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## Digital Capability as a Driver of Adaptability, Innovative Work Behavior, and Employee Performance: A Conceptual Study from a Human Resource Management Perspective

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**Abstract:** Digital transformation has reshaped how organizations manage work, requiring employees to adapt, innovate, and maintain performance within an increasingly digitized work environment. However, research on digital capability remains fragmented, with studies often focusing separately on adaptability, innovative work behavior, or employee performance. This situation highlights the need for a conceptual synthesis that integrates these three outcomes within a Human Resource Management perspective. This study aims to analyze the role of digital capability in supporting employee adaptability, innovative work behavior, and employee performance. Employing an integrative literature review approach, the study examines relevant literature from various academic databases and synthesizes findings based on themes and conceptual relationships. The results indicate that digital capability serves as a foundation for employee adaptability, a driver of innovative work behavior, and a resource that supports enhanced employee performance. The study's novelty lies in integrating these three outcomes as key consequences of digital capability within a single Human Resource Management conceptual framework, thereby broadening the understanding of the contribution of digital capabilities at the employee level. These findings underscore the importance of developing digital capability through training, upskilling, reskilling, and continuous learning.

**Keywords:** Digital Capability, Employee Adaptability, Innovative Work Behavior, Employee Performance.

## INTRODUCTION

Digital transformation has reshaped how organizations conduct business activities while simultaneously altering the demands placed on human resources. Advancements in artificial intelligence, cloud computing, big data, the Internet of Things, and various digital platforms compel organizations not only to adopt technology but also to build the capacity to leverage it effectively within their work processes. This transformation creates a work environment characterized by increasing dynamism, complexity, and uncertainty; consequently, organizational success is no longer determined solely by the availability of technology but also by the ability of human resources to respond to these changes (Verhoef et al., 2021; Warner & Wäger, 2019). In the context of Human Resource Management (HRM), this landscape renders

digital capability increasingly strategic, as it enables individuals to understand, utilize, integrate, and develop digital technologies to support the execution of their work. Thus, digital capability is not merely about mastering technological tools; it also encompasses an employee's ability to learn, adapt, and create value through the use of technology within a constantly evolving work environment.

This urgency is increasingly apparent as digital transformation demands employee adaptability—the ability to adjust knowledge, behaviors, and work methods when facing environmental changes or evolving job requirements. Griffin et al. (2007) identify adaptability as a crucial aspect of work role performance, particularly in contexts characterized by uncertainty and constant change. In the realm of digital transformation, adaptability is vital because technology can alter procedures, job structures, required competencies, and even the ways employees interact with the organization. For instance, findings by Zhou et al. (2025) indicate that digital transformation can foster employee adaptability by enhancing competencies, learning motivation, and work autonomy, ultimately contributing to performance. Meanwhile, research on digital competence also demonstrates a link between digital capabilities and innovative employee behavior, especially when employees possess the resources and confidence to support technology use in their work (Liu et al., 2024).

Nevertheless, existing empirical studies reveal a fragmented understanding of the consequences of digital capabilities at the employee level. Some research positions digital capabilities as an antecedent to innovation, finding that they contribute to both digital innovation and organizational performance (Khin & Ho, 2019). Other studies emphasize digital transformation as a factor influencing innovative work behavior and job performance, with HRM and HRD serving as mechanisms that bridge this relationship (Lou et al., 2024). At the individual level, Liu et al. (2024) specifically identified a link between digital competencies and innovative work behavior, while Zhou et al. (2025) demonstrated how digital transformation can enhance employee performance through a series of adaptation mechanisms. In essence, the literature provides evidence linking digital capabilities and transformation to innovation, adaptation, and performance; however, this evidence has largely emerged from distinct research streams operating at either the organizational or individual level.

This research gap is particularly compelling because employee adaptability, innovative work behavior, and employee performance are interconnected outcomes in the face of digital transformation; yet, they have rarely been examined simultaneously within a single conceptual framework rooted in digital capability as a form of human resource capacity. Conceptually, adaptability enables employees to respond to changing work demands, while innovative work behavior represents an employee's capacity to explore, generate, champion, and implement new ideas within their work (de Jong & den Hartog, 2010). These two characteristics can serve as a foundation for achieving high performance in an increasingly digitized work environment. Griffin et al. (2007) have also demonstrated that adaptability and proactivity become increasingly relevant when work involves uncertainty. Thus, the issue is no longer merely whether technology can enhance performance, but rather how human digital capabilities can be translated into adaptive capacity and innovative behaviors that drive superior performance.

The need to integrate these perspectives is further reinforced by developments in digital HRM research. Bansal et al. (2023) demonstrate that HR digital transformation is a phenomenon involving both digital and individual factors; meanwhile, recent systematic reviews of HRM in the digital era indicate that digitalization has transformed HRM processes while simultaneously heightening demands for organizational productivity and adaptability (Bansal et al., 2023). Research by Lou et al. (2024) also shows that digital transformation is linked to innovative work behavior and job performance, though the underlying mechanisms are still being examined through the lenses of HRM and HRD. Conversely, prior research on digital capability has largely linked it to digital innovation and organizational performance (Khin & Ho, 2019). This pattern reveals a conceptual space for connecting digital capability at

the human resource level with three key manifestations at the employee level: adaptability, innovative work behavior, and performance. In other words, a more integrated framework is still needed to explain how human digital capacity can be translated into relevant work behaviors and outcomes within a digital environment.

Addressing this gap, the novelty of this study lies in its effort to integrate digital capability, employee adaptability, innovative work behavior, and employee performance into a unified conceptual Human Resource Management perspective. Unlike previous studies that tended to focus on the relationship between digital capability and digital innovation or organizational performance—or examined how digital transformation impacts performance via HRM mechanisms—this study positions employees as key actors in translating digital capacity into adaptive responses and performance-oriented innovative behaviors. This framework allows digital capability to be understood not merely as a technical competency, but as a strategic HR capacity that enables employees to navigate change, generate new ideas, and enhance the quality of work outcomes. This perspective also aligns with recent literature that increasingly emphasizes the human factor as a critical element in the success of digital transformation, rather than viewing employees merely as technology users (Bansal et al., 2023; Lou et al., 2024; Zhou et al., 2025).

Thus, this article aims to develop a conceptual study regarding the role of digital capability in fostering employee adaptability, innovative work behavior, and employee performance from a Human Resource Management perspective. This study is expected to enrich theoretical understanding of how digital capabilities at the human resource level can lead to behavioral and performance outcomes within a constantly transforming work environment, while also providing a conceptual foundation for future empirical research to examine the relationships between these variables.

## METHODS

This study employs a conceptual literature review approach, specifically utilizing the integrative literature review method. This approach is used to identify, examine, and integrate findings from prior research regarding digital capability, employee adaptability, innovative work behavior, and employee performance from a Human Resource Management perspective. A literature review serves as a research method for building conceptual understanding through the systematic processes of searching, evaluating, and synthesizing literature (Snyder, 2019). The integrative approach was selected because it allows for the combination of diverse empirical and conceptual research findings—reflecting different perspectives—to generate a more comprehensive understanding of a given phenomenon (Torraco, 2005).

Literature was obtained through searches across several academic databases—such as Scopus, Web of Science, ScienceDirect, Emerald Insight, SpringerLink, and Google Scholar—using keywords including “digital capability,” “digital competence,” “employee adaptability,” “adaptive performance,” “innovative work behavior,” “employee performance,” and “human resource management.” The selected literature primarily consists of peer-reviewed scholarly journal articles directly relevant to the research variables and context. Articles lacking a substantive connection to the study's focus or failing to contribute to an understanding of the relationships between variables were excluded from the synthesis. The literature selection and evaluation process took into account topic relevance, theoretical contributions, empirical findings, and source quality, in accordance with established literature review guidelines (Snyder, 2019; Tranfield et al., 2003).

The analysis was carried out through thematic and integrative synthesis by grouping literature based on the relationship between digital capability and employee adaptability, innovative work behavior and employee performance. Findings from previous research are then compared to identify relationship patterns, consistency and differences in results, as well as research gaps that are still open. The synthesis results are then used to develop conceptual

arguments and a framework for the relationships between variables, especially regarding how digital capability can encourage adaptability and innovative work behavior which ultimately supports employee performance. Thus, this method is aimed not only at summarizing previous research, but also at producing conceptual models and research propositions that can become the basis for further empirical research (Torraco, 2005; Snyder, 2019).

## RESULTS AND DISCUSSION

### Results

#### a. Literature Mapping on Digital Capability and Employee Outcomes

The evolution of digital technology has transformed how organizations create value, manage workflows, and develop human resources. Digital transformation entails more than just the implementation of technology; it requires organizations to possess capabilities that enable the effective use of such technology to drive change and renewal. Verhoef et al. (2021) explain that digital transformation involves a process far broader than mere digitization, as it encompasses changes to organizational structures, strategies, resources, and the capabilities needed to respond to an increasingly digital environment. Aligning with this perspective, Warner & Wäger (2019) identify digital capability as a crucial element of the strategic renewal process, enabling organizations to respond to technological changes with greater agility. Consequently, digital capability is increasingly viewed not merely as the technical proficiency to use technology, but as the capacity to leverage digital technology in support of workflows, learning, organizational change, and value creation.

From a human resources perspective, these developments have shifted research focus from technology as an organizational asset to the individual capabilities required to leverage that technology. Studies on digital HRM indicate that digitalization not only transforms human resource management processes but also heightens the need for employees to possess digital skills and competencies. For instance, a literature review by Sangaji et al. (2023) on digital HRM, digital skills, and employee performance demonstrates that employee digital capabilities play a crucial role in bridging the gap between technology implementation and the achievement of work outcomes. This perspective highlights that the success of digital transformation is determined not solely by infrastructure availability, but also by employees' ability to utilize and integrate technology into their work activities.

A review of the literature indicates that digital capability—along with related concepts such as digital competence, digital skills, and digital autonomy—has been linked to various employee outcomes. One category of outcomes gaining attention is the ability of employees to cope with change, referred to in the literature as employee adaptability or adaptive performance. Griffin et al. (2007) identify adaptability as a crucial form of work role performance, particularly when work takes place amidst uncertainty and change. In the context of digital transformation, the need for adaptability is increasingly relevant, as technological changes can alter job demands, task execution methods, and the competencies required of employees. Recent studies also highlight growing interest in the relationship between digital competence and adaptive performance, especially in work environments undergoing rapid technological change.

A second category of outcomes frequently appearing in the literature is innovative work behavior. Innovative work behavior refers to employee actions ranging from the search for or exploration and development of ideas—as well as gaining support for them—to their actual implementation in the workplace. De Jong and Den Hartog (2010) demonstrate that innovative work behavior is a construct encompassing several key activities, extending from opportunity exploration and idea generation to idea championing and implementation. In a digital context, employees' ability to use technology affords greater scope for accessing information, sharing knowledge, exploring alternatives, and developing new ways of working. Consequently, digital

capability and its derivative concepts are increasingly positioned in the literature as factors linked to employees' innovative behavior.

A more specialized mapping was conducted by Huu (2023) through a systematic literature review of research on employee digital competence, digital autonomy, and innovative work behavior. The reviewed literature reveals that digital competence and digital autonomy are linked to creativity, learning, knowledge sharing, and innovative work behavior. The study also indicates that research on employee digital competence is evolving across various contexts, although limitations remain regarding a deeper explanation of the mechanisms connecting digital competence to work outcomes. These findings are significant as they demonstrate a shift in the literature from merely addressing technology-use skills to focusing on the behavioral and work-related consequences arising from employees' digital capabilities.

A third prominent category of outcomes is employee performance. At the organizational level, Khin & Ho (2019) demonstrated that digital capability is linked to performance through an organization's ability to generate digital innovations. Regarding human resources, research attention has subsequently shifted to how individual digital competence can support the achievement of work performance. Studies conducted within corporate and public sector contexts indicate that digital capabilities or competencies can serve as resources enabling employees to perform their jobs more effectively in an increasingly digitized environment. Recent research by Chai et al. (2026), for instance, found a positive relationship between employee digital competence and employee performance, while Nawawi et al. (2026) similarly identified a positive link between digital competence and employee performance within the public sector.

Literature examining multiple outcomes simultaneously is also emerging. Lou et al. (2024) demonstrate that organizational digital transformation is linked to innovative work behavior and job performance, while positioning HRM and HRD practices as crucial elements of this process. The study reveals that digitalization entails consequences that are not merely technological but also impact employee behavior and work outcomes. Research on small and medium-sized enterprises similarly indicates that digitalization and digital-based HR practices can be associated with innovative work behavior and work productivity. Thus, the literature increasingly highlights the connection between digital capabilities—or digital transformation—and various employee outcomes, even though individual studies often prioritize specific outcomes as their primary focus.

Overall, the literature review indicates that research concerning digital capability and employee outcomes has evolved around at least three key areas: adaptability to changing work requirements (employee adaptability), innovative work behavior, and employee performance. These three outcomes represent distinct yet complementary dimensions in explaining the role of human resources in the digital era. Employee adaptability reflects the capacity to cope with change; innovative work behavior represents the ability to respond to change by generating and implementing new ideas; and employee performance indicates the broader consequences of work execution. Consequently, digital capability serves as a relevant construct for understanding how employees navigate digital demands while achieving work outcomes that are more adaptive, innovative, and productive.

Nevertheless, the available literature reveals a research landscape that remains relatively fragmented. Some studies emphasize digital capabilities and digital transformation at the organizational level, others focus on digital competence and innovative work behavior, while further research links these elements to performance. In other words, while these three outcomes have garnered academic attention, they have not consistently been integrated into a single conceptual framework that explicitly positions digital capability as a foundation for adaptability, innovative behavior, and employee performance simultaneously. This situation provides the basis for a conceptual synthesis that integrates these three outcomes within the perspective of Human Resource Management.

## **b. Synthesis of Results and Conceptual Model**

Based on a review of the literature, it can be synthesized that digital capability is an increasingly important construct for explaining the ability of organizations and employees to navigate changes in the work environment driven by digital technology advancements. Literature on digital transformation indicates that digital change extends beyond mere technology adoption to encompass shifts in processes, structures, resources, and organizational value-creation capabilities (Verhoef et al., 2021). From a dynamic capabilities perspective, an organization's ability to cope with environmental changes hinges on its capacity to recognize change, seize opportunities, and reconfigure its existing resources and processes (Teece, 2007). Warner & Wäger (2019) further extended this perspective within the context of digital transformation, demonstrating that digital capability is linked to strategic renewal processes and organizational agility. Thus, the review suggests that digital capability can be understood as a strategic capacity that enables the more adaptive and sustainable utilization of digital technology.

At the employee level, a synthesis of the literature reveals that the consequences of digital capabilities are reflected not only in technological proficiency but also in various work-related outcomes. Through a systematic review, Huu (2023) demonstrated that employees' digital competence is linked to various aspects of work behavior, including creativity, learning, knowledge sharing, and innovative work behavior. These findings indicate that digital capabilities encompass behavioral dimensions that extend beyond the mere ability to use digital devices or applications. In a rapidly changing work environment, employees need the ability to learn new technologies, adapt their work methods, and utilize digital resources to meet job demands. This aligns with the work of Griffin et al. (2007), who identified adaptability as a crucial component of work role performance within the context of uncertain and interdependent work environments.

Subsequent synthesis indicates that employee adaptability is a key outcome within the conceptual framework of digital capability. Continuous technological change renders job demands dynamic rather than static, requiring employees to develop the ability to adapt to new technologies, procedures, and work patterns. The study by Zhou et al. (2025) provides empirical support for this pattern, demonstrating that digital transformation facilitates employee adaptation—through enhanced competence, learning motivation, and work autonomy—which in turn contributes to job performance. Thus, the literature reveals a consistent pattern: digital work environments demand a higher level of individual adaptive capacity.

In addition to adaptability, the synthesis reveals that innovative work behavior is another significant outcome of digital capabilities and digital transformation. De Jong and den Hartog (2010) explain that innovative work behavior encompasses opportunity exploration, idea generation, idea championing, and idea implementation. In a digital context, the ability to leverage technology can expand employees' access to information, knowledge, and alternative ways of completing tasks. Huu (2023) also indicates that the literature on digital competence increasingly links it to employees' innovative behavior. More recent findings by Fan & Yang (2026) show that organizational digital capability is associated with employees' service innovation behavior through specific psychological mechanisms, while Lou et al. (2024) found that digital transformation is linked to innovative work behavior and job performance in ICT companies.

A third outcome consistently appearing in the literature is employee performance. Research by Fu et al. (2023) indicates that employee perceptions of enterprise digital capability can foster sustainable employee performance through processes of learning and unlearning. These findings suggest that digital capabilities are not only relevant for navigating change but also impact the sustainability of employee performance outcomes. On a broader scale, Lou et

al. (2024) found that digital transformation is linked to job performance and innovative work behavior. Thus, the literature supports the view that digitalization and digital capabilities are associated with performance outcomes, although the mechanisms and contexts of these relationships vary across studies.

The mapping and synthesis also reveal that the three outcomes—employee adaptability, innovative work behavior, and employee performance—represent distinct aspects of how employees respond to the digital work environment. Employee adaptability reflects an employee's capacity to adjust to change; innovative work behavior describes an employee's active response through the exploration, generation, and implementation of new ideas; and employee performance represents the results achieved by employees in carrying out their work. These three elements can be viewed as complementary outcomes in explaining the contribution of human resources to the success of digital transformation. The dynamic capabilities perspective provides a conceptual foundation indicating that the ability to cope with change, innovate, and create value is part of an organization's capacity to sustain performance in a dynamic environment (Teece, 2007; Warner & Wäger, 2019).

Based on this synthesis, this article positions digital capability as a central construct linked to three strategic employee outcomes: adaptability, innovative work behavior, and performance. This positioning is supported by research indicating that digital capabilities and transformation impact not only organizational processes but also individual capacities to adapt, innovate, and perform. Recent studies further highlight a growing focus on the interconnected relationships among digital transformation, innovative behavior, adaptability, and performance within a more integrated framework.

Thus, the conceptual model derived from the literature synthesis in this article does not position employee adaptability, innovative work behavior, and employee performance as a mediation chain that must unfold sequentially. Instead, these three variables are positioned as key outcomes that can be conceptually linked to digital capability. This approach allows for a more in-depth discussion of each outcome while maintaining the article's focus on the role of digital capability from a Human Resource Management perspective.

The resulting conceptual model can be described as follows:

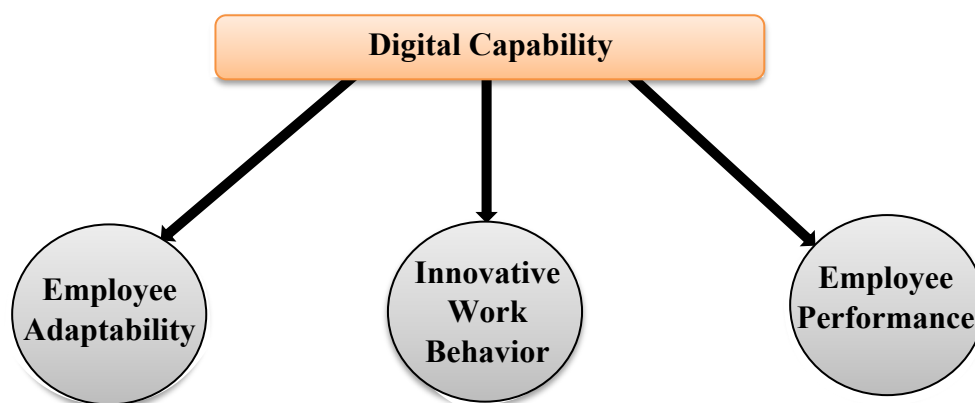


**Figure 1. Conceptual Model**

The model identifies digital capability as a central construct directed toward three employee outcomes: employee adaptability (representing the ability to cope with change), innovative work behavior (representing the ability to respond to change through innovation), and employee performance (representing the achievement of work results). This model subsequently serves as a basis for a deeper discussion on how and why digital capability can act as a foundation for adaptability, a driver of innovative work behavior, and a factor supporting enhanced employee performance.

Overall, the literature synthesis establishes that the study of digital capability from a Human Resource Management perspective needs to move beyond viewing technology merely as an organizational resource and instead focus on human capabilities in leveraging that technology. Integrating these three outcomes offers a more comprehensive perspective by linking adaptation, innovation, and performance as significant consequences of employees' digital capabilities. Based on this framework, the subsequent discussion focuses on three key areas: digital capability as the foundation for employee adaptability, digital capability as a driver of innovative work behavior, and digital capability in enhancing employee performance.

## **Discussion**

### **a. Digital Capability as the Foundation for Employee Adaptability**

Digital capability serves as a crucial foundation for employee adaptability, as technological changes require employees to continuously adjust their knowledge, skills, and work methods. Adaptability reflects an employee's ability to cope with changing job demands, including shifts in technology and the work environment (Pulakos et al., 2000; Park & Park, 2019). In this context, digital capabilities provide resources that help employees understand and utilize new technologies more effectively (van Laar et al., 2017; Audrin et al., 2024). Technological readiness has also been shown to be linked to the ability to adapt within a constantly changing work environment (Abdul Hamid, 2022; Kumi et al., 2024).

Digital capability goes beyond mere technological proficiency; it also supports learning processes and the development of new abilities. Digital skills are linked to the various 21st-century skills workers need to navigate changing work environments (van Laar et al., 2020), while digital competence can enhance career adaptability through technological self-efficacy and learning agility (Ibrahim et al., 2026). Consistent with this, digital skills have been found to correlate with adaptive performance and sustainable employee performance (Hoang et al., 2025). This indicates that the stronger an employee's digital capabilities, the greater their capacity to learn new ways of working and adapt to digital demands.

From a Human Resource Management perspective, this situation underscores the importance of digital training, upskilling, reskilling, and continuous learning as components of organizational readiness for digital transformation (Trenerry et al., 2021; Vuorikari et al., 2022). Thus, the link between Digital Capability and Employee Adaptability represents a relevant conceptual relationship, as digital capabilities provide the knowledge, skills, and readiness employees need to respond effectively to change.

### **b. Digital Capability as a Driver of Innovative Work Behavior**

Digital capability can drive innovative work behavior because the ability to use technology provides employees with the resources to identify opportunities, generate ideas, and develop new ways of working. Innovative work behavior encompasses the processes of generating, promoting, and implementing new ideas within the workplace (de Jong & den Hartog, 2010). In a digital environment, digital competence enables employees to leverage technology as a means to develop ideas and foster innovation (Huu, 2023; Jiaratham et al., 2025). Digital literacy has also been shown to support innovative work behavior by enabling employees to integrate technology into their work activities (Pilav-Velić et al., 2021; Santoso et al., 2019).

This relationship is strengthened when organizations provide a digital environment that fosters innovation. Digital leadership, digital organizational culture, and organizational support can create conditions that encourage employees to experiment and develop innovative behaviors (Erhan et al., 2022; Ahmed et al., 2024; Bindel Sibassaha et al., 2025). Furthermore, a digital mindset and cognitive abilities related to technology usage can help employees identify opportunities and generate more innovative responses to change (Goldmann et al.,

2025; Gao & Gao, 2024). Thus, digital capabilities not only assist employees in performing their work but also expand their capacity to create and implement new ideas.

From a Human Resource Management perspective, the development of digital capabilities should be directed not only toward technological proficiency but also toward fostering a culture of learning and innovation. Systematic studies indicate that digital literacy is linked to employability and innovative work behavior within the HRM context (Caroline et al., 2025), while enhancing digital organizational culture can also drive employees' innovative work behavior (Liu et al., 2026). Therefore, the link between digital capability and innovative work behavior represents a relevant conceptual relationship, as digital capabilities provide the capacity that enables employees to generate and implement innovations in their work.

### **c. Digital Capability in improving Employee Performance**

Digital capability plays a crucial role in enhancing employee performance by enabling employees to effectively utilize digital technology to complete their tasks. Such capabilities can improve work speed, accuracy, quality, and efficiency. Numerous studies indicate that digital competence and digital literacy are positively associated with employee performance across various organizational contexts (Mohd Abas et al., 2019; Kundi & Alharbi, 2022; Ingsih et al., 2024). These findings demonstrate that digital capabilities are not merely technical skills but also serve as a resource that helps employees adapt their work methods to the demands of a digital work environment.

This relationship is further supported by research indicating that digital competence can enhance performance through the optimal utilization of technology and digital services (Nawawi et al., 2026; Chai et al., 2026). In the context of digital transformation, digital readiness and capabilities enable employees to use technology more productively, while digital literacy helps reduce barriers to performing technology-based work (Peng et al., 2026; Utari & Singagerda, 2026). Thus, the stronger an employee's digital capabilities, the greater their ability to achieve effective performance.

From a Human Resource Management perspective, these findings highlight the importance of developing digital capabilities through training, upskilling, reskilling, and continuous learning. It is not enough for organizations merely to provide technology; they must also ensure that employees possess the ability to utilize it optimally. Therefore, the link between digital capability and employee performance can be viewed as a relevant conceptual relationship, wherein digital capability serves as a resource that supports the enhancement of employee performance quality and effectiveness.

## **CONCLUSIONS AND RECOMMENDATIONS**

### **Conclusion**

This conceptual study demonstrates that digital capability is a crucial strategic asset for supporting various employee outcomes amidst digital transformation. A synthesis of the literature reveals a conceptual link between digital capability and three key outcomes: employee adaptability, innovative work behavior, and employee performance. Digital capability enables employees to adapt to technological changes and job demands, fosters the ability to generate and implement new ideas, and supports more effective and productive work performance.

These findings confirm that digital capability is not merely viewed as a mastery of technology but also as a resource that supports learning, adaptation, innovation, and performance achievement. From a Human Resource Management perspective, the development of digital capability should be driven through digital training, upskilling, reskilling, continuous learning, and the creation of an innovation-friendly work environment. Consequently, strengthening digital capability can serve as a key strategy for organizations to prepare employees for the demands of an increasingly digitized work environment.

## Limitations

This study has several limitations. First, it employs a literature review approach; consequently, the resulting conclusions are conceptual in nature and do not empirically test the relationships between variables. Second, the literature on digital capability utilizes diverse concepts and measurement methods, leading to variations in how the term is interpreted at both the individual and organizational levels. Third, the research contexts within the reviewed literature are quite diverse, meaning that the application of the model to specific sectors, job types, and organizational characteristics requires caution.

## Recommendations

Future research is encouraged to empirically test this conceptual model using quantitative or mixed-methods approaches across various sectors and organizational characteristics. Empirical studies could also develop more consistent measures of digital capability and simultaneously examine its contribution to employee adaptability, innovative work behavior, and employee performance. Furthermore, future research might consider contextual factors—such as digital leadership, organizational culture, learning climate, and organizational support—to gain a more comprehensive understanding of the conditions that strengthen the impact of digital capability on employee outcomes.

## Author Contributions

All authors contributed to the preparation of this article. Contributions include developing ideas and conceptual frameworks, searching and reviewing literature, synthesizing study results, preparing the manuscript, and reviewing and improving the final manuscript. All authors have read and approved the final version of the manuscript for publication.

## AI Disclosure Statement

In preparing this article, the author utilized artificial intelligence (AI) as a tool to assist with idea development, structuring the text, refining academic language, and conducting a preliminary review of literature relevance. AI was not used to replace the author's processes of analysis, interpretation, and academic decision-making. The entire content of the article—including source selection, literature synthesis, interpretation, and conclusions—has been reviewed and verified by the author. The author bears full responsibility for the accuracy, integrity, and final content of the manuscript.

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