability to maintain business growth.
2. Improvement of economic performance and operational efficiency.
3. Ability to maintain and improve customer satisfaction and loyalty.
4. Ability to innovate products, services, and business processes.
5. Ability to adapt in the business market and technological developments.
6. Ability to create long-term value for the company and its stakeholders.



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Figure 1. Conceptual Framework

H1: Technological modernization is associated with customer-perceived business continuity.

H2: Business strategy is associated with customer-perceived business continuity.

H3: Technological Modernization and Business Strategy jointly predict customer-perceived business continuity.

RESEARCH METHOD

This quantitative cross-sectional survey was conducted at Valk Social House during August–September 2026 and involved 70 customers. Participants were recruited using Random Sampling, as stated for the study's respondent-selection procedure. A five-point Likert scale (1 = strongly disagree to 5 = strongly agree) measured perceptions of technological modernization, business strategy, and business sustainability. Each construct used 2 number of items for each indicator. Responses were checked, coded, and combined into composite scores. Multiple linear regression in SPSS version 25 examined the relationships among the variables. The cross-sectional results reflect perceptions during data collection and do not establish changes in actual long-term business performance.

RESULTS

Validity Test

According to Ghozali (2021), validity testing assesses whether questionnaire items measure the intended construct. An item is considered valid when its calculated correlation (r-count) is positive and greater than the critical r-table value.(Ghozali, 2021)

The r-table value was 0.235, based on df = N − 2 = 70 − 2 = 68. The validity results for each variable are presented below. The same critical value is used to assess the questionnaire items for the three constructs. The item-level results are reported in Tables 1–3.

Table 1.
Technological Modernization Validity Test Results (X_1)

Questions	R_{count}	r_{tabel}	Kriteria	Keterangan
1	0,746	0,235	$r_{count} > r_{table}$	Valid
2	0,779	0,235	$r_{count} > r_{table}$	Valid
3	0,715	0,235	$r_{count} > r_{table}$	Valid
4	0,771	0,235	$r_{count} > r_{table}$	Valid
5	0,785	0,235	$r_{count} > r_{table}$	Valid
6	0,752	0,235	$r_{count} > r_{table}$	Valid
7	0,826	0,235	$r_{count} > r_{table}$	Valid
8	0,812	0,235	$r_{count} > r_{table}$	Valid
9	0,706	0,235	$r_{count} > r_{table}$	Valid
10	0,733	0,235	$r_{count} > r_{table}$	Valid
11	0.616	0,235	$r_{count} > r_{table}$	Valid
12	0.593	0,235	$r_{count} > r_{table}$	Valid

Source: Processed data, 2026

All Technological Modernization item correlations exceed the stated r-table value. Thus, all items are treated as valid for this study.

Table 2.
Business Strategy Validity Test Results (X_2)

Questions	r_{count}	r_{table}	Criteria	Information
1	0.783	0,235	$r_{count} > r_{table}$	Valid
2	0.804	0,235	$r_{count} > r_{table}$	Valid
3	0.781	0,235	$r_{count} > r_{table}$	Valid
4	0.804	0,235	$r_{count} > r_{table}$	Valid
5	0.810	0,235	$r_{count} > r_{table}$	Valid
6	0.719	0,235	$r_{count} > r_{table}$	Valid
7	0.609	0,235	$r_{count} > r_{table}$	Valid
8	0.768	0,235	$r_{count} > r_{table}$	Valid
9	0.690	0,235	$r_{count} > r_{table}$	Valid
10	0.477	0,235	$r_{count} > r_{table}$	Valid
11	0.443	0,235	$r_{count} > r_{table}$	Valid
12	0.576	0,235	$r_{count} > r_{table}$	Valid

Source: Processed data, 2026

All Business Strategy item correlations exceed the stated r-table value. Thus, all items are treated as valid for this study.

Table 3.
Business Sustainability Validity Test Results (Y)

Questions	r_{count}	r_{table}	Criteria	Information
1	0.568	0,235	$r_{count} > r_{table}$	Valid
2	0.618	0,235	$r_{count} > r_{table}$	Valid
3	0.542	0,235	$r_{count} > r_{table}$	Valid
4	0.643	0,235	$r_{count} > r_{table}$	Valid
5	0.689	0,235	$r_{count} > r_{table}$	Valid
6	0.594	0,235	$r_{count} > r_{table}$	Valid
7	0.729	0,235	$r_{count} > r_{table}$	Valid
8	0.593	0,235	$r_{count} > r_{table}$	Valid
9	0.706	0,235	$r_{count} > r_{table}$	Valid
10	0.600	0,235	$r_{count} > r_{table}$	Valid
11	0.628	0,235	$r_{count} > r_{table}$	Valid
12	0.563	0,235	$r_{count} > r_{table}$	Valid

Source: Processed data, 2026

All Business Sustainability item correlations exceed the stated r-table value. Thus, all items are treated as valid for this study.

Reliability Test
Ghozali (2021) describes reliability testing as an assessment of questionnaire consistency. In this study, a Cronbach's alpha value greater than 0.60 indicates acceptable reliability. The results are shown below. The reliability analysis was conducted separately for Technological Modernization, Business Strategy, and Business Sustainability. The number of items and Cronbach's alpha values are reported in Tables 4–6.(Ghozali, 2021)

Table 4.
Technology Modernization Reliability Test Results

Cronbach's Alpha	N of Items
0,918	12

Source: Processed data, 2026

Technological Modernization obtained a Cronbach's alpha of 0.918, exceeding 0.60; its items therefore have acceptable reliability.

Table 5.
Business Strategy Reliability Test Results

Cronbach's Alpha	N of Items
0,890	12

Source: Processed data, 2026

Business Strategy obtained a Cronbach's alpha of 0.890, exceeding 0.60; its items therefore have acceptable reliability.

Table 6.
Business Sustainability Reliability Test Results

Cronbach's Alpha	N of Items
0,827	12

Source: Processed data, 2026

Business Sustainability obtained a Cronbach's alpha of 0.827, exceeding 0.60; its items therefore have acceptable reliability.

Descriptive Statistical Test
Ghozali (2021) explains that descriptive statistics summarize dataset characteristics. This study reports the mean, standard deviation, minimum, and maximum.(Ghozali, 2021)

Table 7.
Descriptive Statistical Test Result

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Technology Modernization	70	19	49	34,36	8,499
Business Strategy	70	15	38	27,87	6,091
Business Sustainability	70	18	45	33,37	6,499
Valid N (listwise)	70				

Source: Processed data, 2026

The 70 respondents were Valk Social House customers. Technology Modernization ranged from 19 to 49 (M = 34.36; SD = 8.499); Business Strategy ranged from 15 to 38 (M = 27.87; SD = 6.091); and Business Sustainability ranged from 18 to 45 (M = 33.37; SD = 6.499). The means provide the average composite scores, while the standard deviations indicate the spread of responses around those averages. These descriptive results summarize the surveyed customers and are not, by themselves, tests of the proposed relationships.

Normality Test

Sahir (2021) states that normality testing examines whether data meet the normality assumption. A significance value above 0.05 indicates a normal distribution.(Sahir, 2021)

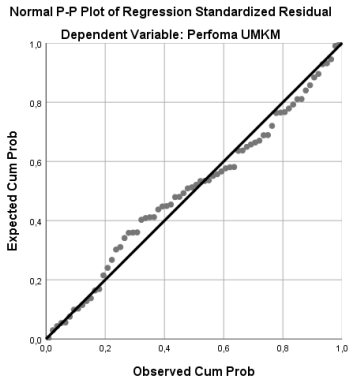


Figure 2. P-Plots
Source: Processed data, 2026

The points follow the diagonal line, indicating an approximately normal distribution.

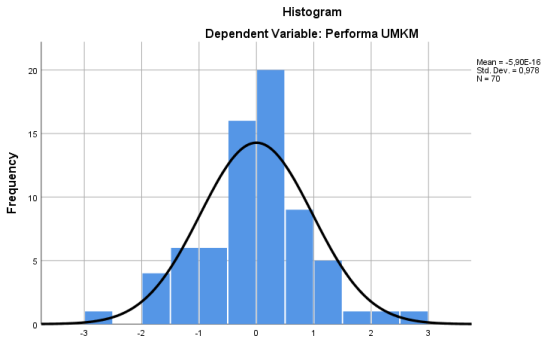


Figure 3. Histogram
Source: Processed data, 2026

The histogram is approximately symmetrical around the mean, supporting the normality assumption.

Table 8.
Kolmogorov Smirnov Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		70
Normal Parameters[a,b]	Mean	0,0000000
	Std. Deviation	4,60764914
Most Extreme Differences	Absolute	0,086
	Positive	0,064
	Negative	-0,086
Test Statistic		0,086
Asymp. Sig. (2-tailed)		0,200[c,d]
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: Processed data, 2026

The Kolmogorov–Smirnov Asymp. Sig. (2-tailed) value is 0.200, above 0.05; therefore, the residuals meet the normality assumption.

Heteroscedastisity Test

Sahir (2021) explains that heteroscedasticity testing assesses whether residual variance differs across observations. A significance value above 0.05 indicates no evidence of heteroscedasticity.(Sahir, 2021)

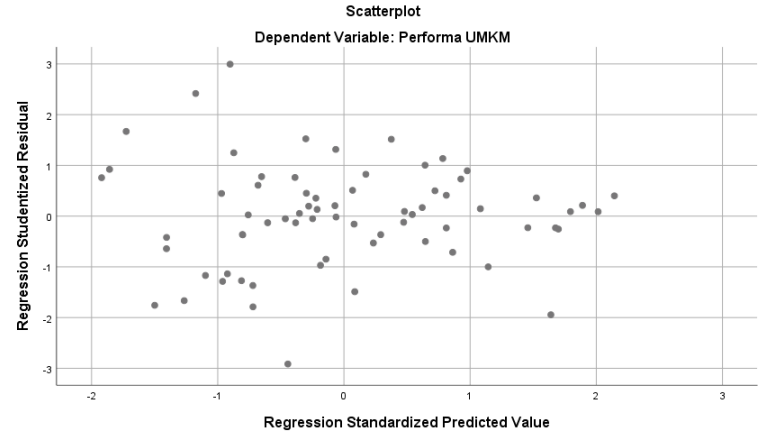


Figure 4. Heteroscedasticity
Source: Processed data, 2026

The points are scattered above and below zero on the Y-axis, indicating no apparent heteroscedasticity.

Multicollinearity Test

Sahir (2021) describes multicollinearity testing as an assessment of correlations among independent variables. Following Ghozali (2021), tolerance ≥ 0.10 or VIF ≤ 10 indicates no problematic multicollinearity.(Sahir, 2021)(Ghozali, 2021)

Table 9.
Multicollinearity Test Result

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Technology Modernization	0,650	1,538
	Business Strategy	0,650	1,538

Source: Processed data, 2026

Both independent variables have tolerance values of 0.650 and VIF values of 1.538. These meet the stated criteria, indicating no problematic multicollinearity. The identical tolerance and VIF values for both predictors are within the specified limits. Therefore, the two independent variables can be included in the regression model without evidence of problematic multicollinearity.

Multiple Linear Regression Analysis

Ghozali (2021) explains that multiple linear regression examines the relationship of multiple independent variables with one dependent variable.(Ghozali, 2021)
The regression equation is:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

Keterangan:
Y : Business Sustainability
X_1 : Technology Modernization
X_2 : Business Strategy
α : Constant

$\beta_1....\beta_2$: Regression Coeficient
e : Error

Table 10.
Multiple Linear Regression Analysis Results

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	5,958	3,515	
	Technology Modernization	-0,077	0,097	-0,101
	Business Strategy	0,322	0,109	0,302

Source: Processed data, 2026

Based on the table, the multiple linear regression equation for this study can be expressed as follows:

Business Sustainability = 5,958 - 0,077 Technology Modernization + 0,322 Business Strategy + e

The constant is 5.958. Holding the other predictor constant, a one-unit increase in Technological Modernization corresponds to a 0.077-unit decrease in Business Sustainability; a one-unit increase in Business Strategy corresponds to a 0.322-unit increase.

T-Test

Ghozali (2021) states that the t-test assesses the individual relationship between an independent variable and the dependent variable.(Ghozali, 2021)

Table 11.
T-Test Result

Model		t	Sig.
1	(Constant)	1,695	,095
	Technology Modernization	-,797	,428
	Business Strategy	2,952	,004

Source: Processed data, 2026

Using the reported t-table value of 1.99601, Technological Modernization is not statistically significant ($t = -0.797$; $p = 0.428$). Business Strategy is statistically significant ($t = 2.952$; $p = 0.004$).

F-Test

Ghozali (2021) explains that the F-test assesses the joint statistical significance of the independent variables.(Ghozali, 2021)

Table 12.
F-Test Result

Model		F	Sig.
1	Regression	21,768	,000[b]
	Residual		
	Total		

Source: Processed data, 2026

The model's F-value is 21.768, exceeding the reported F-table value of 2.74 ($p < 0.001$). Thus, Technological Modernization and Business Strategy are jointly significant in explaining Business Sustainability.

Coefficient Determination Test

Ghozali (2021) explains that the coefficient of determination measures the proportion of dependent-variable variation explained by the model.(Ghozali, 2021)

Table 13.
Coefficient Determination Test Results

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,705[a]	0,497	0,475	4,711
a. Predictors: (Constant), Technology Modernization, Busness Strategy				
b. Dependent Variable: Business Sustainability				

Source: Processed data, 2026

The R^2 value is 0.497, indicating that Technological Modernization and Business Strategy explain 49.7% of the variation in Business Sustainability; the remaining 50.3% is associated with factors outside this model. The R^2 value describes the explanatory proportion for this sample and model; it does not establish that the predictors cause changes in business sustainability.

DISCUSSION

The Effect of Technological Modernization on Business Sustainability

Technological Modernization had a negative but statistically nonsignificant relationship with Business Sustainability ($B = -0.077$, $t = -0.797$, $p = 0.428$). The result provides insufficient evidence of an association in this sample. It reflects customers' perceptions of the technology used at Valk Social House and perceived business continuity, not actual financial performance or long-term survival. The nonsignificant result does not demonstrate that technology lacks practical value; interpretation is limited by the customer-based measures, cross-sectional design, and sampling scope.

The Effect of Business Strategy on Business Sustainability

Business Strategy had a positive, statistically significant association with customer-perceived Business Sustainability ($t = 2.952$, $p = 0.004$). Customers who evaluated the business strategy more favourably tended to report higher perceived sustainability. Because the survey was cross-sectional and perception-based, this result does not prove improved financial performance or causation.

The Effect of Technological Modernization and Business Strategy on Business Sustainability

The overall regression model was statistically significant ($F = 21.768$, $p < 0.001$), indicating that Technological Modernization and Business Strategy jointly explained variation in customer-perceived Business Sustainability. This joint result does not mean both predictors were individually significant: Technological Modernization was nonsignificant ($t = -0.797$, $p = 0.428$), while Business Strategy was significant ($t = 2.952$, $p = 0.004$). The cross-sectional customer-perception data do not establish causation, improved financial performance, or long-term survival.

CONCLUSION

Based on the research results, Technological Modernization did not show a statistically significant relationship with customer-perceived Business Sustainability ($t = -0.797$, $p = 0.428$), whereas Business Strategy showed a positive and significant relationship ($t = 2.952$, $p = 0.004$). The overall model was statistically significant, and $R^2 = 0.497$ indicates that the predictors explain 49.7% of the variation in perceived Business Sustainability. These findings are limited to the surveyed Valk Social House customers and do not prove actual financial performance, long-term survival, or causation. The nonsignificant result does not establish that technological modernization lacks practical value; it indicates insufficient statistical evidence of an individual relationship in this sample.

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