

DIGITAL TRANSFORMATION FOR ECONOMIC GROWTH AND SDG 8 ALIGNMENT IN SOUTHEAST ASIA: A BIBLIOMETRIC ANALYSIS AND SYSTEMATIC LITERATURE REVIEW WITH ADO-TCM FRAMEWORK

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ABSTRACT

Objective: This study investigates the role of digitalization in fostering economic growth and sustainability among Southeast Asian companies, aiming to map research gaps and explore future research directions while aligning with SDG 8, which promotes inclusive, sustainable economic growth.

Theoretical Framework: The study employs PRISMA and utilizes the ADO-TCM framework to analyze the antecedents, decisions, and outcomes of digital transformation in the region.

Method: A bibliometric analysis and Systematic Literature Review (SLR) were conducted on 165 articles from Scopus (2013-2023), categorized using the ADO-TCM framework.

Results and Discussion: The findings identify key drivers of digital transformation, including government policies and Industry 4.0, with strategic decisions focusing on digital infrastructure, agility, and stakeholder engagement. Outcomes include improved sustainability, competitiveness, and digital skills. The study highlights research gaps in under-explored industries like the blue economy and agriculture, as well as inconsistencies in methodologies.

Research Implications: Policymakers should support SME digitalization through improved infrastructure to drive business sustainability, create jobs, and reduce poverty, contributing to SDG 8. Future studies should explore neglected industries using mixed-method approaches.

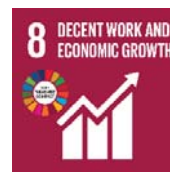
Originality/Value: By combining the ADO and TCM frameworks, this study offers novel insights into digital transformation and its alignment with SDG 8, providing practical and theoretical value for sustainable growth in Southeast Asia.

Keywords: digital transformation, economic growth, southeast Asia, bibliometric analysis, ADO-TCM framework, Sustainable Development Goals (SDGs).

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1 INTRODUCTION

Digital transformation becomes even more significant in Southeast Asia, a region where there has been rapid economic, technological growth (H. Ha & Chuah, 2023). Digital infrastructure has become the engine for economic diversification and industrial development in countries like Indonesia, Vietnam, and Malaysia. Southeast Asia will have \$4.5 trillion combined GDP by 2030 and is poised to become a key player in the global digital economy (ASEAN Statistical Brief, 2024). But progress has been uneven and digital adoption across the region remains uneven (Kaplinsky & Kraemer-Mbula, 2022). Compared to centralized models, digitalization of traditional activities carries many differences in digital readiness, infrastructural development and regulatory environments, which complicate policymakers and business leaders' decision making (Hu *et al.*, 2024).

Although digital transformation has become increasingly important, there are still many gaps in the literature. Notwithstanding the existing research that mostly refers to particular technologies or country level case studies, most of the research is lacking overall regional view (Kurniawan *et al.*, 2022; Haaker *et al.*, 2021; Fachrunnisa *et al.*, 2020). Furthermore, the basis of many studies is from non peer reviewed sources that lack the rigour of methodology and practical application. Research on the digital transformation dynamics of this region requires a more integrated and systematic understanding. These gaps are addressed in this study which attempts to apply the ADO - TCM framework (Mishra & Kiran, 2024). The ADO framework clarifies the key drivers (antecedents) of digital transformation, the strategic choices (decisions) firms make, and the impact (outcome) on economic performance (D. K. Singh & Aithal, 2024).

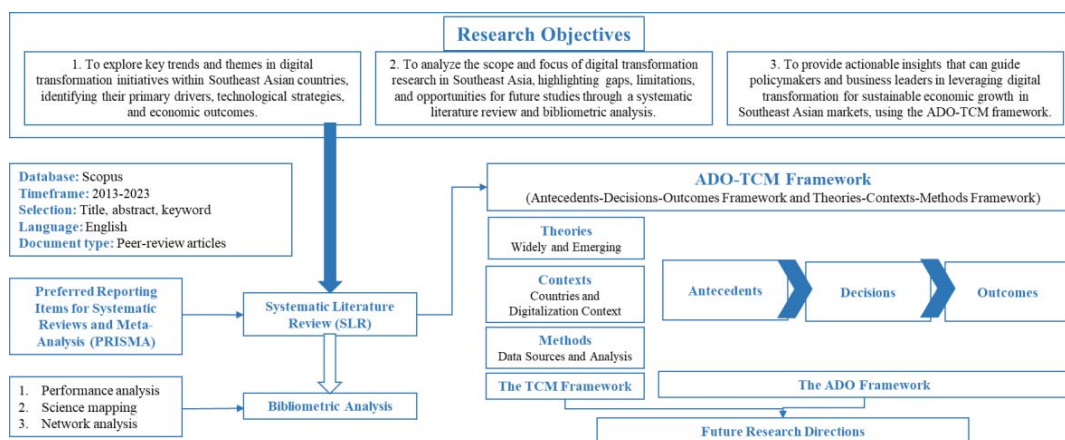
This article conducts a systematic literature review (SLR) of research published in Scopus from 2013 to 2023. The ADO-TCM framework is employed to identify the key drivers and approaches for adopting and implementing digital technologies. Furthermore, this study examines the theoretical underpinnings, contextual nuances, and methodological rigor in existing studies. By merging the ADO and TCM frameworks, this article addresses the

gaps and shortcomings in current literature. Importantly, this study aligns with Sustainable Development Goal (SDG) 8, which emphasizes promoting inclusive, sustainable, and equitable economic growth, fostering productive employment, and reducing inequalities across industries. By exploring how digital transformation contributes to these objectives, this study provides valuable insights for stakeholders, governments, and business leaders. It highlights how digitalization can be harnessed to advance economic sustainability, create jobs, and improve worker inclusivity in Southeast Asia, ensuring the region's growth aligns with the principles of SDG 8.

2 METHODOLOGY

Figure 1

Research Framework



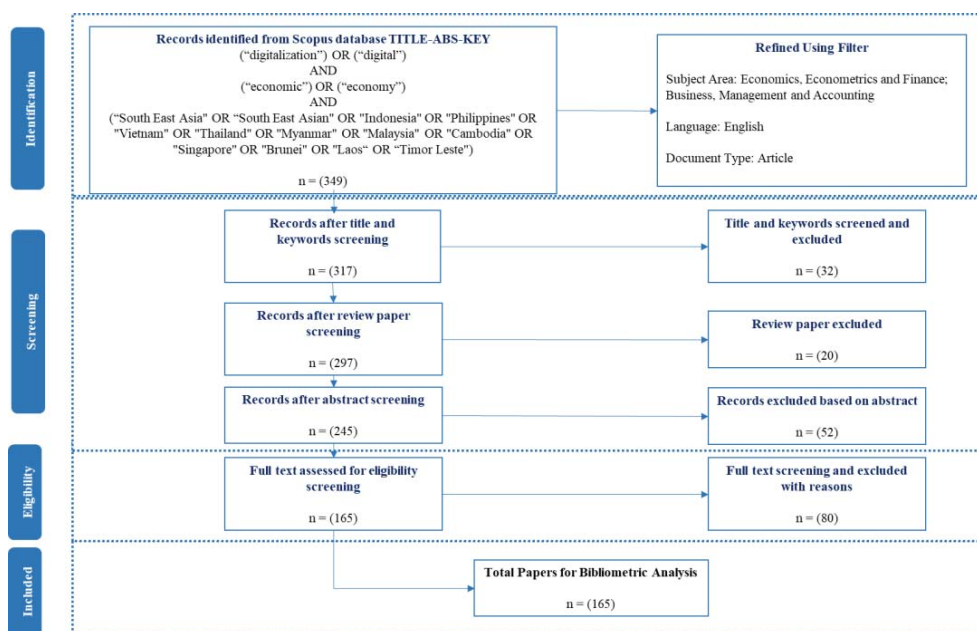
Source: Authors' own work.

To address digital transformation trends and economic growth in Southeast Asia. The study examines Scopus indexed journals from 2013 to 2023 peer reviewed articles. Based on the structured three phase approach of Tranfield *et al.* (2023), the SLR process is the systematic search, screening and analysis of relevant literature. We employ well defined eligibility criteria that help methodologically rigorous and relevant studies get identified systematically. Based on the methodology provided by Chytis *et al.* (2024), bibliometric analysis is used to assess scientific productivity, impact, and intellectual structures. VOSviewer is applied with to create a visualization of

research landscape relationships and trends. Such analysis is enriched by the dual lens of the ADO-TCM framework, as structured by Aulia *et al.* (2024).

The data was taken from Scopus, a recognized database for excellence of indexing and its comprehensive bibliometric resources (Baas *et al.*, 2020). It aimed at investigating some key trends and themes in digital transformation initiatives across Southeast Asian countries and identifying the main drivers, technological strategies and economic outcomes. The study critically identifying gaps of opportunity to be addressed in future research as well as to inform policymakers and business leaders.

Figure 2
PRISMA Diagram



Source: Authors' own work.

The search process began with a well-defined research string designed to capture the core aspects of digital transformation in Southeast Asia. Keywords such as “digitalization,” “digital,” “economic,” and “economy” were combined with geographic terms. The initial search identified 349 records from the Scopus database, which were systematically screened through multiple stages to ensure relevance and quality. Title and keyword screening reduced the dataset to 317 records, followed by the exclusion of 20 review papers, leaving 297 records. Abstract screening further narrowed it to 245 articles, and

a detailed full-text review eliminated 80 articles that did not focus on digital transformation or economic growth in Southeast Asia, resulting in 165 eligible studies. This selection process, visualized through a PRISMA diagram, formed a robust foundation for bibliometric analysis guided by the ADO-TCM framework. The framework explores the key drivers (antecedents), strategic decisions (decisions), and economic impacts (outcomes) of digital transformation, while evaluating theoretical foundations, contextual relevance, and methodologies. This dual lens provides a nuanced understanding of digitalization trends in Southeast Asia, offering valuable insights for policymakers and business leaders.

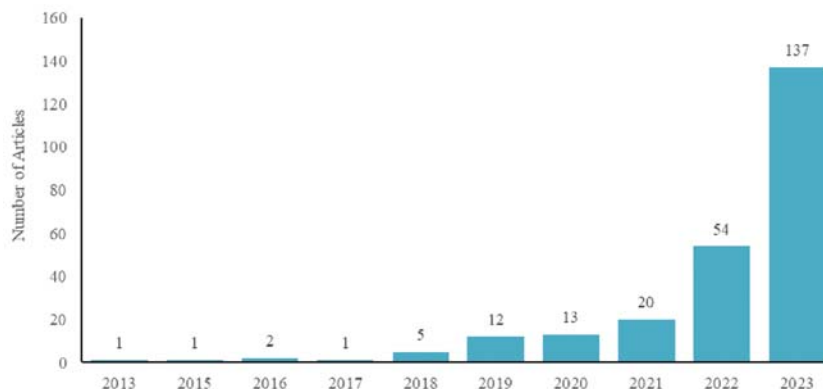
3 RESULTS AND DISCUSSIONS

3.1 PERFORMANCE ANALYSIS

Figure 3 illustrates the publication trends of digital transformation research within the Southeast Asian context from 2013 to 2023, highlighting the field's progressive development. The first study in 2013 marked the initial academic engagement with digital transformation in relation to economic growth. Between 2015 and 2018, the output remained sparse, with a slight increase to three articles in 2018. A notable rise began in 2019 with 11 publications, indicating growing recognition of digital transformation's significance. This trend gained momentum in 2020, with 25 articles, reflecting an increased focus on digitalization amid the COVID-19 pandemic, though 2021 saw a temporary dip to five articles.

Figure 3

Publication Trends



Source: Authors' own work.

The most significant growth occurred in 2022 and 2023, with 25 articles and a sharp peak of 94 articles, respectively. This surge underscores the heightened importance of digital transformation in Southeast Asia’s economic landscape, driven by rapid technological advancements and strategic policy initiatives. The dataset of 165 articles published across the decade reflects the multidisciplinary nature of the field, emphasizing its crucial role in fostering economic resilience and growth in the region. These trends provide a robust foundation for in-depth bibliometric and thematic analysis, capturing the evolving dynamics and future potential of digital transformation research in Southeast Asia. Table 1 highlights the journals with multiple contributions to the dataset, showcasing their influence in shaping digitalization research.

Table 1

Most Impactful Journals

Sources (journals)	h_index	Total citation	Number of Publication
International Journal of Scientific and Technology Research	30	13	5
International Journal of Supply Chain Management	25	71	5
Journal of Eastern European and Central Asian Research	12	24	4
Journal of Open Innovation: Technology, Market, and Complexity	50	125	4
Journal of Southeast Asian Economies	11	16	4
Quality - Access to Success	26	2	4
Journal of Asian Finance, Economics and Business	35	31	3
Asian Economic and Financial Review	18	15	3
Bulletin of Indonesian Economic Studies	40	24	3
International Journal of eBusiness and eGovernment Studies	12	2	3

Source: Authors' own work.

The analysis identifies key publication sources contributing to digital transformation research in Southeast Asia, with the International Journal of Scientific and Technology Research leading with five publications and 13 citations. The International Journal of Supply Chain Management follows with five publications, a higher citation count of 71. Other notable journals include the Journal of Eastern European and Central Asian Research and the Journal of Open Innovation: Technology, Market, and Complexity, both with four publications, the latter boasting an h-index of 50 and 125 citations. The most influential articles on digital transformation in Southeast Asia are identified through citation analysis, highlighting key contributions to the field. Moreover, the objectives of the top 10 influential articles are provided in Table 2.

Table 2

Literature Matrix of Influential Articles

Authors, Year	Objective	Total Citations	Research Method	Effect
Kurniawan <i>et al.</i> (2022)	Investigate how digital technology can add economic value to recycled waste and promote economic incentives to reduce waste generation in Indonesia, specifically focusing on the role of the Rapel app in facilitating waste transactions and creating jobs.	146	PLS-SEM	+
Haaker <i>et al.</i> (2021)	Understand the emerging IoT business models in Vietnam by analyzing case studies, interpreting design options, and creating a generic IoT business model through morphological analysis for companies in emerging markets.	103	Morphological analysis, comparative analysis	+
Hung (2023)	Analyze how digitalization, green investment, and financial development contribute to economic sustainability in Vietnam, using Granger causality.	95	Quantile-on-quantile regression, wavelet coherence	+
Fachrunnisa <i>et al.</i> (2020)	Test the role of agile leadership and strategic flexibility in improving digital transformation in SMEs across ASEAN countries, focusing on the factors that determine the success of digital transformation in businesses.	86	PLS-SEM	+
Akbari Hopkins (2022)	Investigate the adoption rates and growth potential of Industry 4.0 (I4.0) digital technologies in Vietnamese supply chains and assess their potential impact on sustainability initiatives within the sector.	80	Descriptive analysis, survey analysis	+
Nguyen <i>et al.</i> (2022)	Identify the motivations and key factors for online retailing (ORE) adoption among Vietnamese businesses in the early stages of digital transformation, using the TOE framework and structural equation modeling to explore the relationship between these factors and business performance.	66	PLS-SEM	+
Quayson <i>et al.</i> (2021)	Explore how digital technologies like blockchain, drones, and sensors can address social sustainability issues in smallholder cocoa supply chains, specifically focusing on tackling fraud, exploitation, and child labor in emerging economies.	64	Perspective analysis	+
Widyanto <i>et al.</i> (2022)	Investigate the antecedents of behavioral intention to use mobile payment in Indonesia by extending the UTAUT model to include user privacy constructs to predict adoption in digital transactions.	58	PLS-SEM	+
Asadi <i>et al.</i> (2019)	Analyze the factors influencing decision-makers' intention to adopt	53	PLS-SEM	+

Authors, Year	Objective	Total Citations	Research Method	Effect
	Green IT in the Malaysian manufacturing sector, focusing on the role of personal norms and integrating the Theory of Planned Behavior model.			
Indrawati <i>et al.</i> (2020)	Analyze the inhibiting factors of technology innovation in SMEs in Riau Province, Indonesia, and develop strategies and models to overcome these barriers, focusing on funding, government support, human resources, and business partnerships for sustainable technological innovation.	49	PLS-SEM	+

Source: Authors' own work.

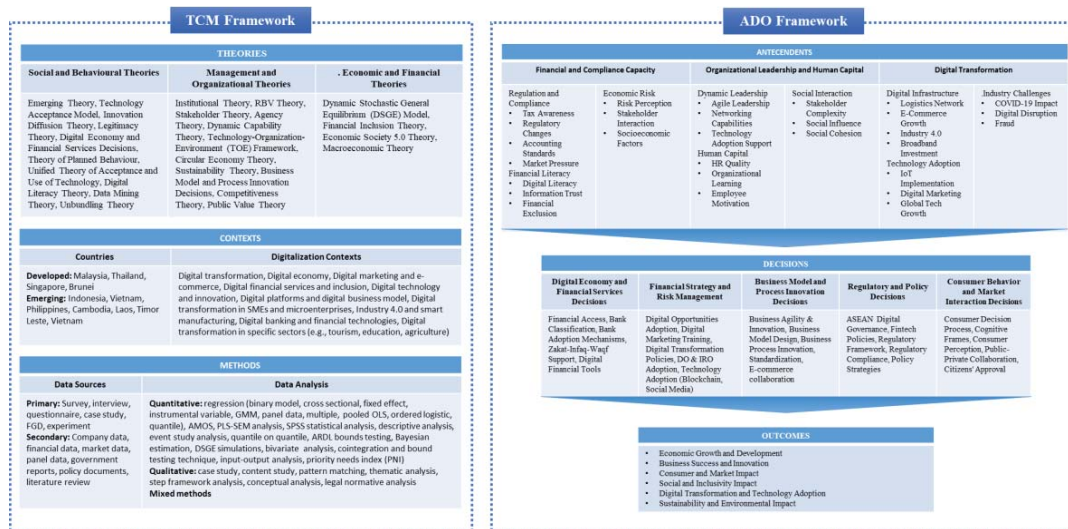
The leading countries contributing to digital transformation research in Southeast Asia demonstrate significant regional variation as shown in Table 3. Indonesia stands out as the most prominent contributor with 83 articles, primarily single-country publications (76 SCPs), reflecting a low multiple-country collaboration (MCP) ratio of 0.084, indicating limited international collaboration. Malaysia follows with 35 articles and a moderate MCP ratio of 0.229, showcasing a growing inclination toward international partnerships. Vietnam, with 31 articles and an MCP ratio of 0.129, also shows a predominantly domestic research focus. Thailand contributes 23 articles and exhibits a higher collaborative nature with an MCP ratio of 0.304. Notably, smaller contributors such as Singapore, Cambodia, Brunei, Laos, and Timor-Leste demonstrate strong international collaboration, with MCP ratios ranging from 0.636 to 1.000. These patterns highlight a diverse research landscape in Southeast Asia, where some countries focus on domestic research.

This section presents a cluster analysis of keywords frequently used by authors in titles and abstracts to identify prominent research areas and trends in digital transformation and economic growth. These keywords were extracted and aggregated, then visualized using VOSviewer software, which grouped them into thematic clusters based on their co-occurrence in the selected articles. A minimum occurrence threshold of 15 was set, enabling VOSviewer to generate a co-occurrence map (Figure 4).

3.3 NETWORK ANALYSIS

As in figure 4, the network analysis reveals four distinct thematic clusters within the digital transformation literature related to economic growth in Southeast Asia. Cluster 1 emphasizes foundational aspects, with key terms such as "Digital economy" (79 occurrences), "Digital technology" (51 occurrences), and "Economic growth" (33 occurrences) indicating a focus on leveraging digital tools to enhance economic opportunities. Cluster 2 highlights government policies, as reflected by keywords such as "Policy" (76 occurrences), "Pandemic" (52 occurrences), and "Covid" (66 occurrences). Cluster 3 centers on innovation and performance outcomes, with terms like "SMEs" (96 occurrences), "Performance" (91 occurrences), and "Role" (86 occurrences) underscoring the importance of fostering innovation and improving performance. Cluster 4 focuses on factors and effects related to technology adoption, featuring keywords such as "Adoption" (82 occurrences), "Factor" (83 occurrences), and "Effect" (65 occurrences).

Figure 5
Research based on the ADO-TCM framework



Source: Authors' own work.

3.4 ADO-TCM Framework

3.4.1 Antecedents (A)

Antecedents refer to the factors influencing digitalization adoption within firms. This review categorizes antecedents into three main typologies, drawing on insights from financial and compliance capacity, organizational leadership and human capital, and digital transformation.

Table 4

Financial and Compliance Capacity Antecedents

Antecedents	Sub-factor	References	Association with SDG-8
Regulation and Compliance	Tax Awareness	Dao & Hang (2022), Mansor <i>et al.</i> (2019), Subramaniam <i>et al.</i> (2020)	Positive
	Regulatory Changes	Alisjahbana <i>et al.</i> (2020), Bakar <i>et al.</i> (2022), Kijkasiwat (2021), Vaculčíkova <i>et al.</i> (2020)	Mixed
	Accounting Standards	Afifa <i>et al.</i> (2023), Hoai & Nguyen (2023), Laila <i>et al.</i> (2023)	Mixed
	Market Pressure	Ascarya (2022), eHaaker <i>et al.</i> (2021), Nguyen <i>et al.</i> (2022)	Positive
Financial Literacy	Digital Literacy	Fauzi <i>et al.</i> (2021), Kijkasiwat (2021), Yanto <i>et al.</i> (2022)	Mixed
	Information Trust	Afifa <i>et al.</i> (2023), Nugraha <i>et al.</i> (2022), Widyanto <i>et al.</i> (2022)	Positive
	Financial Exclusion	Quayson <i>et al.</i> (2021)	Positive
Economic Risk	Risk Perception	Pham <i>et al.</i> (2020), Wibowo (2020), Widyanto <i>et al.</i> (2022)	Positive
	Financial Ratios	Ha <i>et al.</i> (2023), Wibowo (2020)	Positive
	Socioeconomic Factors	Azwardi <i>et al.</i> (2023), Mazya <i>et al.</i> (2023), Yuda & Munir (2023)	Mixed

Source: Authors' own work.

Financial and Compliance Capacity. Regulation compliance is a fundamental antecedent to digital transformation in Southeast Asia. The firms' digital strategies in this region have been shaped by tax awareness, adherence to changes in regulation and alignment to international accounting standards (Dao & Hang, 2022). Like all Southeast Asian economies, companies must be proactively compliant with market regulation and standards in digital finance in order to reap the benefits of growth (Alisjahbana *et al.*, 2020). Businesses must follow digital practices due to market pressures from competitive forces and governmental regulations. Financial entities that keep pace with tax policy frameworks and regulatory frameworks not only comply, but also stimulate a more robust digital economy (Mansor *et al.*, 2019). Additionally, the technological landscape is rapidly changing, digital tools and innovations are able to assist organizations in complying to and navigating regulatory demands. At the same time digital literacy and financial knowledge become strong antecedents (Krisnayanto *et al.*, 2024). To be able to invest in tech, it is important to understand how digital tools work and how it affects their finances (Kusuma *et al.*, 2024). Data security and transparency broadly impact

information trust and are precisely what fuels digital financial services adoption. The region’s efforts to raise awareness and prevent financial exclusion can be well placed in underserved communities; businesses with strong financial health will also be more prone to invest in tech-led growth (Quayson *et al.*, 2021).

Table 5

Organizational Leadership and Human Capital Antecedents

	Sub-factor	References	Association with SDG-8
Dynamic Leadership	Agile Leadership	Fachrunnisa <i>et al.</i> (2020), Long <i>et al.</i> (2022), Mazya <i>et al.</i> (2023)	Mixed
	Networking Capabilities	Akbari & Hopkins (2022), Lapuz (2023), Mazya <i>et al.</i> (2023)	Positive
	Technology Adoption Support	Akbari & Hopkins (2022), Nguyen <i>et al.</i> (2022), Quayson <i>et al.</i> (2021)	Positive
Human Capital	HR Quality	Fachrunnisa <i>et al.</i> (2020), Haaker <i>et al.</i> (2021), Kurniawan <i>et al.</i> (2022).	Positive
	Organizational Learning	Asadi <i>et al.</i> (2019), T. D. L. Hoang <i>et al.</i> (2021), Nguyen <i>et al.</i> (2022)	Positive
	Employee Motivation	Le & Vo (2020), Nguyen <i>et al.</i> (2022), Pinem (2019)	Positive
Social Interaction	Stakeholder Complexity	Dodman (2022), Lapuz (2023), Nugraha <i>et al.</i> (2022)	Positive
	Social Influence	Afifa <i>et al.</i> (2023), H. Hoang & Le (2020), Widyanto <i>et al.</i> (2022)	Positive
	Social Cohesion	Irwansyah (2020)	Positive

Source: Authors’ own work.

Organizational Leadership and Human Capital. Dynamic leadership styles, such as agile and entrepreneurial leadership, are crucial for successfully navigating digital transformation in Southeast Asia (Fachrunnisa *et al.*, 2020). By supporting tech adoption, leaders not only enable their organizations to embrace new technologies but also integrate them into long-term corporate strategies for sustainable growth. High-quality human resources, bolstered by government incentives and organizational learning programs. Employee motivation is key in overcoming challenges, especially in environments where technological changes may be seen as (Kurniawan *et al.*, 2022). Stakeholder complexity can increase challenges, as firms must balance multiple interests when pursuing digital innovation (Prasad *et al.*, 2024). Social norms and cultural expectations regarding technology adoption can also influence how businesses

approach digital solutions, particularly when constraints prevent full integration (Dodman, 2022). Additionally, social cohesion, where the workforce aligns with digital transformation goals, is crucial for ensuring success (Irwansyah, 2020).

Table 6

Digital Transformation Antecedents

Antecedents	Sub-factor	References	Association with SDG-8
Digital Infrastructure	Logistics Network	Mansor <i>et al.</i> (2019), Rahman <i>et al.</i> (2019), Wibowo (2020)	Positive
	E-Commerce Growth	Bakar <i>et al.</i> (2022), Hoang <i>et al.</i> (2021), Pham <i>et al.</i> (2020)	Positive
	Industry 4.0	Fachrunnisa <i>et al.</i> (2020), Kurniawan <i>et al.</i> (2022)	Positive
	Broadband Investment	Kurniawan <i>et al.</i> (2022), Widyanto <i>et al.</i> (2022)	Positive
Technology Adoption	IoT Implementation	Akbari & Hopkins (2022), Haaker <i>et al.</i> (2021), Kijkasiwat (2021)	Mixed
	Digital Marketing	Ascarya (2022), Hoang <i>et al.</i> (2021), Rahman <i>et al.</i> (2019)	Positive
	Global Tech Growth	Akbari & Hopkins (2022)	Positive
Industry Challenges	COVID-19 Impact	Ascarya (2022), T. D. L. Hoang <i>et al.</i> (2021), Nugraha <i>et al.</i> (2022)	Positive
	Digital Disruption	Akbari & Hopkins (2022)	Positive
	Fraud	Quayson <i>et al.</i> (2021)	Positive

Source: Authors' own work.

Digital Transformation. Robust digital infrastructure is a fundamental driver of digital transformation in Southeast Asia, with investments in logistics networks, advanced technology, e-commerce growth, and broadband expansion playing a pivotal role in enabling seamless digital integration across industries. As the region progresses with Industry 4.0 initiatives, continued investment in these areas is critical for firms to optimize operational processes and leverage technology effectively (Fachrunnisa *et al.*, 2020). Technology adoption, particularly through the implementation of the IoT and digital marketing strategies, is central to the success of digital transformation efforts (Haaker *et al.*, 2021). However, as global tech grows at pace, Southeast Asian businesses are turning to international technological offerings to help improve their operations (Akbari & Hopkins, 2022). However, digital ecosystems are hampered by the issues of digital disruption; supply chain fraud; security

breaches; despite these advancements (Quayson *et al.*, 2021). Agile digital strategies are needed to help alleviate disruptions while focusing on the advancement of the digital economy.

3.4.2 Decisions (D)

The key areas inspiring digital transformation decision making in Southeast Asia revolve around elements of economic growth and technological advancement. Digital services needed to scale and inclusive growth depend on financial access and adoption of digital financial tools (Vaculčikova *et al.*, 2020). Among other things, banks have to be classified and mechanisms for adoption and support such as Zakat-Infaq-Waqf have to be made key decisions, so as to align financial services with the regional development goals (Ascarya, 2022). Another aspect that will impact business models and promote innovation is technology decisions regarding technology adoption, i.e., blockchain and social media (Poorani & Krishnan, 2024). Digital transformation creates a stable environment due to the policy decisions of ASEAN Digital Governance and regulatory compliance (Fachrunnisa *et al.*, 2020). At the same time, from a consumer behavior perspective, the decisions made by consumers to decide their actions, whereas having better stakeholder relations and creating consumer trust (Widyanto *et al.*, 2022).

3.4.3 Outcomes (O)

These decisions have significant economic growth and digital landscape outcomes for Southeast Asia (Kurniawan *et al.*, 2022). Digital transformation facilitates economic growth as formulated increases in national competitiveness and industrial development are a function of technology adoption (Yanto *et al.*, 2022). Adoption of digital technology—such as fintech, m Payment, electronic commerce (Ecommerce), and digital platforms—better facilitates economic performance and promotes growth in digital entrepreneurship (Badawi *et al.*, 2024). Additionally, business success is increasingly based on better competition, efficiency and sustainability, with

increasingly green initiatives such as circular economies and climate resilient practices contributing to environmental sustainability (Kusuma *et al.*, 2024; Upadhyay & Sehgal, 2024). Furthermore, these decisions have social impact as they empower the disadvantaged communities, extend financial inclusion and diminish the income inequality to the extent of boosting regional development and social sustainability (Dodman, 2022).

3.4.4 Theories (T)

Theories are the essential frameworks for researchers to organize their understanding whilst contributing to digital transformation in Southeast Asia. This study employs a bibliometric analysis to identify those theories that are most frequently used to build the discourse in this area. Two important theoretical frameworks clearly highlighted are Institutional theory (42 studies), RBV theory (24 studies) and Emerging theory (13 studies) respectively. Furthermore, stakeholder theory (12 studies) and agency theory (6 studies).

Table 7

Widely Used and Emerging Theories

Theories	Number of Articles	References
Institutional theory	42	Kijkasiwat (2021), Rahman <i>et al.</i> (2019), Vaculčíkova <i>et al.</i> (2020)
RBV theory	24	Akbari & Hopkins (2022), Haaker <i>et al.</i> (2021), T. D. L. Hoang <i>et al.</i> (2021)
Emerging theory	13	Azwardi <i>et al.</i> (2023), Ha <i>et al.</i> (2023), Pinem (2019)
Stakeholder theory	12	Dodman (2022), Lapuz (2023), Nugraha <i>et al.</i> (2022)
Agency theory	6	Dao & Hang (2022), Hoai & Nguyen (2023), Wibowo (2020)

Institutional theory. It asserts that an organization's actions and decisions are greatly determined by the forces of societal norms, governmental regulation, and industry standard (Eitrem *et al.*, 2024). This theory has been significantly used to explain how businesses adapt practices to meet such external pressures as a way to be legitimate, secure and maintain long term competitiveness especially in the spheres of sustainability and governance (Clemention & Perkins, 2021). This alignment with institutional norms fostering

sustainability and ensuring continued success of the organization in an increasingly regulated global environment (Annesi *et al.*, 2024).

RBV theory. Rianawati *et al.* (2024) highlight the vital part of a firm's distinctive and handled features that empower a firm to accomplish a strong contesting edge. The implication of this view is that firms better able to leverage a rare, valuable, inimitable resource base ought to have a comparative advantage in long term performance relative to competitors. According to the RBV theory, companies can utilize their internal resources (innovative technology, skilled workforce and efficient operations) to fulfil their environmental and social obligations, enhancing with the demand for sustainable practices (Garrido-Moreno *et al.*, 2024). This puts these capabilities to work, allowing organizations to comply with regulatory frameworks while differentiating in the market, creating value for shareholders and society by strategic integration of ESG practices.

Emerging theory. It is a broad and evolving framework that explores the premise of how rapid shifts of technologies and business models and societal structures threaten to break away from the current paradigms (Kraus *et al.*, 2022). This theory further holds that as climate change and geopolitical shifts take shape, this will offer valuable insights about how organizations adapt to the volatility, uncertainty, complexity and ambiguity (VUCA) environments. For instance, it analyzes how businesses must reengineer their strategies in a context of a more dynamic world, sometimes as a function of new technologies, cross sector collaborations or adaptive organizational cultures (Singh & Kaur, 2024). The use of digital platforms, circular economy models and AI based business solutions demonstrate how theory formations can help organizations make competitive strides for meeting ever evolving customer's demands (Hidayat-ur-Rehman & Hossain, 2024).

Stakeholder theory posits that the purpose of a business is not just to maximize profits, instead balancing the interests of various groups to achieve long-term success and sustainability (Murhadi & Wijaya, 2021).. By incorporating stakeholder concerns into decision-making, businesses are better positioned to foster trust, improve transparency, and build stronger relationships with their key stakeholders. Stakeholder theory underlines the

importance of accountability in business practices, urging companies to consider the environmental and social impact of their actions, ultimately leading to more responsible and inclusive business models that contribute to sustainable development (Amin *et al.*, 2024).

Agency theory. The focus is on the relationship between principals (shareholders) and agents (managers) and on the conflicts of interests that stem from divergent goals, particularly in the setting of corporate governance (Al-Faryan, 2024). In the digitalization realm, agency theory is significant when managers put the individual interests in status and reputation ahead of shareowner interests in finance.

3.4.5 Contexts (C)

This study explores the contextual dimensions of digital transformation towards economic growth in Southeast Asia, focusing on the distinction between emerging and developed economies. Our findings indicate that 54.55% of studies have been conducted in developed countries such as Indonesia, Vietnam, the Philippines, Cambodia, Laos, and Timor-Leste. Conversely, developed countries like Malaysia, Thailand, Singapore, and Brunei are comprising 45.45% of the studies. This presents a significant opportunity for further exploration, especially as these nations are undergoing rapid digitalization and economic development. Key contexts within digital transformation research include digital economy, digital marketing and e-commerce, digital financial services and inclusion, and digital technology innovation. Additional focus areas involve digital transformation in SMEs and microenterprises, Industry 4.0 applications, and sector-specific transformations, highlighting the multifaceted impact of digital advancements on economic growth across Southeast Asia (Bansal *et al.*, 2024).

3.4.6 Methods (M)

The methodological analysis emphasizes the data collection and analysis techniques employed in studies focusing on digital transformation in Southeast

Asia. Primary data collection methods dominate, representing 61.21% of studies, including surveys, interviews, questionnaires, case studies, FGDs, and experiments. Secondary data sources, accounting for 34.55%, involve company reports, financial data, government publications, and literature reviews. Mixed-method approaches, though less prevalent at 4.24%, indicate a growing trend towards comprehensive analysis. Quantitative methodologies are predominant, with regression analyses (binary, panel, and instrumental variable models), SEM (PLS-SEM and AMOS), and descriptive statistical tools being the most frequently utilized. Advanced techniques such as ARDL, Bayesian estimation, and input-output analysis also feature prominently. Qualitative approaches, including thematic analysis, content analysis, and case studies, are used to provide contextual depth. The predominance of quantitative methods underscores the analytical rigor, while the emerging integration of mixed methods.

3.5 DISCUSSIONS AND FUTURE RESEARCH POSSIBILITIES

3.5.1 Antecedents (A)

Future research towards economic growth in Southeast Asia have great opportunities to explore underused areas and contradictory findings. Underexplored antecedents include financial and compliance capacities, i.e., tax awareness and accounting standards. Looking into how these financial mechanisms shape digital transformation efforts may offer some light as to their own potential to bolster economic growth. Studies could investigate, for example, the degree to which tax incentives or more sophisticated accounting help push investments in such digital infrastructure and innovation. Comparing the adoption of digital in countries with varied regulatory frameworks will enable us to identify the extent to which financial compliance has constrained digital adoption, thus making sense of the effectiveness of policies in the developed as well as emerging markets.

Further study also exists in organizational leadership and in human capital. Agile leadership and social cohesion are acknowledged drives to

transformation, but the contextual effects of these drivers are underexplored. It could take some more research into how digital transformation outcomes are affected by various forms of leadership, including transformational and agile leadership, and by different organizational settings. Furthermore, studying the social cohesion of firms and communities together will reveal some meaningful angle to be able to promote a culture of innovation and teamwork. HR dynamics in Southeast Asia's digital economy would emerge if the effect of industry specific leadership practices on digital initiatives in SMEs and microenterprises are understood.

However, logistical networks and broadband investments in the domain of digital transformation still need more research. Future research could shed light on the interaction between the efficiency of logistics and digital transformation, but particularly on how infrastructure investment is linked to regional economic integration and competitiveness. Similarly, the relationship of broadband access to digital inclusion and economic participation is a subject of continuing investigation. The correlation between broadband infrastructure development and economic growth metrics within Southeast Asian countries using longitudinal studies could provide very useful policy guidance. The research directions we present here serve to direct attention to the importance of financial, organisational and technology perspectives when trying to fully understand the complexities and the opportunities of digital transformation in the region.

3.5.2 Decisions (D)

Our review highlights that the most commonly discussed decision-making processes in digital transformation focus on enhancing digital infrastructure, promoting business agility, and fostering stakeholder engagement. However, several critical areas remain underexplored, particularly financial access, ASEAN digital governance frameworks, policy effectiveness, and citizens' approval. Future research could investigate how access to financial resources influences digital transformation decisions, especially for SMEs and microenterprises in emerging markets. Additionally, examining the role of

ASEAN's digital governance policies in shaping regional digital ecosystems could provide valuable insights into policy harmonization and regulatory coherence. Understanding citizens' approval and public perception of digital initiatives could also shed light on societal readiness and the factors influencing adoption at the grassroots level.

3.5.3 Outcomes (O)

The primary outcomes of digital transformation are often evaluated in terms of economic sustainability, competitiveness, and enhanced employee digital skills. However, less attention has been given to the broader impacts on consumer and market dynamics, as well as social inclusivity. Future research could explore how digital transformation initiatives influence consumer behavior, market structure, and competition within Southeast Asia. Additionally, investigating how digital initiatives contribute to social equity, access to education, and economic participation in rural and marginalized communities could reveal critical insights for policymakers and businesses aiming to foster inclusive growth.

3.5.4 Theories (T)

There are future researches on digital transformation in Southeast Asia that can be sharpened by applying underexplored theoretical frameworks to gain clearer understandings. For example, integrating digital literacy theory could be used to understand how different levels of digital abilities in different peoples change the speed and success of digital transformation efforts (Mondal & Rajpal, 2022). Dynamic capability theory provides a useful perspective regarding how organizations deploy their internal competencies to leverage new digital technologies to fuel economic growth (Bhall *et al.*, 2024). Macroeconomic theory might add a broader interpretation of how the digital transformation affects national economic policy, growth rates, and stability in emerging markets (Gulnaz & Manglani, 2023). Theoretical lenses such as these

could provide a way to understand nuanced relationships and a more holistic understanding of how regional development dynamics work.

3.5.5 Contexts (C)

Most of the current research focuses on individual countries, isolated case studies; hence the scope of comparative insights is limited. Future studies ought to look at digital transformation on a regional scale, for Southeast Asia as a whole, and perhaps as part of a wider context, such as the Asia-Pacific region. Other comparative studies across many countries can pin down some of the unique cultural, economic and policy related factors that are shaping digital growth trajectories. Other continents might also be extended with research which can form a useful benchmark for cross regional analysis and lessons learned. Additionally, exploring under researched sectors like the blue economy, agriculture and manufacturing would broaden understanding of the effect of digital initiatives on key industries contributing towards national GDP.

3.5.6 Methods (M)

Existing research is hampered by a prevailing use of quantitative methods such as regression analyses and panel data models and in doing so, has restricted the extent to which insights can be gleaned. Further studies can be done adopting a mixed methods approach, that is, they can use both qualitative as well as quantitative methodologies to gain a thorough knowledge associated with digital transformation. Utilizing methods such as case studies, in-depth interviews, and qualitative content analysis can capture contextual nuances and stakeholder perspectives. Additionally, dynamic panel estimation and fuzzy analytical processes could offer sophisticated tools to analyze complex, evolving digital ecosystems.

4 CONCLUSION

Our review highlights the complex interplay between technological advancements, policy frameworks, and socio-economic factors. Utilizing the ADO-TCM framework, this study synthesizes insights from a broad range of 165 literature to analyze the antecedents, decisions, outcomes, and contextual factors influencing digital transformation in the region. The findings reveal that while significant progress has been made in enhancing digital infrastructure and promoting business agility, underexplored areas such as financial access, agile leadership, and social inclusivity require further investigation. These findings align with the objectives of SDG 8, emphasizing the importance of fostering inclusive and sustainable economic growth, promoting productive employment, and ensuring equitable opportunities for all workers. This analysis identifies promising avenues for future research, including the application of alternative theories such as digital literacy theory and dynamic capability theory, as well as adopting mixed-method approaches to provide more comprehensive insights into achieving sustainable development goals through digital transformation.

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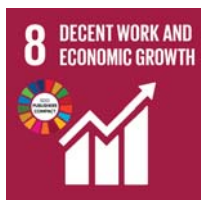


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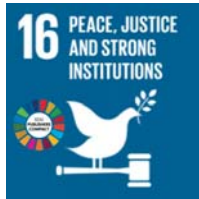


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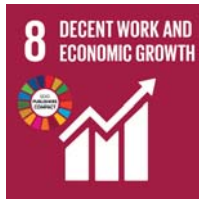


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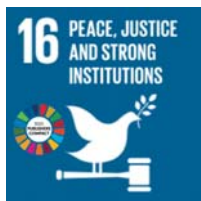


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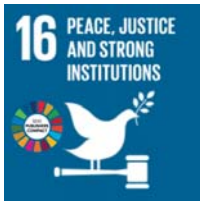


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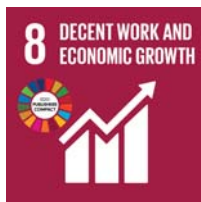


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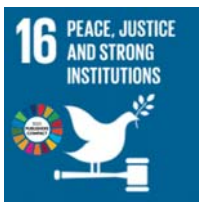
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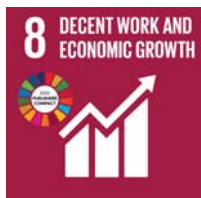
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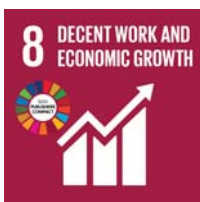


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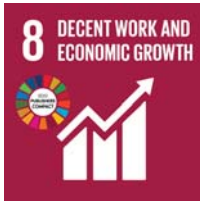


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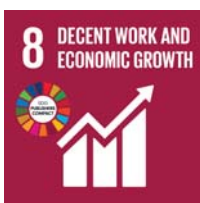


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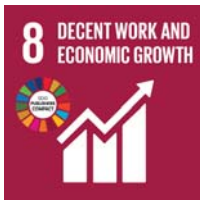


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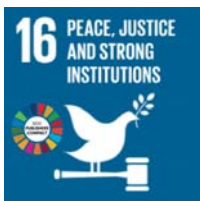


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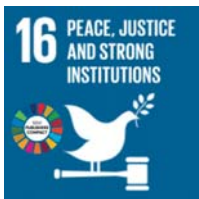


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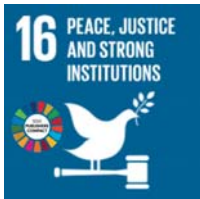


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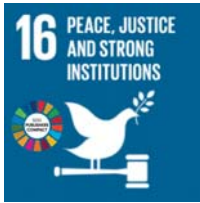


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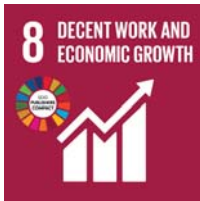


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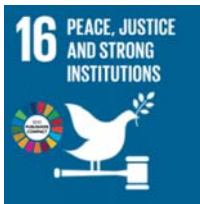


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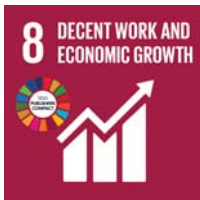


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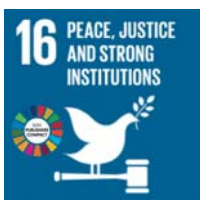


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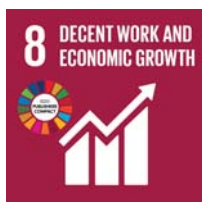


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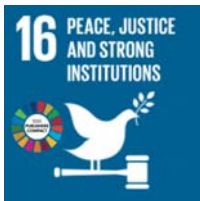


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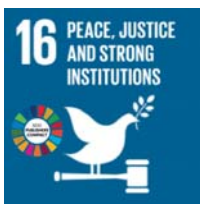


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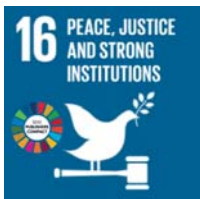


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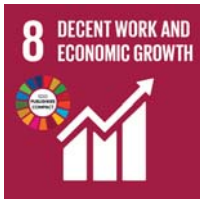


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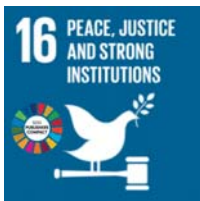


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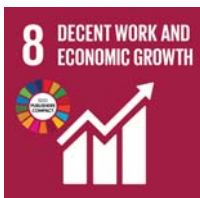


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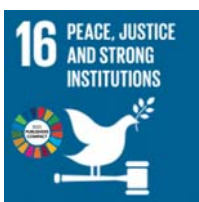


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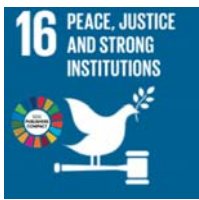
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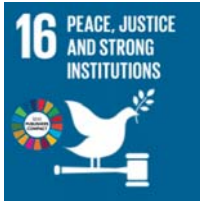


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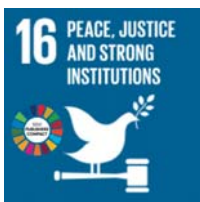


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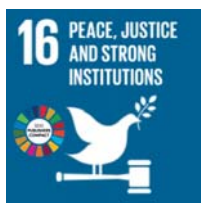


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