

# Unraveling the Impact of Digital Transformation on Book Publishing: Organizational Performance and Content Quality Insights

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## Abstract

This study investigates the influence of digital transformation (DT) on the performance of book publishing enterprises, focusing on the intricate dynamics among internal resources, management practices, external policy environments, and content quality. Through empirical analysis and theoretical insights, the research elucidates the synergistic effects of these factors on organizational outcomes. The findings emphasize the critical role of resource allocation, management optimization, and government policies in facilitating successful DT adoption. Moreover, the mediating role of content quality in enhancing consumer engagement and market competitiveness is underscored. Overall, this study contributes to a deeper understanding of the complexities of DT within the book publishing industry and offers practical implications for stakeholders seeking to navigate digital disruptions and capitalize on emerging opportunities.



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**Keywords:** *Digital transformation, Book publishing, Organizational performance, Resource allocation, Management practices, Government policies, Content quality, Empirical analysis.*

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## **1. Introduction**

### **1.1 Background of Study**

Digital transformation, predicted to generate over \$100 trillion in value between 2016 and 2025 (World Economic Forum), has become critical for enterprises to address digital age challenges. By 2023, over half of global GDP is expected to come from digital transformation activities (IDC). Various nations have prioritized digital transformation in their industrial strategies, such as the United States' "Future Industrial Development Plan" and Germany's "Digital Strategy 2025" (Huang et al., 2021). China integrated the digital economy into its national strategy in 2017, emphasizing the integration of the Internet, big data, and AI into the real economy (Zeng et al., 2023). The 14th Five-Year Plan continues this emphasis, aiming to enhance digital technology application and industrial digital transformation. Significant initiatives include establishing digital economy zones and promoting SMEs' digital empowerment. Despite advancements, a 2022 report indicated only 17% of Chinese enterprises achieved significant digital transformation, highlighting barriers in this process (Accenture Consulting). The publishing industry has also faced digital transformation challenges, necessitating deeper reforms and innovation to maintain competitiveness in the digital economy (Peng, 2019; Ge, 2020). The publishing industry, crucial for cultural and economic development, is transitioning due to digitalization (Quan, 2018; Yu, 2018). The 14th Five-Year Plan for the Publishing Industry underscores the need for digital strategies and intelligent publishing (Zhu & Zhao, 2022). Historical insights reveal the publishing industry's role in cultural dissemination and economic impact, reflecting its evolution from traditional to digital formats (Quan, 2018). Policy reforms have facilitated market-oriented transitions, enhancing the industry's economic contributions (Wang & Mao, 2023). Statistical data from the 13th Five-Year Plan highlight significant growth in the publishing sector, with substantial revenue and employment figures. Digital technology's influence has disrupted traditional publishing models, necessitating adaptation to maintain relevance and competitiveness. The publishing industry must navigate these changes to capitalize on digital opportunities and mitigate associated challenges (Li & Lv, 2021; Ge, 2020). Digital transformation remains a strategic imperative for industries worldwide, including publishing. China's policy-driven approach has promoted significant advancements, yet ongoing challenges necessitate continued innovation and reform. Understanding these dynamics is vital for enhancing the performance and global competitiveness of book publishing enterprises in the digital age.

### **1.2 Problem Statement**

Achieving sustainable development necessitates outstanding organizational performance, making its study crucial. Researchers have identified various factors affecting organizational performance, such as industrial policies (Li et al., 2023), employee turnover (Li et al., 2023), and digital transformation (Xue et al., 2022). Historical studies have also examined the impact of organizational culture (Ejere & Ugochukwu, 2013), employee motivation (Corina et al., 2012), and service quality (Tuan & Yoshi, 2010). The rise of the digital economy fundamentally alters traditional business models, requiring organizations to adapt continuously (Bertani et al., 2021; Yeow et al., 2017). While digital transformation is pivotal for economic growth, its practical implementation faces significant challenges, including learning costs and management complexities (Li & Jia, 2018; Qi & Cai, 2020). Nonetheless, research supports the positive impact of digital transformation on business performance by enhancing information processing and reducing costs (Shen & Yuan, 2020; Manesh et al., 2021). Government industrial policies significantly influence corporate innovation and performance by providing resources such as financial subsidies and legal protection (Geng et al., 2016). These policies can drive technological innovation and industry development (Lin, 2017; Harrison & Rodriguez Clare,

2010). However, the effectiveness of these policies varies, with some studies highlighting potential drawbacks such as policy capture by interest groups (Lall, 2013; Aghion et al., 2015). In the context of publishing, digital transformation necessitates re-evaluating knowledge services and leveraging content quality to improve performance (Chang, 2019; Ge, 2020). High-quality content, characterized by innovation and systematicity, is crucial for the value of publications (Yi, 2018; Wang, 2008). Effective content quality management is essential for successful digital transformation and enhanced organizational performance (Liu, 2016). While extensive research has examined the direct relationships between digital transformation, government policies, and organizational performance, gaps remain in understanding the moderating role of government policies and the mediating effect of content quality in these relationships. This study aims to address these gaps.

### **1.3 Research Question**

This study aims to analyze the impact of digital transformation on the performance of book publishing enterprises, with a focus on the roles of government policies and content quality. The research addresses four main questions:

(1) Is there a significant relationship between digital transformation and performance?

This question investigates the direct impact of digital transformation on the performance of book publishing enterprises, considering factors such as technology adoption, business model innovation, organizational restructuring, and management change. The study will examine how these elements affect performance indicators like financial performance, market share, customer satisfaction, and employee productivity. Additionally, it will explore the challenges and obstacles faced during digital transformation and their effects on performance.

(2) Does government policy play a moderating role between digital transformation and content quality?

Given the significant impact of government policies on enterprise development, this question analyzes how such policies affect content quality management during digital transformation. The study will examine policy tools such as fiscal subsidies, tax incentives, information services, regulatory development, and ownership discrimination, and their influence on enterprises' investment in content creation and innovation. It will also consider the stability and predictability of the policy environment and its impact on long-term investment and strategic planning.

(3) Does government policy play a moderating role between digital transformation and performance?

This question explores how government policies influence the relationship between digital transformation and corporate performance. The study will analyze the effects of the policy environment on the adoption, speed, and effectiveness of digital transformation, and how policy support helps enterprises overcome difficulties and improve performance. It will also examine the short-term and long-term effects of policy changes on corporate performance and the differential impacts of various policy types.

(4) Does content quality play a mediating role between digital transformation and performance?

Finally, this question investigates the mediating role of content quality in the relationship between digital transformation and corporate performance. The study will analyze how improving content quality during digital transformation can enhance competitiveness, attract and retain customers, and improve performance indicators. It will also assess the effectiveness of content quality management strategies and their optimization.

### **1.4 Research Objectives**

The objectives of this study are to comprehensively understand the complex relationship between digital transformation, government policies, content quality, and corporate performance. Specifically, the objectives are:

(1) Exploring the Significant Relationship between Digital Transformation and Performance Through quantitative and qualitative analysis, the study aims to verify the impact of digital transformation on the performance of book publishing enterprises, revealing the key elements and their influence on business results. It will identify factors crucial to the success or failure of digital transformation, providing strategic insights.

(2) Analyzing the Regulatory Role of Government Policies

The study will evaluate the impact of government policies on content quality management during digital transformation. It aims to identify effective policy tools and measures, assess the long-term effects of policies, and determine how the policy environment influences content innovation and quality improvement efforts.

(3) Exploring the Moderating Role of Government Policies

This objective involves analyzing how government policies moderate the relationship between digital transformation and corporate performance. The study aims to understand how the policy environment affects responses to digital transformation and how policy support can enhance success rates and performance.

(4) Exploring the Mediating Role of Content Quality

The study will examine how content quality mediates the relationship between digital transformation and corporate performance, focusing on how it enhances customer satisfaction, brand image, and market share. It will analyze strategies to maximize the value of digital transformation through effective content quality management.

## 1.6 Significance of Research

Current research on digital transformation in book publishing primarily addresses strategies and technological applications, but it overlooks the combined effects of digital transformation, government policies, and content quality on enterprise performance. This study fills this gap by focusing on the mediating effect of content quality, offering a new perspective on digital transformation's profound impacts. By integrating the SCP (Structure-Conduct-Performance) analysis paradigm from industrial organization theory and the resource-based view, the study not only provides new application scenarios for the SCP paradigm but also extends the resource-based view's applicability in digital transformation (Law, Bhaumik, Sun, & Rahman, 2019). The empirical analysis conducted here contributes new data and in-depth insights into organizational change systems, enhancing understanding of the complexity and dynamics of digital transformation. The study's findings will offer strategic guidance for book publishing enterprises undergoing digital transformation, particularly in managing and innovating content quality. Enterprises can refine their digital strategies to boost market competitiveness and economic performance. Additionally, the research provides a foundation for government policy formulation and adjustment concerning digital transformation and content quality improvement in the publishing industry. Optimizing the policy environment based on these findings can support the digital transformation of publishing enterprises (Sun & Zuo, 2022). Furthermore, enhancing organizational performance and content quality in book publishing can facilitate the broad dissemination of knowledge and cultural development, significantly improving societal cultural quality and innovation capacity. In a VUCA (volatility, uncertainty, complexity, and ambiguity) environment, this study equips enterprises with strategies and tools to navigate rapid market changes and uncertainties, aiding their survival and development amidst digital transformation (Sun, 2023). This study advances theoretical knowledge and fills existing research gaps while offering practical insights for enterprises and government decision-makers, thereby promoting the digital transformation of the book publishing industry and contributing to overall societal development.

## **2. Literature Review**

### **2.1 Organizational Performance**

Organizational performance, a key indicator in economic and management research, encompasses various dimensions reflecting effectiveness and efficiency (Dess & Robinson, 1984; Venkatraman & Ramanujam, 1986). Traditional measures include financial and non-financial aspects, such as profitability, market share, and innovation (Zhao et al., 2011; Flynn et al., 2010). For publishing enterprises, performance evaluation extends to social benefits, aligned with national objectives (Zhu et al., 2021; "14th Five Year Plan for the Development of the Publishing Industry"). The Balanced Scorecard framework highlights the importance of balancing financial and non-financial metrics (Kaplan & Norton; Peng et al., 2020). In the context of digital transformation, firms face complex challenges, necessitating attention to both short-term financial gains and long-term innovation (Porter, 1990). Digitalization significantly impacts content quality, crucial for attracting readers and enhancing market competitiveness (Yin Ketao & Fang Qing, 2016). Moreover, government policies profoundly influence enterprise strategies and performance (Dai & Liu, 2015). This study aims to provide comprehensive theoretical and practical insights into the impact of digital transformation, government policies, and content quality on corporate performance in the publishing industry.

### **2.2 Digital Transformation**

The digital economy has garnered significant attention, yet scholars differ in defining it, prompting diverse research approaches (Xu, 2023; Li & Lu, 2021). Digital transformation, assessed from macro and micro angles, emphasizes strategic digitization and technological innovation (Tiwana et al., 2010). At the macro level, it's integral to national strategies, as seen in China's digital economy agenda ("14th Five-Year Plan for the Development of the Digital Economy," 2021). From a micro perspective, enterprises undergo multifaceted changes, adapting processes and business models to digital advancements (Feng et al., 2016). This shift transcends mere technological upgrades, influencing entire organizational structures and strategies (Raphael & Christoph, 2001). Scholars debate the primary actors and technologies driving digital transformation (Chanis, 2017; Hess et al., 2016), highlighting its broad scope and impact on business models, organizational structures, and societal well-being (Westerman et al., 2014; Pramanik et al., 2016). In the publishing sector, digital transformation entails comprehensive business redesign, aiming for process automation and intelligence, and necessitating strategic digital thinking (Bentian & Haffke, 2016). This study delineates digital transformation into digital publishing and conceptual dimensions, offering insights into its implications for the publishing industry's competitiveness and sustainability.

### **2.3 Government Policy**

Government policies significantly influence resource allocation, particularly in China where administrative departments manage key resources (Tian et al., 2009). Policies intervene when market mechanisms fail to promote technological innovation, aiming to ensure efficient resource allocation (Arrow, 1962; Kang & Park, 2012). Scholarly exploration of government policy evolved from analyzing policy-making stages to evaluating implementation (Lasswell, 1956; Pressman & Wildavsky, 1973). Policy evaluation and learning, pivotal in policy research, assess effectiveness and drive policy evolution (Dunn, 2017; Sabatier, 1988). Modern policy research integrates multidisciplinary perspectives, emphasizing policy networks and governance (Rhodes, 1997; Gil Garcia, 2006). Government policies, crucial during China's transition, facilitate resource allocation and support business model innovation (Dai & Liu, 2015). Industrial policies aim to optimize resource allocation and maintain fair competition through fiscal incentives and regulatory norms (Porter, 1990). This study categorizes government policies into guidance and legal dimensions, intending to analyze their

mechanisms in industrial development and offer strategic recommendations. Government policies guide industrial direction and behavior, promoting innovation and structural optimization (Porter, 1990). Legal frameworks ensure market stability and fair competition, vital for innovation and investment (North, 1990; Arrow, 1962). Policies influence strategic planning and compliance, shaping corporate decisions and resource allocation (Tian et al., 2009; Birkland, 2015). Government intervenes in market failures through policies addressing information asymmetry and externalities (Lasswell, 1956; Pressman & Wildavsky, 1973). Policy-making complexity demands professionalism and adaptability, with evaluation and adjustment crucial for effectiveness (Dunn, 2017; Sabatier, 1988). Future research will integrate interdisciplinary approaches and leverage new technologies to support policy formulation and implementation (Rhodes, 1997; Gil Garcia, 2006). Government policies are pivotal in industrial development, guiding behavior and addressing market failures. Future research will enhance theoretical frameworks and practical guidance for policymakers.

## **2.4 Content Quality**

Content quality, encompassing user needs and information accuracy, is vital in publishing. High-quality content must be accessible, accurate, and innovative (Eppler, 2003). It's pivotal in publications, emphasizing both accuracy and uniqueness (Yin & Fang, 2016; Yi, 2018). Research on content quality initially focused on editing and ethics, expanding to include innovation and cultural value (Wang, 2020; Jiang, 2020). Digital technology revolutionized content production, emphasizing real-time adaptation and user feedback (Jiang, 2013; Qingmo, 2023). In the digital era, effective content screening and user engagement tools are essential (Qingmo, 2023; Jiang, 2013). New evaluation models integrate big data and AI, aiming to enhance user experience and cultural consumption (Li & Wang, 2020; Wang, 2020). Content creation excellence relies on innovation and cultural relevance (Tidd & Bessant, 2009). This study categorizes content quality into creation and innovation, aiming to analyze their impact on publishing enterprise performance. Content quality involves accuracy, availability, innovation, and cultural value, adapting to diverse digital forms (Nielsen, 1993). It should stimulate social discussions and cultural exchange (Hofstede, 1980). User engagement, driven by social media and UGC, demands responsiveness to user feedback (Shirky, 2008; Jenkins, 2006). User-generated content aids in prompt content optimization (Benkler, 2006). New technologies like natural language processing enhance content quality evaluation, while content management platforms facilitate quality maintenance (Riloff & Shepherd, 2010; Butcher, 2012). Content quality is paramount in the digital era, demanding constant adaptation and technological integration to enhance user experience and market competitiveness. Future research should explore content quality's multidimensional nature and international attractiveness.

## **2.5 Underpinning Theories**

Industrial Organization Theory, rooted in microeconomics, examines firm and market structures, transcending the perfect competition model to analyze real-world complexities like transaction costs and barriers to entry (Bain & Scherer, 1979). It aims to balance enterprise vitality and economies of scale through competition and cooperation, crucial for optimizing industry development (Yang, 1999). Originating from Marshall's Industrial Economics, it evolved with the Structure Behavior Performance (SCP) paradigm, emphasizing the interaction between market structure, firm behavior, and market performance (Bain & Scherer, 1979). In China, the SCP model guides research on industrial transformation, urging policy adjustments and corporate innovation to enhance market performance (Yuan, 2003; Chi, 2009). As the publishing industry undergoes digital transformation, theories like SCP offer practical guidance to promote its sustainable development (Niu & Zhang, 2010). This study proposes a

theoretical framework to explore the impact of government policies and digital transformation on publishing content quality and corporate performance, acknowledging the SCP model's utility in understanding industry dynamics.

The Extended Resource Based View (ERBV) builds upon the traditional Resource Based View (RBV), emphasizing not only internal resources and capabilities but also dynamic capabilities, external resource integration, and organizational culture (Teece et al., 1997; Grant, 1996; Schein, 1992). ERBV highlights the importance of both internal and external resource utilization for sustained competitive advantages (Lavie, 2006). It underscores the role of innovation mechanisms and network relationships in fostering competitive advantages, viewing companies as integrated parts of a larger network (Barney, 1991; Scott & Davis, 2007). Moreover, in the digital age, enterprises can leverage information technology for enhanced value creation and benefit from government institutional resources, particularly in developing countries (Luo, 2003). These theoretical perspectives provide a robust foundation for empirical investigations into enterprise innovation and performance.

New Structural Economics (NSE), formulated by Professor Lin Yifu, former Chief Economist of the World Bank, elucidates how economies evolve at various development stages and how policy interventions can optimize economic structure for sustained growth (Lin et al., 2011). NSE posits that a country's economic structure is shaped by its comparative advantages, determined by factors like resource endowment and technological prowess (Lin, 2012). It advocates for nurturing industries with comparative advantages to propel growth and structural transformation (Lin et al., 2011). While market forces are crucial for resource allocation, government intervention becomes pivotal in rectifying market failures, facilitating industrial upgrading, and aligning economic structure with evolving comparative advantages (Lin, 2012). NSE underscores the necessity for dynamic industrial restructuring, where emerging industries are nurtured while declining ones are phased out (Lin et al., 2011). By providing a systematic framework for leveraging comparative advantages and government intervention, NSE offers a comprehensive strategy for fostering industrial growth and economic development in developing nations (Han, 2024).

## 2.6 Hypotheses

The hypotheses formulated for this study are rooted in understanding the multifaceted impacts of digital transformation and government policies on organizational performance, particularly in the context of digital publishing and content innovation.

### **H1: Digital Transformation and Organizational Performance**

- (1) H1a: Digital publishing positively influences financial performance.
- (2) H1b: Digital publishing positively influences innovation performance.
- (3) H1c: Digital concepts have a positive impact on financial performance.
- (4) H1d: Digital concepts have a positive impact on innovation performance.

### **H2: Government Policies and Content Quality Regulation**

- (1) H2a: Policy guidance positively regulates the impact of digital publishing on content creation.
- (2) H2b: Policy guidance positively regulates the impact of digital publishing on content innovation.
- (3) H2c: Policy guidance positively regulates the impact of digital concepts on content creation.
- (4) H2d: Policy guidance positively regulates the impact of digital concepts on content innovation.
- (5) H2e: Legal support moderates the impact of digital publishing concepts on content creation.

(6) H2f: Legal support moderates the impact of digital publishing on content innovation.

(7) H2g: Legal support regulates the impact of digital concepts on content creation.

(8) H2h: Legal support regulates the impact of digital concepts on content innovation.

### **H3: Government Policies and Corporate Performance**

(1) H3a: Policy guidance moderates the impact of digital publishing on financial performance.

(2) H3b: Policy guidance moderates the impact of digital publishing on innovation performance.

(3) H3c: Policy guidance moderates the impact of digital concepts on financial performance.

(4) H3d: Policy guidance moderates the impact of digital concepts on innovation performance.

(5) H3e: Legal support moderates the impact of digital publishing on financial performance.

(6) H3f: Legal support moderates the impact of digital publishing on innovation performance.

(7) H3g: Legal support moderates the impact of digital concepts on financial performance.

(8) H3h: Legal support moderates the impact of digital concepts on innovation performance.

### **H4: Mediating Role of Content Quality**

(1) H4a: Content creation mediates the relationship between digital publishing and financial performance.

(2) H4b: Content creation mediates the relationship between digital publishing and innovation performance.

(3) H4c: Content creation mediates the relationship between digital concepts and financial performance.

(4) H4d: Content creation mediates the relationship between digital concepts and innovation performance.

(5) H4e: Content innovation mediates the relationship between digital publishing and financial performance.

(6) H4f: Content innovation mediates the relationship between digital publishing and innovation performance.

(7) H4g: Content innovation mediates the relationship between digital concepts and financial performance.

(8) H4h: Content innovation mediates the relationship between digital concepts and innovation performance.

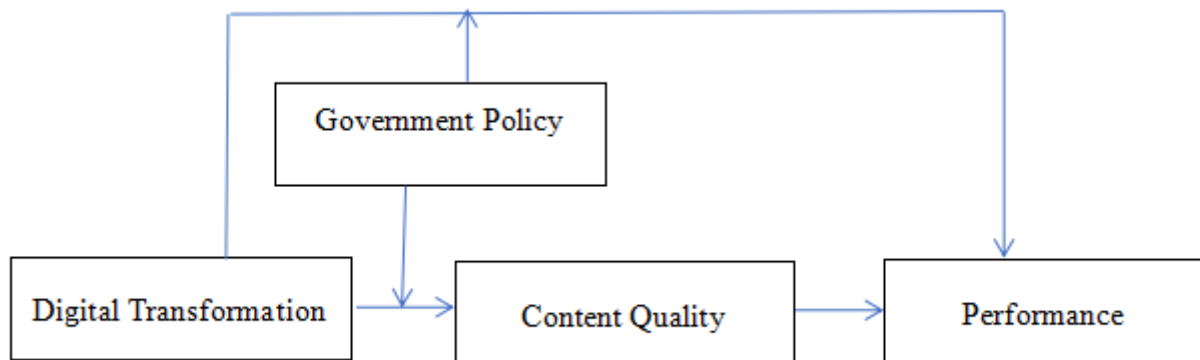
These hypotheses serve as the foundation for investigating the intricate dynamics between digital transformation, government policies, content quality, and organizational performance in the context of digital publishing and innovation.

## **2.7 Research Framework**

The research framework synthesizes insights from Industrial Organization (IO) theory and Extended Resource Based Theory (ERBT), providing a robust foundation for understanding the interplay between digital transformation, government policies, content quality, and organizational performance in the publishing industry. Drawing on the SCP paradigm and theories of corporate strategy, the framework illuminates the dynamic relationships among market structure, corporate behavior, and performance. Central to the framework is the integration of enterprise resources across three critical dimensions: digital transformation, government policy support, and content quality improvement. Digital transformation facilitates resource allocation, enhancing operational efficiency and market responsiveness. Concurrently, government policies guide enterprises, aligning strategies with market and technological trends. Moreover, content quality enhancement directly augments product competitiveness and brand value, meeting consumer demands and fostering market trust. By synergizing these elements, enterprises can bolster core competitiveness and secure enduring advantages in competitive markets. Through multifaceted resource integration and capability enhancement, firms can adeptly navigate environmental shifts, achieve sustainability, and



ultimately excel in performance. This research framework lays the groundwork for investigating how government policies, corporate strategies, and market dynamics interact to shape organizational outcomes in the digital era.



**Figure 2-1: Research Framework**

This diagram illustrates the interconnectedness of digital transformation, government policy support, content quality improvement, and organizational performance, offering a visual depiction of their intricate relationships.

### 3. Methodology

#### 3.1 Research Design

The study aims to elucidate the influence of government policies on digital transformation within book publishing enterprises, the mediating role of content quality in this process, and its ultimate impact on organizational performance. Employing quantitative research methods within the post-positivist research paradigm facilitates a comprehensive understanding of these intricate relationships (Sun & Zuo, 2024). Quantitative methods are chosen for their ability to precisely measure and analyze variables, particularly advantageous in assessing content quality as a mediating factor (Sun & Zuo, 2024). Utilizing advanced statistical techniques like Structural Equation Modeling (SEM) enables detailed scrutiny of how content quality mediates the effects of digital transformation on organizational performance, while also examining how government policies regulate this mediation. The post-positivist paradigm offers a flexible theoretical framework, accommodating the dynamic nature of content quality as a mediating variable amidst evolving policy landscapes and market dynamics (Sun, P., Zuo, X., Huang, H., & Wen, M., 2024). By focusing on the mediating role of content quality, the study posits that its enhancement not only directly impacts organizational performance but also indirectly enhances it through improved reader satisfaction and market recognition. Additionally, the research scrutinizes the regulatory role of government policies on content quality, encompassing support for content innovation, copyright protection, and technological applications. Through this methodology, the study aims to provide empirical and theoretical insights into the digital strategies and policy responses of book publishing enterprises, enhancing understanding of the interplay between government policies, digital transformation, content quality, and organizational performance.

#### 3.2 Population and Sampling

The study focuses on book publishing companies undergoing digital transformation, improving publishing processes, enhancing content quality, and responding to government policy guidance (Sun, P., & Zuo, X., 2023). All companies involved in digital transformation,

irrespective of size, location, or market position, are considered. The survey targets grassroots, middle-level, and senior management personnel of state-owned and private book companies that have completed restructuring. The estimated number of management personnel is based on industry knowledge and management practices, with grassroots management estimated at 60%, middle-level at 30%, and senior management at 10%. With an estimated population of 20.16 million management personnel, a sample size of 400 people is chosen, meeting the requirement of five samples for each of the 72 parameters in the mediation model (Krejcie & Morgan, 1970). Samples will be selected based on operational status, degree of digital transformation, and the influence of government policies, aiming to provide comprehensive insights into the digital transformation of book publishing enterprises. Sample selection is pivotal for ensuring the representativeness and generalizability of research findings (Krejcie & Morgan, 1970). A sample size of 400 people is chosen, considering the complexity of the mediation model. Selection criteria include the operational status of enterprises, the degree of digital transformation, and the impact of government policies. Through meticulous sampling, the study endeavors to offer profound insights into digital transformation and inform policymaking.

### **3.3 Instrument**

The questionnaire designed for data collection encompasses variables related to digital transformation practices, government policies, content quality innovation, and organizational performance, employing Likert five-level scales for measurement (Sun, P., & Zuo, X., 2023). Digital transformation, subdivided into digital publishing and digital concepts, is assessed based on existing literature and industry-specific adjustments, aiming to evaluate enterprises' performance and progress in adopting advanced digital technologies (Gilch & Sieweke, 2021; Warner & Wager, 2019). Organizational performance, focusing on financial and innovation dimensions, is evaluated considering profitability, operational efficiency, innovation ability, and social benefits, ensuring a comprehensive understanding of enterprise effectiveness (Zhao Guojun, 2021; Zhao Li et al., 2011). Content quality measurement, encompassing content creation and innovation, targets the accuracy, uniqueness, and innovation of published content, crucial for maintaining competitive advantage (Yi Tuqiang, 2018). Government policy scales, reflecting policy guidance and regulatory support, capture the influence of government interventions on digital transformation and content quality improvement, essential for promoting industry vitality and cultural prosperity (Cai et al., 2010; Gu Meng et al., 2015; Zeng Ping et al., 2016). Through these meticulously designed scales, the study aims to provide comprehensive insights into the factors driving digital transformation and content quality enhancement in publishing enterprises.

### **3.4 Pilot Study**

In this study, preliminary questionnaire surveys were conducted in two publishing companies to ensure the accuracy and reliability of the questionnaire. The content of the questionnaire was revised based on the collected opinions, with a response rate of 92% obtained from the distribution of 100 questionnaires. The purpose of this pilot study was to test the reliability and validity of the questionnaire before the formal large-scale survey, thereby improving the efficiency and quality of data collection. Validity testing was conducted using Exploratory Factor Analysis (EFA), which identified potential conceptual dimensions and ensured that questionnaire items accurately reflected the constructs being studied. Additionally, reliability testing was performed using Cronbach's  $\alpha$  coefficient, with values exceeding 0.70 considered acceptable. The results showed that all scales exhibited good internal consistency reliability, indicating that each item maintained consistent reliability when measuring the same concept. Furthermore, exploratory factor analysis revealed that each item clustered around expected

latent dimensions, confirming the structural validity of the scale. Based on these positive preliminary results, the questionnaire demonstrated sufficient reliability and validity to measure the predetermined constructs, allowing for the commencement of the formal investigation phase to collect larger datasets and gain a comprehensive understanding of key variables' relationships and impacts.

### 3.5 Data Collection and Analysis

Sampling and data collection in this study were conducted with measures to ensure validity and reliability. Snowball Sampling, a non-probability sampling technique, was adopted due to limited resources and to minimize non-sampling errors. This method allowed for participant recruitment through existing networks. The data collection phase lasted from January to October 2023, involving the online distribution of questionnaires to management personnel in publishing and distribution enterprises. Out of 420 distributed questionnaires, 394 were collected, and after screening for quality, 335 valid responses were included for analysis. The respondents represented various levels of management across different types of publishing entities, ensuring comprehensive data collection. Ethical guidelines were strictly followed throughout the process, ensuring participant privacy and data confidentiality. The data analysis plan includes steps such as data cleaning, descriptive statistics, reliability and validity analysis, hypothesis testing, mediation, and moderation analysis. For instance, Cronbach's  $\alpha$  coefficient will assess internal consistency reliability, while exploratory factor analysis (EFA) will test construct validity. Regression analysis will examine the correlation between variables, with moderation effects analyzed using interaction terms. Mediation effects will be tested using Baron and Kenny's method or Sobel test. The results will be interpreted and reported, suggesting implications for theory and practice, while also discussing limitations and future research directions.

## 4. Results and Discussion

### 4.1 Descriptive Statistical Analysis

In the data collection phase, 394 questionnaires were collected, of which 59 were excluded due to not meeting requirements, resulting in 335 valid questionnaires, representing an effective response rate of 85%. Among respondents, 67.16% were male, with 32.84% female. The highest proportion of respondents fell in the age range of 36-45 years (47.16%), followed by 26-35 years (30.75%). Regarding educational background, 76.72% held a bachelor's degree, while 16.42% had a master's degree or above. In terms of job distribution, middle managers comprised the largest group (51.34%), followed by grassroots managers (33.43%). Concerning the scale of publishing enterprises, over 58% were large enterprises, while medium and small enterprises accounted for nearly 30% and 12%, respectively.

**Table 4-1: Statistical Description of Respondent Demographics**

Variables		Frequency	Percentage	Effective percentage	Accumulated percentage
Gender	Male	225	67.16	67.16	67.16
	Female	110	32.84	32.84	100.00
Age	26-35 years old	103	30.75	30.75	30.75
	36-45 years old	158	47.16	47.16	77.91
	46-55 years old	72	21.49	21.49	99.40
	Over 56 years old	2	0.60	9.2	100.00
Educational background	Master's degree or above	55	16.42	16.42	16.42
	Undergraduate course	257	76.72	76.72	93.14
	College and vocational school	23	6.86	6.86	100.00
	Senior management personnel	9	2.69	2.69	2.69
Position	Middle manager	172	51.34	51.34	54.03
	Grassroots management personnel	112	33.43	33.43	87.46
	Editor's topic planner	42	12.54	12.54	100.00

Descriptive statistical analysis was conducted on key variables such as digital transformation, government policies, content quality, and corporate performance. Except for a few items in enterprise performance dimensions, mean scores for most dimensions were above 3.5, indicating a generally positive attitude among respondents. Standard deviations around 0.7 suggested moderate variability in opinions, indicating widespread and stable support for digital transformation. Frequency analysis revealed that the majority of respondents held positive attitudes towards digital transformation and content quality, while views on organizational performance were more conservative and neutral. Overall, respondents exhibited a balanced perspective on organizational performance, with no extreme tendencies. These findings provide valuable insights into respondent attitudes and lay the groundwork for further research and analysis, guiding policy formulation, corporate strategies, and industry development efforts.

#### **4.2 Reliability and Validity Analysis**

In the reliability and validity analysis, Cronbach's alpha was utilized to assess the internal consistency reliability of the questionnaire items, while exploratory factor analysis (EFA) was employed to ascertain the structural validity of the scales. Internal consistency tests were conducted on four key scales: digital transformation, cultural content, corporate performance, and government policies. Two indicators, the corrected item-total correlation (CITC) values and Cronbach's alpha coefficients, were examined for each scale. The CITC values ranged from 0.509 to 0.887, surpassing the recommended threshold of 0.50, indicating acceptable overall item-variable correlation. Additionally, all Cronbach's alpha coefficients exceeded 0.70, with values ranging from 0.70 to 0.925, indicating high internal consistency and reliability across all scales. These results affirm the reliability of the scales in measuring concepts such as digital transformation, publishing content quality, corporate performance, and government policies, thereby providing a robust foundation for subsequent research and analysis. The structural validity of the scales was evaluated through EFA, which involved analyzing the measurement items across four main areas: digital transformation, corporate performance, publication content quality, and government policies. Eight main factors were successfully extracted from the 28 measurement items in the questionnaire. The Kaiser-Meyer-Olkin (KMO) sampling adequacy index was 0.800, exceeding the recommended threshold of 0.6, indicating the suitability of the data for factor analysis. Moreover, the degrees of freedom (df) were 378, with a significance level of 0.000, further confirming the applicability and effectiveness of factor analysis and the extracted factors. Furthermore, the minimum factor load for each measurement item exceeded the recommended standard of 0.50, demonstrating good discriminant and convergent validity. This suggests that the questionnaire items consistently measure the specific constructs they are designed for, supporting the structural validity of the scales. These findings validate the use of the scales in subsequent research to accurately assess and analyze the relationships and impacts of digital transformation, corporate performance, publication content quality, and government policies.

#### **4.3 Confirmatory Factor Analysis**

In the analysis of Confirmatory Factor Analysis (CFA), we utilized AMOS 17.0 software to assess the reliability and effectiveness of the measurement models for various dimensions of variables. CFA was conducted on four core variables: digital transformation, corporate performance, publishing content quality, and government policies. Fit indices were examined to evaluate the adequacy of the models. The results of CFA for digital transformation indicated a good fit of the measurement model to the data. The chi-square value and degree of freedom ratio ( $\chi^2/df$ ) were 0.973, below the recommended threshold of 2, indicating minimal discrepancy between the model and observed data. Additionally, goodness of fit indices such as NFI, RFI, IFI, TLI, and

CFI exceeded 0.90, with IFI and CFI reaching a rare perfect fit of 1. The RMSEA was 0.000, indicating virtually no discrepancies with the data.

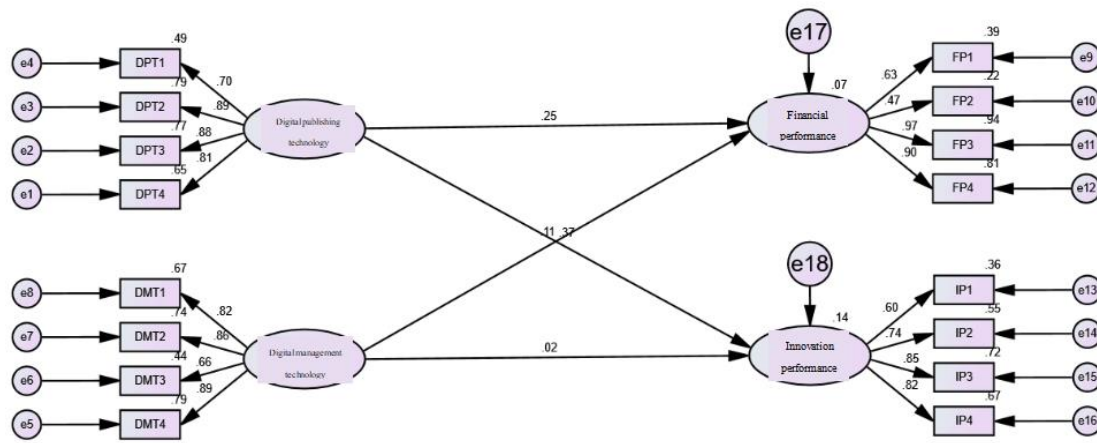
**Table 4-2: SEM Fit Indices and Ideal Values**

Fit indicators	Ideal value range
$\chi^2/df$	<8
RMSEA	<0.08
GFI	>0.90
NFI	>0.90
RFI	>0.90
IFI	>0.90
TLI	>0.90
CFI	>0.90

The CFA results for organizational performance showed a chi-square value and degree of freedom ratio ( $\chi^2/df$ ) of 8.666, higher than the ideal threshold of 3 but within an acceptable range. Although the RMSEA slightly exceeded the recommended threshold of 0.08, other goodness of fit indices, such as NFI, IFI, and CFI, indicated a reasonable fit between the model and the data. For publishing content quality, the CFA results demonstrated a good fit of the measurement model to the data. The chi-square value and degree of freedom ratio ( $\chi^2/df$ ) were 1.676, below the threshold of 2, indicating a favorable fit. Goodness of fit indices such as NFI, RFI, IFI, TLI, and CFI exceeded 0.90, with IFI and CFI almost perfectly fitting the data. The CFA results for government policies revealed a chi-square value and degree of freedom ratio ( $\chi^2/df$ ) of 6.062, below the threshold of 8, indicating an acceptable fit. Although the RMSEA slightly exceeded the recommended threshold of 0.08, other goodness of fit indices, such as NFI, IFI, and CFI, indicated a reasonable fit between the model and the data. Overall, the results of CFA validate the measurement models for digital transformation, corporate performance, publishing content quality, and government policies, providing confidence in their reliability and effectiveness for subsequent research and analysis.

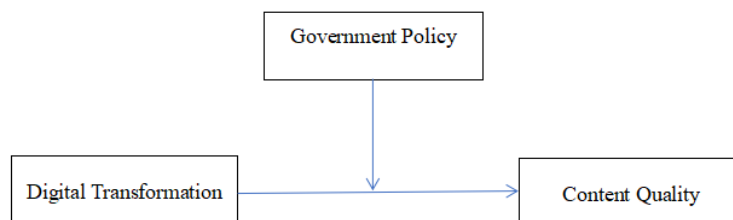
#### 4.4 Hypothesis Testing

The author examines the relationship between digital transformation and organizational performance, focusing on digital publishing and digital concepts. Correlation analysis revealed a significant positive correlation between digital transformation and organizational performance dimensions. To further understand the interaction, multiple regression analysis was employed. Results showed that digital publishing significantly impacts innovation and financial performance, supported by path coefficients (0.295 for innovation, 0.224 for financial), critical ratios (5.634 for innovation, 4.144 for financial), and low significance levels (\*\*\*,  $p < 0.01$ ). However, the impact of digital concepts on performance was mixed. While digital concepts had no significant impact on innovation performance ( $p = 0.793$ ), they showed a marginally significant effect on financial performance ( $p = 0.060$ ). Therefore, while hypotheses H1a and H1b were supported, H1c was partially supported, and H1d was not supported. These results suggest that digital publishing significantly enhances organizational performance, with digital concepts playing a moderate role in fostering innovation. This underscores the positive influence of digital transformation on organizational performance, offering valuable insights for publishing companies seeking to enhance their performance through digital initiatives.



**Figure 4-1: SEM Analysis of Digital Transformation and Enterprise Performance**

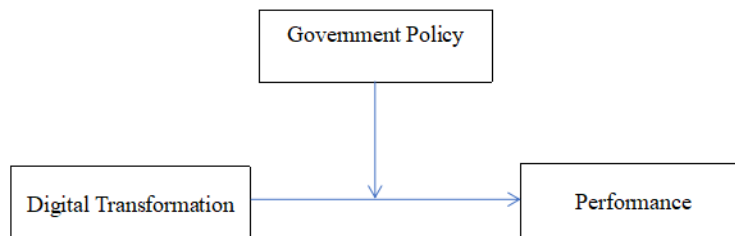
The author explores the moderating role of government policies in the relationship between digital transformation and the quality of published content. Four models are constructed to analyze this relationship, focusing on digital publishing and digital concepts. For digital publishing, the results show that while policy guidance significantly moderates its impact on content innovation ( $\beta = 1.103, p < 0.05$ ), it does not significantly affect content creation ( $\beta = 0.610, p > 0.05$ ), indicating partial support for hypotheses H2a and H2b. Similarly, for digital concepts, policy guidance significantly moderates its impact on content creation ( $\beta = 0.955, p < 0.05$ ) but not on content innovation ( $\beta = 0.724, p > 0.05$ ), partially supporting H2c and H2d. Additionally, legal support significantly moderates the impact of digital publishing on content creation ( $\beta = 1.135, p < 0.05$ ), partially supporting H2e, while its impact on content innovation is not significant ( $\beta = 0.647, p > 0.05$ ), supporting H2f. Moreover, legal support does not significantly moderate the impact of digital concepts on content creation ( $\beta = 1.128, p > 0.05$ ) or content innovation ( $\beta = 0.636, p > 0.05$ ), partially supporting H2g and H2h. These findings highlight the nuanced role of government policies and legal support in shaping the relationship between digital transformation and content quality, providing valuable insights for policy formulation in the publishing sector.



**Figure 4-2: Relationship Between Government Policies Regulating Digital Transformation and Content Quality**

The author investigates the moderating role of government policies in the relationship between digital transformation and organizational performance. The analysis is divided into four steps, examining the impact of policy guidance and legal support on financial and innovation performance under both digital publishing and digital concepts. For digital publishing, while policy guidance significantly moderates its impact on innovation performance ( $\beta = 0.337, p < 0.001$ ), it does not significantly affect financial performance ( $\beta = 0.760, p > 0.05$ ), indicating partial support for H3a and H3b. Similarly, under digital concepts, policy guidance significantly moderates the impact on innovation performance ( $\beta = 0.104, p < 0.05$ ) but not on financial performance ( $\beta = 0.661, p > 0.05$ ), partially supporting H3c and H3d. Regarding legal support, it significantly moderates the impact of digital publishing on financial

performance ( $\beta = 0.520$ ,  $p > 0.05$ ) but not on innovation performance ( $\beta = 0.876$ ,  $p > 0.05$ ), supporting H3e and partially supporting H3f. Additionally, legal support does not significantly moderate the impact of digital concepts on financial ( $\beta = 0.182$ ,  $p > 0.05$ ) or innovation performance ( $\beta = 0.344$ ,  $p > 0.05$ ), partially supporting H3g and H3h. These findings underscore the nuanced influence of government policies and legal support in shaping the relationship between digital transformation and organizational performance, offering valuable insights for policy formulation in digital publishing.



**Figure 4-3: Relationship Between Government Policies Regulating Digital Transformation and Organizational Performance**

The author investigates the mediating role of content quality (CQ) in the relationship between digital transformation (DT) and organizational performance (OP). Firstly, correlation analysis reveals significant positive correlations between DT and CQ dimensions: digital publishing (DP) and digital concepts (DC), with content creation (CC) and content innovation (IC). For instance, the correlation coefficients between DP and CC, DP and IC, DC and CC, and DC and IC are 0.170, 0.266, 0.146, and 0.191, respectively. Moving to multiple regression analysis, the impact of DT on CQ is scrutinized. Notably, the coefficient of DP on CC is 0.137 with a critical ratio (C.R.) of 1.947, indicating a positive yet nonsignificant relationship. However, the coefficient of DC on CC stands at 0.165 with a C.R. of 2.378, indicating a significant positive impact. In terms of IC, the coefficient for DP is 0.28 with a C.R. of 4.511, demonstrating a highly significant positive impact. Similarly, the coefficient for DC is 0.159 with a C.R. of 2.65, also indicating a significant positive impact on IC. These findings underscore the differential impact of DT dimensions on CQ aspects, with DP and DC significantly influencing both CC and IC. Furthermore, confirmatory factor analysis (CFA) validates the relationship between DT and CQ, with fit indices such as the chi-square value, comparative fit index (CFI), and root mean square error of approximation (RMSEA) indicating a good fit. For example, the chi-square value and degree of freedom ratio (CMIN/DF) are 1.765, below the threshold of 2, while the CFI is 0.979, exceeding the 0.90 benchmark. This robust model fit bolsters the credibility of the relationship between DT and CQ. Moreover, the mediating role of CQ between DT and OP is assessed through multiple regression analysis. The results indicate that CQ, particularly CC and IC, mediates the relationship between DT and OP. For instance, when CQ is introduced as an intermediate variable, the impact of DT on OP remains significant but decreases, suggesting a mediating effect.

This detailed analysis of numerical data provides a comprehensive understanding of the relationships between DT, CQ, and OP, highlighting the crucial role of CQ as a mediator in enhancing organizational performance amidst digital transformations.

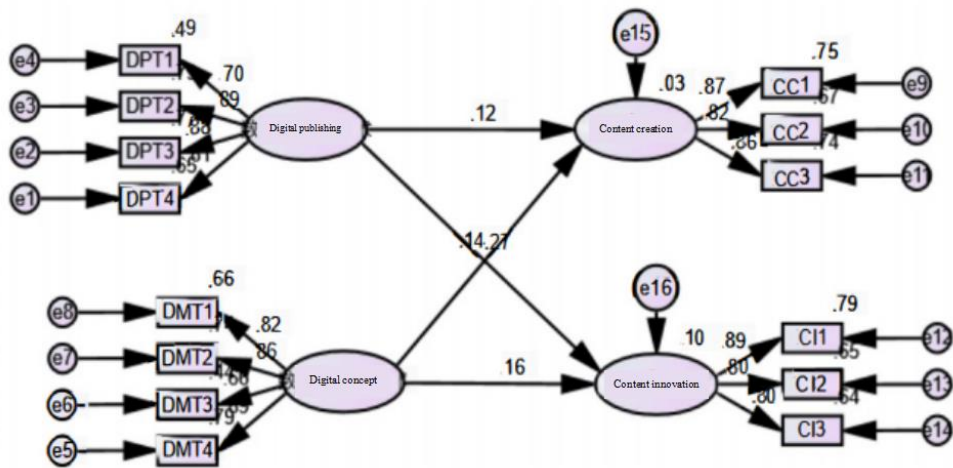


Figure 4-4: SEM Analysis of Digital Transformation and Content Quality

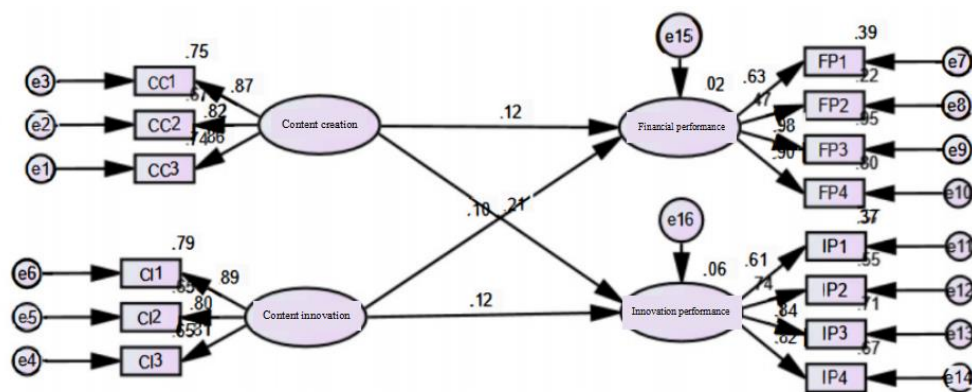


Figure 4-5: SEM Analysis of Content Quality and Enterprise Performance

### 4.5 Discussions

The findings of this study underscore the multifaceted nature of digital transformation (DT) within the book publishing industry and its profound implications for organizational performance (OP) (Gu Xiaming et al., 2018). Our empirical analysis reveals several key insights, aligning with existing literature while offering novel perspectives on the interplay between DT, government policies, and content quality (CQ) (Chesbrough, 2003). In the context of book publishing, DT emerges as a pivotal driver of enterprise development. Our findings corroborate previous research while advancing our understanding of how DT influences business performance and the regulatory role of government policies (Porter, 2006). Notably, the effectiveness of DT is contingent upon a confluence of factors, including resource allocation, management practices, and external policy environments (Teece et al., 1997). Resource allocation emerges as a foundational element in successful DT initiatives. Consistent with Resource-Based View (RBV), enterprises must strategically invest in technological, human, and informational resources to foster digital platforms and enhance publishing efficiency and innovation capabilities (Barney, 1991). Moreover, the effective utilization of resources hinges on internal management practices, emphasizing leadership, organizational structure, and process optimization (Prahalad & Hamel, 1990). Furthermore, external policy environments, particularly government interventions, significantly shape the landscape of DT in book publishing enterprises. Government policies play a dual role by mitigating transformation costs and risks while fostering innovation vitality through fiscal subsidies, tax incentives, and intellectual property protection (Aghion et al., 2015). Such policies not only facilitate industry standards but also promote collaboration between academia and industry, fostering content



innovation and service enhancements (Porter, 2000). CQ emerges as a critical mediator in the relationship between DT and OP. High-quality content not only satisfies consumer demands but also elevates brand image and market competitiveness (Grant, 1996). In the digital era, content innovation and interactivity are paramount, driving user engagement and retention (Chesbrough, 2003). Hence, enterprises must prioritize originality, professionalism, and diversity in content creation to enhance user experience and satisfaction (Zhu et al., 2022). Overall, our findings emphasize the need for a comprehensive approach to DT, considering the synergistic effects of internal resources, management practices, and external policy environments. This study provides empirical support for devising digital strategies that optimize resource allocation, management optimization, and policy utilization to maximize the benefits of DT.

In conclusion, the positive impact of DT on book publishing enterprises underscores its transformative potential. Government policies and CQ play pivotal roles in shaping the outcomes of DT initiatives. These findings offer practical implications for stakeholders, guiding the formulation of digital strategies, policy frameworks, and content creation endeavors. Future research should explore the nuanced dynamics of DT across diverse publishing contexts, elucidating its implications for cultural and market environments.

## 5. Conclusion

This study delves into the intricate dynamics of digital transformation (DT) within the book publishing industry, shedding light on its multifaceted implications for organizational performance (OP) and the regulatory role of government policies. Our findings underscore the transformative potential of DT, offering novel insights that contribute to scholarly discourse and practical applications. The empirical analysis conducted in this research highlights the complex interplay between internal resources, management practices, external policy environments, and content quality (CQ) in shaping the outcomes of DT initiatives. By adopting a comprehensive perspective, we unveil the synergistic effects of these factors, emphasizing the need for a holistic approach to DT strategy formulation and implementation. One of the key contributions of this study lies in its elucidation of the pivotal role played by resource allocation and management practices in driving successful DT. Drawing on Resource-Based View (RBV), we underscore the importance of strategic resource investments and effective resource utilization in enhancing publishing efficiency and innovation capabilities. Additionally, our examination of external policy environments underscores the significance of government interventions in facilitating DT adoption and fostering industry innovation. Furthermore, our analysis underscores the mediating role of CQ in the relationship between DT and OP. High-quality content emerges as a critical driver of consumer engagement, brand reputation, and market competitiveness. By prioritizing originality, professionalism, and diversity in content creation, enterprises can enhance user experience and bolster their competitive edge in the digital landscape. Overall, this study offers valuable insights for stakeholders across the book publishing ecosystem, including enterprises, policymakers, and content creators. By recognizing the nuanced dynamics of DT and its implications for OP, stakeholders can devise informed strategies to navigate digital disruptions and capitalize on emerging opportunities. Moreover, the findings of this research pave the way for future investigations into the evolving nature of DT in diverse cultural and market contexts, fostering a deeper understanding of its long-term implications and potential avenues for value creation. In conclusion, the findings presented in this study underscore the transformative potential of DT within the book publishing industry, offering actionable insights that advance scholarly discourse and inform strategic decision-making. By embracing digital innovations and leveraging synergies across

internal resources, management practices, external policies, and content quality, enterprises can position themselves for sustained success in an increasingly digital-centric landscape.

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