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A Systematic Literature Review of Sustainable Governance and Hospital Digital Transformation Capability for Hospital Organizational Capability

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Abstract: Hospitals are facing increasing pressure to achieve sustainability amid technological developments, changing patient expectations, regulatory dynamics, and intensifying competition. Although sustainable governance, digital transformation, and organizational capability have received growing research attention, their integrated contributions to hospital sustainability performance and competitive advantage have not yet been adequately synthesized. This study aims to examine and integrate findings from previous studies on sustainable governance, hospital digital transformation capability, and hospital organizational capability. The study employs a systematic literature review of publications published between 2020 and 2026 and identified through various academic databases. The selected articles are analyzed using thematic content analysis to identify key concepts, relationships among constructs, and research gaps. The synthesis indicates that sustainable governance supports accountability, transparency, and stakeholder engagement; hospital digital transformation capability facilitates technology integration, data-driven decision-making, and service innovation; while hospital organizational capability enables resource integration and the development of adaptive capabilities. The novelty of this study lies in the development of an integrated conceptual framework that explains the complementary roles of these three strategic dimensions in strengthening hospital sustainability and competitive positioning.

Keywords: Sustainable Governance, Hospital Digital Transformation Capabilities, Hospital Organizational Capabilities, Hospital Sustainability, Sustainable Competitive Advantage.

INTRODUCTION

The healthcare industry is undergoing substantial transformation driven by technological advancement, changing patient expectations, rising operational costs, regulatory pressures, and increasing competition among healthcare providers. Hospitals are increasingly required to deliver high-quality healthcare services while maintaining operational efficiency,

organizational resilience, environmental responsibility, and long-term financial sustainability. These demands have expanded the role of hospital management beyond clinical service delivery toward the development of integrated strategic capabilities that support organizational adaptation and sustainable performance. Hospital sustainability therefore requires coordinated governance, effective utilization of digital technologies, and organizational capabilities that enable hospitals to respond to environmental uncertainty and evolving stakeholder needs.

Sustainable governance is an important strategic foundation for ensuring that hospitals achieve their economic, social, environmental, and institutional objectives. Within healthcare organizations, governance extends beyond regulatory compliance and administrative control to encompass leadership commitment, accountability, transparency, stakeholder participation, and the integration of sustainability into organizational decision-making. Van Schie (2024) identified management involvement, healthcare professionals' commitment, knowledge, and technology use as important factors influencing the implementation of sustainability in hospitals. Similarly, De Regge and Eeckloo (2020) examined hospital governance structures and processes in relation to organizational and clinical performance. These findings suggest that sustainable governance can function as a strategic organizational mechanism that aligns stakeholder interests, supports resource allocation, and establishes institutional conditions for long-term hospital sustainability.

Hospital digital transformation capability represents the organizational ability to integrate digital technologies, information systems, data analytics, and digitally enabled processes into hospital operations and strategic decision-making. Digital transformation should not be interpreted merely as the adoption of electronic medical records or information technology infrastructure; rather, it requires coordinated changes in organizational strategy, managerial processes, workforce competencies, and service delivery models. Duncan et al. (2022) identified seven dimensions of hospital digital maturity, including strategy, information technology capability, interoperability, governance and management, patient-centered care, workforce capabilities, and data analytics. Furthermore, Dionisio et al. (2023) highlighted the transformative potential of digital technologies in healthcare and the need for stronger evidence regarding how technological innovations translate into practical organizational outcomes. Consequently, digital transformation capability is strategically relevant because hospitals must develop the ability not only to acquire technology but also to integrate, utilize, and continuously adapt it to improve organizational effectiveness and sustainability.

Hospital organizational capability refers to the ability of a hospital to coordinate resources, integrate knowledge, develop workforce competencies, improve internal processes, and adapt organizational routines in response to changing healthcare demands. These capabilities are essential because governance policies and digital investments do not automatically produce sustainable organizational outcomes unless hospitals possess the managerial and operational capacity to implement them effectively. Shi et al. (2021) developed an organizational capability evaluation framework for hospitals facing healthcare reform, emphasizing the importance of systematically assessing institutional capacity. In addition, research on digital readiness in healthcare has highlighted the importance of organizational preparedness, workforce competencies, and the removal of implementation barriers in realizing the benefits of digital transformation (Alotaibi et al., 2025). Accordingly, hospital organizational capability can be conceptualized as an enabling mechanism through which governance arrangements and digital transformation initiatives are translated into coordinated organizational action, improved adaptability, and sustainable performance.

The relationship among sustainable governance, hospital digital transformation capability, and hospital organizational capability can be examined through the Resource-Based View and Dynamic Capabilities Theory. The Resource-Based View proposes that differences in organizational performance can arise from resources and capabilities that are valuable, rare,

difficult to imitate, and difficult to substitute (Barney, 1991). In the hospital context, governance systems, specialized knowledge, digital infrastructure, managerial expertise, and organizational routines may contribute to strategic differentiation when they are effectively integrated and developed. However, possessing resources alone may be insufficient in rapidly changing environments. Dynamic Capabilities Theory emphasizes an organization's ability to sense emerging opportunities and threats, seize opportunities through strategic decisions, and transform its resource base in response to environmental changes (Teece et al., 1997). From this perspective, sustainable governance provides strategic direction and accountability, digital transformation capability enables technological adaptation and information integration, and organizational capability supports the coordination and renewal of resources. Their complementary development offers a theoretical basis for understanding how hospitals can strengthen resilience and sustainability over time.

Despite growing scholarly attention to hospital sustainability, governance, digital maturity, and organizational capability, important gaps remain in the integration of these research streams. Existing studies have examined governance-related determinants of hospital sustainability (van Schie, 2024), dimensions of hospital digital maturity (Duncan et al., 2022), and organizational capability assessment in the context of healthcare reform (Shi et al., 2021). Other research has investigated the role of digital transformation in healthcare effectiveness (Dionisio et al., 2023) and the barriers and facilitators affecting digital readiness and capability (Alotaibi et al., 2025). However, these studies address different analytical dimensions, research questions, and organizational contexts. A systematic synthesis is therefore needed to clarify how sustainable governance, hospital digital transformation capability, and hospital organizational capability are conceptually related, how their complementary roles may support hospital sustainability, and which theoretical and empirical questions remain unresolved. This gap should be interpreted as a need for integrative synthesis rather than an assumption that no previous studies have examined these constructs together.

To address this gap, the present study conducts a Systematic Literature Review of sustainable governance, hospital digital transformation capability, and hospital organizational capability. Its principal novelty lies in developing an integrated conceptual perspective that brings together governance, digital transformation, and organizational capability within a strategic hospital management framework. Rather than examining each dimension independently, the review seeks to identify their conceptual foundations, recurring relationships, enabling mechanisms, and implications for organizational sustainability. Specifically, this study aims to identify and synthesize relevant research, compare the ways in which the three constructs have been conceptualized, establish the principal research gaps, and develop an integrated framework to guide future empirical investigation. By combining insights from the Resource-Based View and Dynamic Capabilities Theory, this review is expected to contribute to the theoretical development of strategic hospital management and provide practical insights for hospital leaders seeking to align governance arrangements, digital investments, and organizational development with long-term sustainability objectives.

METHODS

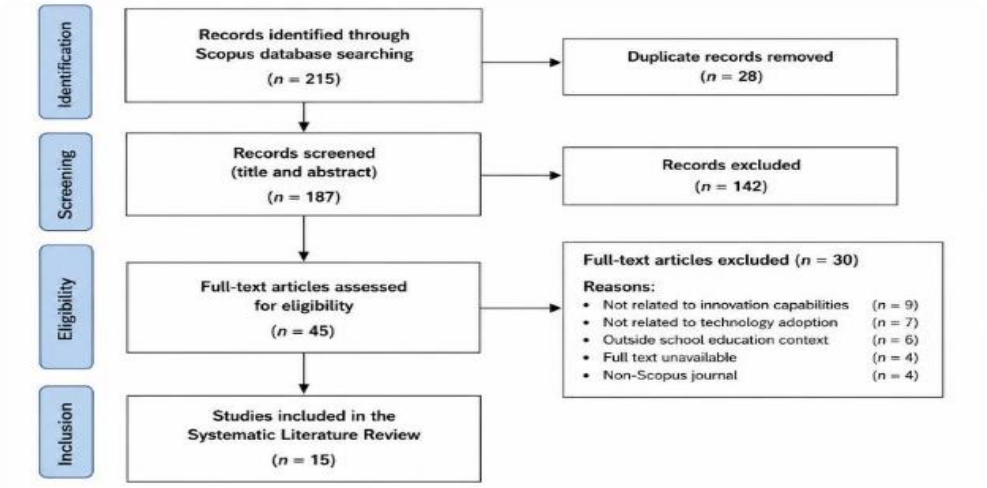


Figure 1: Prisma 2020 Flowchart

Figure 1 illustrates the article selection process based on the PRISMA 2020 guidelines. The literature search was conducted using the Scopus database and a combination of keywords related to *sustainable governance*, *hospital digital transformation capability*, and *hospital organizational capability*. The selection process consisted of four main stages: identification, screening, eligibility assessment, and inclusion. After removing duplicate records and screening titles, abstracts, and full-text articles against the predefined inclusion and exclusion criteria, the articles that met the eligibility requirements were selected as the basis for the synthesis in this study.

To provide an overview of the characteristics of the studies analyzed, Table 1 presents information on the authors, country in which the research was conducted, research methods, main theories or concepts employed, research variables or focus, and samples or research subjects. The presentation of these article characteristics aims to facilitate the identification of research trends, dominant methodological approaches, and research contexts that underpin the synthesis presented in the discussion section. The findings of this synthesis are expected to clarify the conceptual relationships among sustainable governance, hospital digital transformation capability, and hospital organizational capability, while also identifying research gaps that can serve as a basis for developing a conceptual framework for future research.

Table 1. Characteristics of the Articles Analyzed in the SLR Study

No.	Authors (Year)	Country	Research Method	Theory/Concept	Research Variables/Focus	Sample/Research Object
1	Shi, Sun, and Meng (2021)	China	Delphi method, Analytic Hierarchy Process (AHP), survey, and factor analysis	Hospital organizational capability; dynamic capabilities perspective	Development of organizational capability indicators, including positioning, regulation, decision-making, implementation, integration, and continuous development capabilities	55 hospitals; 20 hospital directors serving as the Delphi panel; 550 valid questionnaires out of 564 distributed

2	Gifford et al. (2022)	The Netherlands	Multiple-case study, in-depth interviews, document analysis, and thematic analysis	Dynamic Capabilities Theory	Hospital adaptive capabilities in responding to uncertainty through reorganization, decision-making, human resource management, material resource management, and planning	Five hospitals during the COVID-19 pandemic; 36 primary interviews and organizational documents
3	Raghavendra, Vijayakumar, and Adarsha (2022)	India	Instrument development and validation; quantitative survey	Organizational Capacity Assessment	Measurement of six organizational capacity dimensions: organizational foundations, resources, organizational capacity, core task implementation, benefits and impact, and external relationships	300 hospital managers from 16 states in India
4	Binsar, Mursitama, Hamsal, and Rahim (2025)	Indonesia	Quantitative survey; Structural Equation Modeling (SEM) using LISREL	Digital adoption capability and environmental dynamism	Digital adoption capability as a predictor of hospital performance, with environmental dynamism as a moderating variable	285 leaders of Class C and Class D hospitals in Indonesia
5	Tenggono, Soetjipto, and Sudhartio (2025)	Indonesia	Quantitative survey; Partial Least Squares Structural Equation Modeling (PLS-SEM) and a hierarchical component model	Dynamic managerial capabilities and strategic agility	Institutional pressures, dynamic managerial capabilities, strategic agility, and organizational strategic renewal	Senior executives and managerial personnel from private hospitals in Indonesia; the sample size was not reported in the available abstract
6	Duncan et al. (2022)	Australia and international literature	Systematic Literature Review (SLR)	Digital maturity and digital capability models	Strategy, information technology capabilities, interoperability, governance, management, workforce competencies, and data analytics	29 articles covering 27 hospital digital maturity models
7	Binsar et al. (2025)	Indonesia	Quantitative survey; Structural Equation Modeling	Digital adoption capability and environmental dynamism	The effect of digital adoption capability on hospital performance, with	285 leaders of Class C and Class D hospitals in Indonesia; data were collected

			(SEM) using LISREL		environmental dynamism as a moderator	from March to August 2023
8	Geissler et al. (2024)	Germany	National quantitative assessment using a digital maturity model	Hospital digital maturity and digital transformation assessment	Hospital digital maturity levels, infrastructure, digital capabilities, and decision-making support	Hospitals in Germany participating in the national DigitalRadar assessment
9	Cresswell et al. (2025)	Australia, Germany, the Netherlands, Norway, and Scotland	Cross-country comparative study; qualitative thematic analysis	Digital maturity, governance, leadership, and interoperability	Comparison of hospital digital maturity assessment approaches and digital capability indicators	Five national or regional assessment approaches
10	Woods et al. (2023)	Australia	Mixed-methods case study	Digital maturity and organizational impact	Perceived effects of digital maturity on patient experience, population health, healthcare costs, and healthcare provider experience	Healthcare organizations examined in case studies concerning digital maturity
11	van Schie (2024)	Europe	Systematic Literature Review following PRISMA guidelines	Sustainability governance; stakeholder theory	Governance factors influencing the implementation of sustainability in hospitals, including knowledge, management involvement, healthcare workforce commitment, and technology use	30 selected articles from 2,426 identified records
12	De Regge and Eeckloo (2020)	Developed countries; cross-country research coverage	Systematic Literature Review following PRISMA guidelines	Hospital organizational governance; Kane et al. (2009) framework	Board structure, board composition, executive management roles, governance processes, and the relationship between governance and hospital performance	63 empirical studies published between 2003 and 2018
13	Bosco, Di Gerio, Fiorani, and Stola (2024)	Italy; healthcare organizations as the implementation context	Conceptual framework development and social network analysis	Environmental, Social, and Governance (ESG); Stakeholder Capitalism Metrics;	Integration of environmental, social, and governance aspects into healthcare organizations'	National and international standards, guidelines, and disclosures; the study identified 13 action areas

				Sustainable Development Goals (SDGs)	business strategies; development of an ESG process map	and 27 topics for the healthcare sector
14	Messmann et al. (2024)	International; hospital sustainability literature	Systematic Literature Review following PRISMA guidelines	Sustainability measurement; environmental, social, and governance indicators	Development of a taxonomy and a set of indicators for assessing hospital sustainability, including governance and reporting indicators	88 articles, comprising 47 studies on comprehensive sustainability assessment and 41 studies addressing specific sustainability dimensions
15	Ibrahim, Ghofar, Purwanti, and Iqbal (2025)	International; hospital sustainability literature	Systematic Literature Review using Scopus and Web of Science	Triple Bottom Line; economic, social, and environmental sustainability	Hospital sustainability practices, sustainability systems and technologies, quality and value strategies, and waste reduction	62 articles published between 1988 and 2023

Based on Table 1, research on *sustainable governance*, *hospital digital transformation capability*, and *hospital organizational capability* encompasses a variety of methodological approaches, including quantitative and qualitative methods, systematic literature reviews, scoping reviews, and bibliometric analyses. These studies examine various aspects of healthcare organizational governance, the utilization of digital technologies, digital maturity, and the development of organizational capabilities in response to changes in the healthcare environment. The research contexts include hospitals, healthcare organizations, and other healthcare institutions. The diversity of research contexts and methodological approaches provides an overview of the development of scholarship on governance, digital transformation, and organizational capability in the healthcare sector.

From a theoretical perspective, these studies can be examined through the concepts of *sustainable governance*, *digital transformation*, *digital maturity*, and *organizational capability*, as well as the *Resource-Based View* (RBV) and *Dynamic Capabilities Theory* (DCT). Sustainable governance emphasizes the importance of accountability, transparency, leadership, and the integration of sustainability principles into organizational decision-making. Meanwhile, hospital digital transformation capability concerns an organization's ability to integrate digital technologies, information systems, data analytics, and technology-enabled work processes into its operational activities and strategic decision-making. Hospital organizational capability reflects an organization's ability to coordinate resources, develop workforce competencies, improve internal processes, and adapt to changes in the healthcare environment. These three aspects are conceptually interrelated and are important to understanding the strategic management of hospitals. However, the extent to which the relationships among these constructs have been examined in an integrated manner needs to be established through systematic literature searching and synthesis.

This study employs a *Systematic Literature Review* (SLR) to identify, evaluate, and synthesize findings from previous research on *sustainable governance*, *hospital digital transformation capability*, and *hospital organizational capability*. The SLR approach was selected because it provides a systematic, transparent, and reproducible literature review process, enabling a comprehensive understanding of the development of concepts, theoretical

approaches, research methods, and relationships among the constructs under investigation. The research process follows the *Preferred Reporting Items for Systematic Reviews and Meta-Analyses* (PRISMA) 2020 guidelines, which comprise four main stages: identification, screening, eligibility assessment, and inclusion. Through these stages, this study aims to develop a conceptual synthesis that integrates sustainable governance, digital transformation capability, and organizational capability within the hospital context. The findings are expected to identify research gaps and provide a conceptual foundation for future empirical research on strategic management and the sustainability of hospital organizations.

Search Strategy

The literature search was conducted using the Scopus database because of its extensive coverage of international scholarly publications and its inclusion of peer-reviewed articles. The search strategy was developed around three core concepts of this study: sustainable governance, hospital digital transformation capability, and hospital organizational capability. The keywords were combined using the Boolean operators AND and OR to identify scholarly articles relevant to the research focus. The search string used in this study was as follows:

("sustainable governance" OR "healthcare governance" OR "hospital governance" OR "sustainability governance") AND ("digital transformation capability" OR "hospital digital transformation" OR "digital capability" OR "digital maturity" OR "healthcare digital transformation") AND ("organizational capability" OR "organisational capability" OR "hospital organizational capability" OR "organizational capabilities" OR "dynamic capabilities")

The literature search focused on scholarly articles published between 2016 and 2026 to provide an overview of research developments over the past decade. The identified articles were subsequently screened according to the predefined inclusion and exclusion criteria, taking into account topic relevance, the healthcare organizational context, alignment with the research concepts, and full-text availability. The selection process was conducted systematically in accordance with the *Preferred Reporting Items for Systematic Reviews and Meta-Analyses* (PRISMA) 2020 guidelines. Articles that met all the selection criteria were included in the synthesis to identify conceptual developments, theoretical foundations, relationships among constructs, and research gaps concerning sustainable governance, digital transformation capability, and hospital organizational capability.

Inclusion and Exclusion Criteria

The articles were selected based on predefined inclusion and exclusion criteria to ensure that only studies relevant to the research objectives were analyzed. The inclusion criteria were as follows: (1) articles published between 2016 and 2026; (2) articles published in international journals indexed in Scopus; (3) articles written in English; (4) articles addressing sustainable governance, hospital digital transformation capability, and/or hospital organizational capability in the hospital context; and (5) articles available in full text. Meanwhile, the exclusion criteria included: (1) conference proceedings, books, book chapters, editorials, and non-systematic reviews; (2) articles that were not relevant to the research focus; (3) duplicate articles; and (4) articles for which the full text was unavailable.

Study Selection

The article selection process followed the PRISMA 2020 guidelines. During the identification stage, all articles retrieved from Scopus were collected based on predetermined keywords. Next, duplicate articles were removed. The screening stage involved reviewing the titles, abstracts, and keywords to ensure alignment with the research focus. Articles that met the criteria then proceeded to the eligibility stage, which involved a comprehensive assessment

of the article's content (full-text review). In the final stage (inclusion), articles that met all criteria were selected as the final sample for analysis

Data Extraction and Analysis

Data from each article were extracted using a predefined data extraction form. The information collected included the authors' names, year of publication, country in which the study was conducted, research objectives, theoretical frameworks, research methods, variables examined, analytical techniques, and main research findings. The data were then analyzed using descriptive and thematic analysis approaches. Descriptive analysis was used to identify publication trends, country distributions, research methods, theoretical frameworks, and article characteristics. Meanwhile, thematic analysis was employed to classify and synthesize research findings according to the main themes related to sustainable governance, hospital digital transformation capability, and hospital organizational capability. The results of this synthesis were then used to address each research question (RQ), identify research gaps, and formulate directions for future research.

Quality Assessment

To ensure the quality of the articles analyzed, each article was evaluated based on several indicators: alignment with the research objectives, clarity of methodology, validity of the analysis, and relevance of the findings to the research topic. Only articles that met thesequalitycriteria were included in the final synthesis process, ensuring that the study's results have a higher level of validity and reliability.

RESULTS AND DISCUSSION

Sustainable Governance

Sustainable governance has become an important strategic consideration in hospital management, as healthcare organizations must balance service quality, accountability, stakeholder interests, and long-term sustainability. Van Schie (2024) identified management involvement, healthcare professionals' commitment, knowledge, and technology use as key factors in implementing hospital sustainability. Similarly, De Regge and Eeckloo (2020) highlighted the importance of governance structures, clinical participation, and board involvement in healthcare quality. Bosco et al. (2024), Messmann et al. (2024), and Ibrahim et al. (2025) further emphasized the integration of environmental, social, and governance (ESG) principles, sustainability indicators, and operational practices into hospital management.

From a strategic management perspective, sustainable governance aligns organizational objectives, stakeholder interests, and resource allocation with long-term sustainability goals. However, its relationship with hospital digital transformation capability and hospital organizational capability remains insufficiently explored. Therefore, an integrated approach is needed to understand how sustainable governance can facilitate digital adaptation, strengthen organizational capabilities, and support hospital sustainability.

Hospital Digital Transformation Capability

Hospital digital transformation capability refers to a hospital's ability to integrate digital technologies into clinical services, administrative processes, governance, and strategic decision-making. Duncan et al. (2022) identified key dimensions of hospital digital maturity, including digital strategy, IT capabilities, interoperability, governance, workforce competencies, and data analytics. Binsar et al. (2025) further examined the relationship between digital adoption capability and hospital performance in Indonesia, highlighting the importance of utilizing digital resources to respond to changing environmental conditions.

From a strategic management perspective, Dynamic Capabilities Theory (Teece et al., 1997) explains how hospitals can adapt technological resources, workforce competencies, and organizational processes to address emerging challenges. Thus, hospital digital transformation capability represents more than technology adoption; it is a strategic capability that supports organizational adaptability and long-term sustainability. However, its relationship with sustainable governance and hospital organizational capability requires further empirical investigation.

Hospital Organizational Capability

Hospital organizational capability refers to a hospital's ability to coordinate resources, develop managerial competencies, improve operational processes, and adapt to environmental changes to achieve sustainable performance. Shi et al. (2021) emphasized the importance of systematically evaluating hospital organizational capabilities, while Gifford et al. (2022) highlighted the roles of decision-making, human resource management, resource allocation, reorganization, and planning in responding to uncertainty. Other studies (Al-Amin et al., 2024; Murphy & Wilson, 2022; Rosenbäck & Eriksson, 2024) further demonstrate that dynamic capabilities, organizational learning, stakeholder engagement, and process renewal are essential for improving hospital performance and resilience. From a strategic management perspective, hospital organizational capability can complement sustainable governance and digital transformation capability to strengthen organizational adaptability and support long-term sustainability.

Conceptual Framework of the Research



Figure 2: Conceptual Framework of the Study

The conceptual framework for this research, presented in Figure 2, is a synthesis of the fifteen articles analyzed in this study. It illustrates the interrelationships among Sustainable Hospital Governance, Hospital Digital Transformation Capability, and Hospital Organizational Capability within the context of hospital strategic management. Sustainable Hospital Governance provides strategic direction, accountability, transparency, and stakeholder engagement in decision-making processes. Meanwhile, Hospital Digital Transformation Capability reflects a hospital's capacity to integrate digital technologies, information systems, and data analytics into both operational processes and strategic decision-making. These two aspects are expected to strengthen Hospital Organizational Capability—defined as a hospital's ability to coordinate resources, develop workforce competencies, improve internal processes, and adapt to changes in the healthcare environment. Furthermore, organizational capability serves as a foundation for hospitals to enhance operational effectiveness, bolster organizational resilience, and support long-term sustainability. Thus, this conceptual framework emphasizes that the integration of sustainable governance and digital transformation capabilities represents a strategic approach that can potentially foster the development of a hospital's organizational capabilities, although these relationships warrant further empirical testing.

CONCLUSION

This study aims to examine and synthesize literature concerning sustainable governance, hospital digital transformation capability, and hospital organizational capability within the context of hospital strategic management. Based on the literature review, these three concepts

play complementary roles in supporting the development of organizational capabilities and the sustainability of hospitals. Sustainable governance fosters accountability, transparency, leadership commitment, and stakeholder engagement in decision-making processes. Meanwhile, hospital digital transformation capability enables hospitals to integrate digital technologies, information systems, and data analytics to enhance coordination, operational effectiveness, and the quality of decision-making. Hospital organizational capability reflects a hospital's capacity to coordinate resources, develop workforce competencies, improve internal processes, and adapt to changes in the healthcare environment.

A synthesis of prior research indicates that the success of governance and digital transformation depends not only on policy structures or the availability of technology but also on an organization's ability to integrate resources and translate strategy into operational action. From the perspective of the Resource-Based View (RBV), the integration of resources, knowledge, governance systems, and digital capabilities can generate a strategic advantage if developed into organizational capabilities that are valuable and difficult to imitate. Furthermore, Dynamic Capabilities Theory highlights the importance of a hospital's ability to recognize environmental changes, seize opportunities, and adjust its resources and organizational processes to navigate uncertainty. Together, these perspectives provide a theoretical foundation for understanding the interrelationships among sustainable governance, digital transformation capability, and hospital organizational capability.

The primary contribution of this study lies in the development of an integrated conceptual perspective that links these three dimensions within a framework for hospital strategic management. This framework posits that sustainable governance provides strategic direction and accountability mechanisms; digital transformation capability facilitates the integration of technology and information; and organizational capability enables the coordination of resources and organizational adaptation. Nevertheless, the relationships between these constructs require further empirical testing to determine the strength and mechanisms of their influence across various hospital contexts.

Future research is encouraged to test the proposed conceptual framework using quantitative, qualitative, or mixed-methods approaches within hospitals that differ in terms of ownership, classification, size, and operational environment. Empirical studies should also focus on developing valid and reliable measurement indicators for each construct, while accounting for contextual factors such as environmental dynamics, human resource readiness, and management support. Ultimately, this research is intended to serve as a foundation for advancing strategic management in the healthcare sector, while offering practical insights for hospital leadership on aligning governance, digital technology investments, and organizational capability development to ensure long-term sustainability.

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