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Transformación digital y rendimiento organizativo: Un estudio del Servicio de Inmigración de Nigeria

Digital Transformation and Organizational Performance: A Study of the Nigerian Immigration Service

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Resumen

Una de las características más notables del siglo XXI es el rápido avance de la tecnología digital, que ha incrementado enormemente la imprevisibilidad y el caos del entorno empresarial. De ahí que el estudio se centre en la transformación digital y el rendimiento organizativo en el servicio de inmigración nigeriano (NIS) en Ilorin, estado de Kwara. En concreto, el estudio determinó el efecto del sistema de información informatizado (SIC) en la productividad; determinó el impacto de la innovación digital en la satisfacción laboral de los trabajadores; y evaluó cómo la compatibilidad digital afecta al comportamiento ciudadano de los trabajadores, Ilorin. Se utilizó un método de encuesta para evaluar a 360 empleados del NIS, de los cuales se extrajo una muestra de 189 a través de Taro Yamane, se adoptó un cuestionario y los datos obtenidos se analizaron mediante un modelo de ecuaciones estructurales de mínimos cuadrados parciales a través de SmartPLS. El estudio encontró que el sistema de información informatizado y la productividad son positivamente significativos, con beta 0,720 y p-valor < 0,001. La compatibilidad digital y el comportamiento ciudadano son positivamente significativos, con beta 0,620 y valor p < 0,001. La innovación digital y la satisfacción laboral de los trabajadores son positivamente significativas con beta 0,697 y p-valor < 0,001. El estudio concluye que la transformación digital afecta al rendimiento organizativo. El estudio recomienda que los SRI integren los sistemas y la infraestructura digitales en las necesidades y los procesos de su organización, lo que permite a los empleados mostrar comportamientos de ciudadanía que apoyan los esfuerzos generales de transformación digital. El SNI debería invertir en tecnologías digitales de vanguardia y fomentar una cultura de innovación que conduzca a una mayor satisfacción y compromiso de los empleados.

Palabras claves: Sistema Informático, Transformación Digital, Compatibilidad Digital, Innovación Digital, Rendimiento Organizativo

Abstract

One of the most notable characteristics of the twenty-first century is the rapid advancement of digital technology, which has greatly increased the unpredictability and chaos of the business environment. Hence, the study focuses on digital transformation and organizational performance in the Nigerian immigration service (NIS) in Ilorin, Kwara State. Specifically, the study determined the effect of computerized information system (CIS) on the productivity; ascertain the impact of digital

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innovation on workers job satisfaction; and assess how digital compatibility affects workers citizenship behavior, Ilorin. Survey approach was used to assess 360 employees of NIS, of which 189 sample size was drawn through Taro Yamane, Questionnaire was adopted and the data obtained was analyzed using partial least square structural equation modelling through SmartPLS. The study found that computerized information system and productivity are positively significant, with beta 0.720 and p-value < 0.001. Digital compatibility and citizenship behaviour are positively significant with beta 0.620 and p-value < 0.001. Digital innovation and workers job satisfaction are positively significant with beta 0.697 p-value < 0.001. The study concludes that digital transformation affects organizational performance. The study recommends that NIS should integrate digital systems and infrastructure in its organization's needs and processes, this allows employees to exhibit citizenship behaviors that support the overall digital transformation efforts. NIS should investing in cut-edge digital technologies and fostering a culture of innovation that lead to increased employee satisfaction and engagement.

Key words: Computer Information System, Digital Transformation, Digital Compatibility, Digital Innovation, Organizational Performance

1. Introducción

One of the most notable characteristics of the twenty-first century is the rapid advancement of digital technology, which has greatly increased the unpredictability and chaos of the business environment. This unpredictability has an effect on the business's ability to grow and survive (Baradarani & Kilic, 2018). The service industry has grown in significance recently and currently contributes significantly to the GDP of the world economy. The figures that are now available indicate that the service industry will likely continue to develop rapidly in the years to come. Greater MoreoFurthermore, the companyservice industry is constantly challenged by the unpredictable nature of the business environment (Grubel & Walker, 2019). According to the numbers that are now available, the service sector is expected to increase significantly over the next several years. Furthermore, businesses in the service industry usually find it difficult to function in uncertain situations (Grubel & Walker, 2019).

The traditional economy is changing into a digital and intelligent economy due to the rapid expansion of digital technologies including big data, blockchain, cloud computing, artificial intelligence, and the industrial internet. Because of this digital transformation process, businesses today need to achieve breakthrough innovation and sustainable development (Vial, 2019). According to Schwab (2016), "cyber-physical systems" are the term used to describe the Fourth Industrial Revolution. These days, a wide range of institutions, including corporations, governments, and charities, use digital transformation, or DT (Kapadia). & Madhav (2020).

To quantify customer behavior or value contributed, digital transformation necessitates converting subjective information into objective data (Chin & Lee, 2022). According to Parviainen, Tihinen, Kääriäinen, and Teppola (2017), businesses may use this type of digitalized objective data to develop innovations for consumer requirements discovery and agile company operations. According to Kretschmer and Khashabi (2020), digital transformation has given rise to a new strategic need: enhancing the company's dynamic capacity through resilience, agility, and flexibility.

In addition to altering the services sector, the digital revolution has increased customer power. Consumers may now effectively look up information using digital devices, which has several benefits such as simplicity of use, efficiency, and a variety of possibilities. Service providers are providing a range of digital services to enable value co-creation with clients in light of these advantages (Lee & Lee, 2020).

Through the proper implementation of digital transformation, enterprises may attain success. (Velu, Mamun, & Kanesan, 2019). The term "organizational performance" describes an organization's capacity to take disruptive shocks that may endanger its existence, process them through situation-specific reactions, and then carry out revolutionary actions. Lengnick-Hall, Beck, and Lengnick-Hall (2011) state as much. The phrase "waiting for death without transformation or dying faster from transformation" has become a catchphrase for the move toward digital technology in recent years. To achieve organizational success, businesses may want to make the most of their current innovation capabilities, but they may also be worried about the effects of digital transformation, which upends conventional wisdom and hierarchies (Williams, Gruber, & Sutcliffe, 2017).One of the main drivers of changes in the contemporary economy is the inherent characteristics of digital technology (Goliński 2018). Thus, in order to strengthen the business's dynamic capacities via responsiveness, adaptability, and resilience and improve organizational performance, digital transformation has become a strategic need (Kretschmer & Khashabi, 2020). The necessity for a well-thought-out strategy that takes the needs of the company and its clients into account in the wake of digital transformation is one of the study's main issues. An company may find it challenging to manage change and adapt to new technology if it does not have the necessary expertise or a clear plan. It might be difficult for firms to find and keep workers with the required experience. Companies need to implement a well-thought-out plan that the study focuses on organizational performance and digital transformation in the Nigerian immigration service in Ilorin, Kwara State.

Research Objective

i. To determine the effect of Computerized Information System (CIS) on the productivity of the Nigerian Immigration service, Ilorin;

ii. To ascertain impact of digital innovation on workers job satisfaction of the Nigerian Immigration service, Ilorin; and

iii. To assess how digital compatibility affects workers citizenship behavior of the Nigerian Immigration service, Ilorin.

Research Hypothesis

Ho1: There is no significant effect of Computerized Information System (CIS) on the productivity of the Nigerian Immigration service, Ilorin.

Ho2: There is no significant impact of digital innovation on workers job satisfaction of the Nigerian Immigration service, Ilorin.

Ho3: There is no significant influence of digital compatibility on workers citizenship behaviour of the Nigerian Immigration service, Ilorin.

Conceptual Review

Concept of Digital Transformation

According to Ismail et al. (2017), the adoption of cutting-edge technology to achieve higher performance and ongoing competitive advantage is known as digital transformation. It entails changing a number of business aspects, including the business model and consumer experience, which encompass digitally enabled goods, services, and procedures, including

decision-making, while also having an impact on individual abilities, networks, organizational culture, and skills, including those of the entire company. Digitization is the act of converting analog data and processes into machine-readable formats; digital transformation, on the other hand, explains the social and economic implications of digitization and digitalization. On the other hand, "digital" refers to the manner in which data and digital technology work together to create novel changes. developed innovative commercial tactics, physical systems, and protocols that resulted in the development of intelligent goods and services (European Commission,2019).

According to Yoo et al. (2010), the term "digital transformation" describes the process of combining the "digital world" alongside the "physical world," which exposes businesses to erratic and abrupt changes. Scholz et al. (2020) conducted research on the influence of uncertainty risks on organizational vulnerability as well as the necessity of improving resilience management and organizational vulnerability assessment during periods of change.

According to Kutnjak and colleagues (2019), digital transformation is a challenging process that calls for the dedication of all organizational resources, particularly human, physical, organizational, and technological ones. It also draws attention to the significant paradigm change that the digital revolution has brought about. The entire organization must adopt digital technology, especially for operations. As a matter of fact, digital transformation is not limited to a technology-driven organizational change. moreover, an essential part of creating a competitive advantage in the sector (Chin & Lee, 2022).

Measures of Digital Transformation

1. Computerized information system: By offering data to all stages of strategy development inside an organization, this technology facilitates the achievement of business goals and objectives (Thakur, 2017). Accordingly, it entails setting up all relevant information systems for the business that support decision-making, interaction, control, and procedure and policy execution (Hasan, 2014).

2. Digital Innovation: The growth in (and ensuing modification of) business procedures, models, or product offerings that occur due to the application of digital technology" is the definition supplied by Nambisan (2017) for digital innovation. Advances in digital technology are bringing about changes in the production, development, and utilization of goods and services. As digital innovation spreads, more and more digital artifacts are produced, which presents more opportunities for digitization and digitalization (Gradillas & Thomas, 2021).

3. Digital Compatibility: it refers to a technique that enables adaptable component connection and scalability. A logical device can be allocated to any suitable physical apparatus that fulfills the constraint between devices described by an ontology model. Kohar (2020) published a study on the use of digital compatibility in IoT systems. As a result, it is well known that digital compatibility can be advantageous for Internet of Things systems.

Concept of organizational performance

Richard et al. (2015) state that firm outcomes fall into three categories that are included in organizational performance: return on equity (total shareholder return, economic value-added, etc.); market performance for the product (sales, market share, etc.); and financial performance (profits, return on investment, return on assets, etc.). A business's technological abilities and potential, the quality of its machinery, its personnel, their productivity levels, etc., all have an effect on how competitive it is now and in the future. They also have an impact on how effectively it performs financially by means of financial strategies (capital accumulation, investment, and productive capital management).

Performance is clearly enhanced by effective knowledge management, but so are internal (organizational culture and structure, strategy, managerial skills, employee dedication, and stakeholder implications) and external (socioeconomic and political) aspects. Since they must develop and implement decisions and plans that result in the accomplishment of the company's goals and objectives, the top management of an organization bears the greatest accountability for achieving performance (Abukabar, 2017). Organization performance, according to Vithanage and Arachchige (2017), is the interaction and balancing of an individual's internal forces with the external forces around him, as well as the goal-oriented functional behavior that emerges from pressures or forces coming from inside.

Dimensions of Organizational Performance

1. Productivity: As defined by Telsang (2017), productivity is a mindset that focuses on always enhancing what is currently in place. It is the confidence that one can continuously do better today than they did the day before. It is the continuous adaptation of the social and economic spheres to changing conditions. It involves both the unwavering search for fresh ideas and tactics and the faith in human progress.

2. Workers Job Satisfaction: A pleasant, exciting work environment is built on the contentment of employees with their jobs. Higher job satisfaction levels encourage employees to work harder and accomplish organizational goals. Conversely, lower job satisfaction levels have a negative impact on employees' motivation and productivity, which in turn hinders goal achievement (Lezar, 2019).

3. Worker Citizenship: Understanding the needs and objectives of citizens is the first step towards transforming service delivery. One approach governments could use to rank areas for adjustment is to find out which offerings citizens find most troublesome and quantify the degree of that discontent into account.

Digital Transformation and Organizational Performance

Real-world business practices make it clear that digital transformation has a greater influence on an organization's overall success. Employees may favor a culture centered around technology in some situations, and vice versa. According to Muhammad (2014), an employee's performance is also correlated with their devotion to the company. strong performance is the outcome of strong commitment, whereas poor commitment is the cause of low commitment. To put it plainly, we can tell whether an employee is very devoted to the company based on their excellent performance.

Yunus and Waidi (2011) utilized the state that all employee categories now have the ability to receive and send information from anywhere in the globe through the Internet, multimedia telephones, and other communication devices. Because of this, they now have access to both technological and non-technical solutions for their personal and organizational needs. issues and improve their efficacy and efficiency. Today's engineers, technologists, technicians, craftsmen, and artisans utilize the internet to look for resources, tools, and solutions that might help them work better and solve issues. This has improved performance on both an individual and team level in many firms.

2. Theoretical Review

Resource-Based View Theory

The theoretical foundations of the Resource-Based View (RBV) are well covered by this work. Simultaneously, the RBV of IT suggests that the company's IT resources might be its competitive advantage (Shahbaz, et al. 2018). It is also mentioned that the company's distinctive resources include its human IT capabilities, IT infrastructure, and IT reconfigurability (Nwankpa & Roumani, 2016). Each and every IT resource is distinct and difficult to obtain. A firm's strong organizational competence is created by the integration of its technological resources, and this leads to higher performance (Mubarik, et al. 2016). The impact of digital transformation on organizational performance is the main topic of the current study.

Using the resources-based viewpoint theory, the study shows that the company's human resources, IT reconfigurability, and IT infrastructure make up its unique resources. Each and every IT resource is distinct and difficult to obtain. A company's strong organizational competence, which results in higher performance, is created by the amalgamation of the digital transformation.

Empirical Review

The fundamental elements of an effective organizational digital transformation are described in Mhlungu et al.'s 2019 study. Fifty-five out of the ninety-five respondents to the study were not IT executives, and forty-five were IT executives. To determine the main underlying causes and if IT and non-IT executives have different perspectives on these issues, quantitative studies were carried out. The results of the investigation showed that managers who are not in IT and those who are IT had comparable opinions about the main elements influencing the success of ODT as a whole.

Digital transforming capabilities and performance: A micro fundamental approach by Zomer et al. (2020). Test data for the model is gathered from a wide range of major US corporations. Utilizing structural equation modeling (SEM), the suggested framework is put to the test. By illuminating the function of the fundamental elements supporting the digital transforming potential, the study contributes to our understanding of the phenomena of digital transition. Additionally, the research adds to the growing body of work that has been done to expand our knowledge of the microfoundations of dynamic capacities.

Yu et al. (2022). Operational Performance and the Capability of Digital Transformation. 162 sets of enterprise data were gathered for this study via a survey, and SPSS and SmartPLS 3 were used for analysis. The findings demonstrate that a digital transformation capacity has a good relationship with operational performance and that a strategic approach positively affects both.

Alshuaibi, 2023. The Impact of Digital Transformation on Enhancing Umm Al-Qura University Staff Performance. 331 staff members of Umm Al-Qura University were chosen at random to participate in the inquiry. The study's findings demonstrated that participants' answers indicated strong agreement with Umm Al-Qura University's level of digital transformation implementation.

3. Methodology

The study utilized a descriptive survey research design, which entails using a table or another pertinent descriptive element to depict the data. The study's focus was the Nigerian Immigration Service, Ilorin, which is situated in the Apata Yakuba neighborhood of Sango Ilorin, Kwara State, Nigeria. The 360 employees that work for the Nigerian Immigration Service make up the study population. The Nigerian Immigration Service (NIS) was utilized in the study because it is evident that they are the government agency tasked with managing migration in Nigeria. As a result, the study attempted to determine why this was the case since they are responsible and able to conduct research work upon.

The multi-stage sampling approach was used in this study, where sample sizes were assigned to each department under the Nigerian Immigration Service, Ilorin Command. Using Taro Yamane's sample size determination formula, 189 was the final sample size. The main tool utilized in this study to collect information gathered from those who took part was a questionnaire. Activity. The survey had closed-ended questions on a five-point Likert scale.

Construct validity was employed in this study to examine the questionnaire's validity and determine whether the report's notion of measuring the affect of digital transformation on organizational performance is accurate. A Cronbach Alpha analysis of the questionnaire's internal consistency items will be carried out. To evaluate the impact of the independent factors on the dependent variable, structural equation modeling, or SEM, was employed for all research computations.

Model Specification

The performance of the organization is the dependent variable in this study report, whereas digital transformation is the independent variable. Since structural equation modeling (SEM) will be employed in the report, the following models will be used:

Ho1: There is no significant effect of Computerized Information System (CIS) on the productivity of the Nigeria Immigration Service.

$Y = \alpha + \beta 1X1 + \beta 2X2 + \beta 3X3 + \varepsilon$
$P = \int (SQ+IQ+US)$
Where;
Y = Productivity
X1= System quality (SQ)
X2= Information quality (SI)
X3= User satisfaction (US)
ε = error terms

Ho2: There is no significant impact of Digital innovation on workers job satisfaction of the Nigeria Immigration Service.

$Y = \alpha + \beta 1X1 + \beta 2X2 + \beta 3X3 + \varepsilon$
$WS = \int (II+K+CC)$
Where;
Y = Worker’s job satisfaction
X1= Information intensity (II)
X2= Adoption rate (AR)
X3= Innovative effectiveness (IE)
ε = error terms

Ho3: There is no significant influence of digital compatibility on workers citizenship behaviour of the Nigeria Immigration Service.

$Y = \alpha + \beta 1X1 + \beta 2X2 + \beta 3X3 + \varepsilon$
$WC = \int (U+I+MS)$
Where;
Y = Worker's citizenship behaviour
X1= Usability (U)
X2= Inter-operability (I)
X3= Management system (MS)
ε = error terms

4. Result

From the 189 questionnaires distributed, 176 were fully completed. The result of the data are analysed and presented below.

Table 1. *Descriptive Analysis and Normality Test*

Latent Variables	Mean	Standard Deviation	Excess Kurtosis	Skewness	Number of Observations Used
Adoption rate	2.920	1.105	-0.729	0.006	176.000
Citizenship Behaviour 1	3.102	0.948	-0.066	-0.368	176.000
Citizenship Behaviour 2	3.176	1.205	-0.863	-0.167	176.000
Citizenship Behaviour 3	3.244	1.139	-0.801	-0.097	176.000
Organizational Performance 1	3.074	0.971	-0.482	-0.037	176.000
Organizational Performance 2	3.028	0.997	-0.509	-0.161	176.000
Organizational Performance 3	3.318	1.029	-0.383	-0.355	176.000
Information intensity	2.955	0.952	-0.438	0.211	176.000
Information quality	3.313	0.959	-0.572	0.000	176.000
Innovative effectiveness	2.568	1.020	-0.642	0.105	176.000
Inter-operability	2.750	1.036	-0.735	0.085	176.000
Management system	3.170	1.030	-0.581	-0.317	176.000
Productivity 1	2.977	1.050	-0.630	-0.133	176.000
Productivity 2	3.227	1.175	-0.742	-0.282	176.000
Productivity 3	3.142	1.048	-0.684	-0.139	176.000
System quality	3.801	0.989	-0.105	-0.658	176.000
Usability	3.063	1.124	-0.709	-0.221	176.000
User satisfaction	3.335	0.896	-0.516	-0.141	176.000
Workers Job Sat 1	3.307	0.970	-0.542	-0.084	176.000
Workers Job Sat 2	2.807	1.037	-0.619	-0.128	176.000
Workers Job Sat 3	3.045	1.081	-0.764	-0.173	176.000

Source: Field Survey, (2024)

Table 1 presents the mean, standard deviation, excess kurtosis, and skewness for various latent variables. The mean values range from 2.568 to 3.801, indicating moderate to high levels of the constructs. The standard deviations are relatively lower than 1.2, suggesting consistency in the responses. The excess kurtosis and skewness values are within the acceptable range (±3), indicating that the data is normally distributed. This implies that the data is suitable for further statistical analysis. The descriptive statistics suggest that the respondents have generally positive perceptions of the digital transformation constructs, and the data is appropriate for conducting advanced analysis techniques, such as structural equation modeling.

Partial Least Square-Structural Equation Model

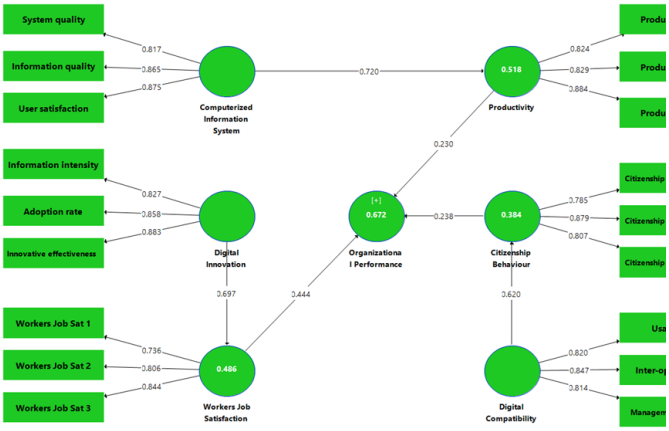

Figura 1. Digital Transformation and Organizational Performance**,** Source: Field Survey, (2024)

The path diagram in figure 1 depicts the relationships between the different constructs of digital transformation and organizational performance. The arrows represent the hypothesized relationships, and the standardized path coefficients are displayed next to each arrow. The outer model weighted values are well above 0.5 which indicate that all the outer model measures are valid contributors to the model, hence their inclusion in the model. The path diagram suggests that digital transformation constructs, such as computerized information systems, digital compatibility, digital innovation, have a significant influence on organizational performance. These findings provide valuable insights into the mechanisms through which digital transformation can lead to improved organizational outcomes.

Table 2 presents the Cronbach's alpha, composite reliability, and average variance extracted (AVE) for each construct. The Cronbach's alpha and composite reliability values are all above the recommended threshold of 0.7, indicating good internal consistency and reliability. The AVE values are also above 0.5, suggesting that the constructs have good convergent validity. The construct validity and reliability measures confirm that the measurement scales used in the study are reliable and valid, ensuring the trustworthiness of the findings and the ability to draw meaningful conclusions.

Table 2. *Construct Validity and Reliability*

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Citizenship Behaviour	**0.765**	**0.864**	**0.680**
Computerized Information System	**0.812**	**0.889**	**0.727**
Digital Compatibility	**0.769**	**0.866**	**0.684**
Digital Innovation	**0.817**	**0.892**	**0.733**
Organizational Performance	**0.720**	**0.843**	**0.642**
Productivity	**0.802**	**0.883**	**0.716**
Workers Job Satisfaction	**0.711**	**0.839**	**0.635**

Source: Field Survey, (2024)

Table 3 *Discriminant Validity*

	1	2	3	4	5	6	7
Citizenship Behaviour (1)	**0.825**						
Computerized Information System (2)	0.608	**0.853**					
Digital Compatibility (3)	0.620	0.746	**0.827**				
Digital Innovation (4)	0.615	0.632	0.777	**0.856**			
Organizational Performance (5)	0.689	0.765	0.695	0.701	**0.801**		
Productivity (6)	0.636	0.720	0.747	0.661	0.709	**0.846**	
Workers Job Satisfaction (7)	0.687	0.739	0.759	0.697	0.777	0.738	**0.797**

Source: Field Survey, (2024)

Table 3 shows the square root of the AVE values (in bold on the diagonal) and the correlations between the constructs. The square root of the AVE for each construct is greater than the correlations with other constructs, indicating that the constructs have good discriminant validity.

The discriminant validity results suggest that the constructs are distinct and measure different aspects of digital transformation, which strengthens the overall validity of the study's findings.

Table 4 *Variance Inflation Factor*

	Citizenship Behaviour	Organizational Performance	Productivity	Workers Job Satisfaction
Citizenship Behaviour		**2.034**		
Computerized Information System			**1.000**	
Digital Compatibility	**1.000**			
Digital Innovation				**1.000**
Organizational Performance				
Productivity		**2.361**		
Workers Job Satisfaction		**2.662**		

Source: Field Survey, (2024)

Table 4 shows the VIF values for the constructs range from 1.000 to 2.662, all of which are below the commonly used threshold of 5. This indicates that there is no issue with multicollinearity among the predictors. The absence of multicollinearity ensures that the regression coefficients are reliable and the interpretations of the relationships between the constructs are valid.

Test of Hypotheses

Table 5 *Boostrapping Result*

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Citizenship Behaviour -> Organizational Performance	0.238	0.240	0.067	3.540	**0.000**
Computerized Information System -> Productivity	0.720	0.720	0.034	21.076	**0.000**
Digital Compatibility -> Citizenship Behaviour	0.620	0.621	0.050	12.408	**0.000**
Digital Innovation -> Workers Job Satisfaction	0.697	0.700	0.046	15.027	**0.000**
Productivity -> Organizational Performance	0.230	0.232	0.074	3.106	**0.002**
Workers Job Satisfaction -> Organizational Performance	0.444	0.441	0.074	6.034	**0.000**

Source: Field Survey, (2024)

Table 5 presents the results of the bootstrapping analysis, which provides the original sample, sample mean, standard deviation, t-statistics, and p-values for the hypothesized relationships. All the relationships are statistically significant, with p-values below 0.05. For citizenship Behaviour and organizational performance, the original sample (0.238) indicates a positive and statistically significant (p-value < 0.001) relationship between citizenship behavior and organizational performance. For computerized information system and productivity, the original sample (0.720) shows a strong, positive, and statistically significant (p-value < 0.001) relationship between computerized information systems and productivity. For digital compatibility and citizenship behaviour, the original sample (0.620) indicates a positive and statistically significant (p-value < 0.001) relationship between digital compatibility and citizenship behavior. For digital innovation and workers job satisfaction, the original sample (0.697) shows a strong, positive, and statistically significant (p-value < 0.001) relationship between digital innovation and workers' job satisfaction.

For productivity and organizational performance, the original sample (0.230) indicates a positive and statistically significant (p-value < 0.002) relationship between productivity and organizational performance. For workers job satisfaction and organizational performance, the original sample (0.444) shows a positive and statistically significant (p-value < 0.001) relationship between workers' job satisfaction and organizational performance.

Table 6 *R Square*

	R Square	R Square Adjusted
Citizenship Behaviour	0.384	0.380
Organizational Performance	0.672	0.667
Productivity	0.518	0.515
Workers Job Satisfaction	0.486	0.483

Source: Field Survey, (2024)

Table 6 shows that the R-square values range from 0.384 to 0.672, indicating that the model explains a substantial portion of the variance in the endogenous constructs. The high R-square values suggest that the digital transformation constructs included in the model are effective in explaining the variations in organizational performance (productivity, workers' job satisfaction, and citizenship behaviour).

Table 7 *F Square*

	Citizenship Behaviour	Organizational Performance	Productivity	Workers Job Satisfaction
Citizenship Behaviour		0.085		
Computerized Information System			**1.074**	
Digital Compatibility	**0.623**			
Digital Innovation				**0.946**
Organizational Performance				
Productivity		0.068		
Workers Job Satisfaction		**0.226**		

Source: Field Survey, (2024)

The F-square values range from 0.068 to 1.074, indicating moderate to large effect sizes for the relationships between the constructs. The F-square values provide additional support for the importance of the relationships between the digital transformation constructs and the outcome variables, highlighting the practical significance of the finding.

5. Discussion of Findings

The study assessed the impact of citizenship behavior on organizational performance. The R-squared value for organizational performance is 0.672, indicating that 67.2% of the variance in organizational performance is explained by citizenship behavior along with other included variables. This high explanatory power underscores the significance of fostering citizenship behavior within organizations to enhance performance. Citizenship behavior, such as employees going beyond their formal job requirements, significantly contributes to overall organizational success. Studies by Organ (1988) and Podsakoff et al. (2009) support the finding that citizenship behavior is a crucial determinant of organizational performance, highlighting its role in improving efficiency, teamwork, and employee morale.

The study evaluated the influence of computerized information systems on productivity. The R-squared value for productivity is 0.518, meaning that 51.8% of the variance in productivity is explained by computerized information systems and other factors. This substantial explanatory power indicates that computerized information systems are pivotal in enhancing productivity within organizations. The strong relationship suggests that implementing advanced information systems can streamline processes, reduce errors, and enhance overall operational efficiency. Research by Brynjolfsson and Hitt (1996) and Devaraj and Kohli (2003) corroborates that information technology investments significantly boost productivity, emphasizing the transformative impact of digital tools on organizational output.

The study determined the relationship between digital compatibility and citizenship behavior. The R-squared value for citizenship behavior is 0.384, indicating that 38.4% of the variance in citizenship behavior is explained by digital compatibility and other variables. This moderate explanatory power highlights that digital compatibility, or the seamless integration of digital tools within the workplace, significantly influences citizenship behavior. Ensuring that digital tools are user-friendly and compatible with employees' tasks can foster a

supportive work environment, encouraging employees to engage in positive, voluntary behaviors that benefit the organization. Studies by McKnight, Carter, Thatcher, and Clay (2011) and Venkatesh, Thong, and Xu (2012) support this finding, showing that technology compatibility enhances user engagement and proactive behaviors.

The study examined the impact of digital innovation on workers' job satisfaction. The R-squared value for workers' job satisfaction is 0.486, meaning that 48.6% of the variance in job satisfaction is explained by digital innovation and other factors. This indicates that nearly half of what influences job satisfaction is linked to digital innovation within the workplace. Digital innovation, which includes the introduction of new technologies and improvements to existing ones, significantly boosts job satisfaction by making work more efficient, engaging, and enjoyable. Research by Tarafdar, Tu, Ragu-Nathan, and Ragu-Nathan (2007) and Dery, Tansley, and Hafermalz (2014) highlights that technological advancements can improve job satisfaction by reducing workload and increasing work-life balance.

The study assess the relationship between productivity and organizational performance. The R-squared value for organizational performance is 0.672, indicating that productivity, along with other variables, explains 67.2% of the variance in organizational performance. This high explanatory power suggests that productivity is a critical driver of organizational success. Increased productivity, achieved through efficient processes and effective resource utilization, directly enhances organizational performance. Studies by Harter, Schmidt, and Hayes (2002) and Koontz and O'Donnell (1993) support the notion that high productivity levels are essential for achieving superior organizational performance, emphasizing the importance of continuous productivity improvements.

The study evaluate the influence of workers' job satisfaction on organizational performance. The R-squared value for organizational performance is 0.672, meaning that 67.2% of the variance in organizational performance is explained by workers' job satisfaction and other factors. This strong relationship indicates that job satisfaction is crucial for organizational success. Satisfied employees are more likely to be motivated, productive, and committed to their organization, leading to better overall performance. Research by Judge, Thoresen, Bono, and Patton (2001) and Locke (1976) corroborates that job satisfaction is a key determinant of organizational performance, highlighting the need for organizations to invest in strategies that enhance employee satisfaction and well-being.

6. Conclusiones

This study provide valuable insights into the critical relationships between various digital transformation constructs and organizational performance (productivity, citizenship behaviour, and workers' job satisfaction). The implications highlight the importance of a holistic approach to digital transformation, where organizations need to focus not only on technological aspects but also on fostering a supportive organizational culture, enhancing employee engagement, and aligning digital initiatives with organizational goals and processes.

The study therefore concluded that higher levels of citizenship behavior among employees are associated with improved organizational performance. It also concluded that the implementation of effective computerized information systems is a crucial factor in improving organizational productivity. The study also concluded that the alignment between

digital technologies and organizational processes and infrastructure can foster higher levels of citizenship behavior among employees.

The study concluded that the implementation of innovative digital technologies can enhance employee satisfaction and engagement. The study concluded that improvements in organizational productivity can directly contribute to enhanced overall organizational performance. The study concluded that higher levels of employee satisfaction can lead to improved organizational outcomes.

7. Recommendations

The findings of the study highlighted the importance of fostering citizenship behavior among employees as a key proxy of organizational performance in the context of digital transformation. Hence, Nigeria immigration service (NIS) should focus on cultivating a culture that encourages and rewards citizenship behavior, as this can contribute to enhanced organizational outcomes. The result underscores the critical role of investing in robust and well-integrated computerized information systems as a key enabler of productivity gains in the digital transformation process. NIS should prioritize the development and deployment of such systems to enhance their overall productivity. The finding highlights the importance of ensuring digital compatibility within the organization. NIS should integrate digital systems and infrastructure in its organization's needs and processes, this allows employees to exhibit citizenship behaviors that support the overall digital transformation efforts.

The result emphasizes the need for organizations to prioritize digital innovation as a means of improving workers' job satisfaction, which in turn can contribute to the success of the digital transformation initiative. NIS should investing in cut-edge digital technologies and fostering a culture of innovation that lead to increased employee satisfaction and engagement. The finding underscores the importance of focusing on productivity gains as a key proxy for improving organizational performance in the context of digital transformation. NIS should strive to implement strategies and initiatives that enhance productivity, as this can have a direct and positive impact on their overall performance.

The result emphasizes the need for organizations to prioritize the well-being and satisfaction of their workforce as part of their digital transformation efforts. NIS should foster a positive work environment that ensure high levels of employee satisfaction, it should leverage this as a driver to enhance its performance.

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