West Science Interdisciplinary Studies
Vol. 4, No. 04, April 2026: pp. 520-530

Analysis the Impact of CFO–CIO Collaboration and Digital Governance on the Financial Performance of Technology Companies in West Java

Ahalik[1], Irwan Irawadi Barus[2], Fenty Astrina[3], Eko Sudarmanto[4], Fadilla Muhammad Mahdi[5]
[1] Institut Bisnis dan Komunikasi Swadaya, Jakarta and ahalikcpa@gmail.com
[2] Universitas Dian Nusantara and irwan.irawadi.barus@dosen.undira.ac.id
[3] Universitas Muhammadiyah Palembang and fentyasterina1@gmail.com
[4] Universitas Muhammadiyah Tangerang and ekosudarmanto.umt@gmail.com
[5] Universitas Muhammadiyah Malang and fadillamm@umm.ac.id

ABSTRACT

This study examines the impact of Chief Financial Officer (CFO)–Chief Information Officer (CIO) collaboration and digital governance on the financial performance of technology companies in West Java. In the context of rapid digital transformation, the alignment between financial and technological functions has become a critical factor in organizational success. This research adopts a quantitative approach using primary data collected from 120 respondents through structured questionnaires measured on a Likert scale. Data analysis was conducted using IBM SPSS Statistics version 25, including descriptive statistics, validity and reliability testing, classical assumption tests, and multiple linear regression analysis. The results indicate that CFO–CIO collaboration has a positive and significant effect on financial performance, demonstrating that effective coordination between financial and IT leadership enhances strategic decision-making and resource allocation. Digital governance also shows a positive and significant influence, highlighting the importance of structured policies, risk management, and accountability in managing digital initiatives. Simultaneously, both variables significantly affect financial performance, with a coefficient of determination (R^2) of 0.61, indicating that 61% of the variation in financial performance can be explained by the model. These findings suggest that collaboration and governance mechanisms play a complementary role in driving organizational performance. This study contributes to the literature by providing empirical evidence on the strategic role of cross-functional collaboration and digital governance in emerging markets. Practically, the findings offer insights for organizations to strengthen CFO–CIO partnerships and implement effective governance frameworks to enhance financial outcomes in the digital era.

Keywords: *CFO–CIO Collaboration, Digital Governance, Financial Performance, Technology Companies, West Java*

1. INTRODUCTION

The rapid evolution of digital technology has fundamentally reshaped organizational structures, competitive dynamics, and value creation mechanisms across industries, particularly within the technology sector [1], [2]. In emerging economies such as Indonesia, this transformation is accelerating at an unprecedented pace, driven by increasing digital adoption, government initiatives, and the expansion of digital ecosystems. Within this national context, West Java has emerged as a strategic economic and technological hub, hosting a growing number of technology-oriented firms that rely heavily on digital infrastructure to sustain innovation and competitiveness [3], [4]. However, while digital transformation offers significant opportunities, it simultaneously introduces complex organizational challenges, particularly in aligning technological investments with financial strategies.

In this evolving landscape, the roles of Chief Financial Officers (CFOs) and Chief Information Officers (CIOs) are undergoing a significant paradigm shift. Traditionally, CFOs have been responsible for financial planning, risk management, and ensuring organizational financial sustainability, whereas CIOs have focused on managing information systems and technological

infrastructure. However, the increasing centrality of digital technologies in business strategy has blurred these functional boundaries, necessitating a more integrated and collaborative approach between financial and technological leadership [5], [6]. Effective CFO–CIO collaboration is no longer optional but essential, as it enables organizations to optimize IT investments, enhance data-driven decision-making, and align digital initiatives with strategic objectives. Conversely, the absence of such collaboration may lead to resource misallocation, fragmented decision-making, and heightened operational and strategic risks.

Beyond leadership collaboration, the concept of digital governance has gained prominence as a critical mechanism for managing digital transformation. Digital governance encompasses the structures, policies, and processes that ensure digital technologies are utilized effectively, responsibly, and in alignment with organizational goals [7], [8]. It plays a vital role in addressing challenges related to cybersecurity, data integrity, regulatory compliance, and technological risk management. Strong digital governance frameworks facilitate coordination across organizational units, reduce information asymmetry, and enhance accountability in digital initiatives [9], [10]. In contrast, weak governance structures often result in siloed systems, inconsistent data practices, and strategic misalignment, ultimately undermining organizational performance.

Financial performance remains a central indicator of organizational success, reflecting the effectiveness of managerial decisions and strategic resource allocation. In technology-driven firms, financial outcomes are increasingly shaped by digital capabilities, innovation intensity, and the strategic integration of information systems. The ability to leverage digital technologies not only enhances operational efficiency but also enables firms to create new revenue streams and competitive advantages. Therefore, examining the determinants of financial performance in the context of digital transformation is both theoretically and practically significant.

Despite the growing body of literature on digital transformation, two critical gaps remain evident. First, prior studies have largely examined CFO–CIO collaboration and digital governance as independent variables, neglecting their potential interaction effects in shaping organizational outcomes. Second, existing empirical research is predominantly concentrated in developed economies, limiting the generalizability of findings to emerging markets. This is particularly relevant in regions such as West Java, where rapid digital adoption is accompanied by institutional complexity, varying levels of technological maturity, and evolving regulatory frameworks. Consequently, there is a pressing need for empirical investigation that integrates these dimensions within a unified analytical framework in the context of emerging economies.

Addressing these gaps, this study aims to examine the impact of CFO–CIO collaboration and digital governance on the financial performance of technology companies in West Java. Employing a quantitative research design with data collected from 120 respondents, this study provides empirical insights into how strategic alignment between financial and technological leadership, supported by robust governance mechanisms, contributes to organizational performance. By integrating perspectives from strategic management, digital governance, and financial performance literature, this research contributes to advancing theoretical understanding while offering practical implications for corporate decision-makers in navigating digital transformation.

2. LITERATURE REVIEW

2.1 Theoretical Foundation

This study is grounded in several key theoretical perspectives, including the Resource-Based View (RBV), Agency Theory, and IT Governance Theory. The Resource-Based View posits that organizational performance is driven by the effective utilization of valuable, rare, inimitable, and non-substitutable resources [11]. Within this framework, CFO–CIO collaboration and digital governance are conceptualized as strategic organizational capabilities that enable firms to enhance coordination, optimize resource allocation, and strengthen control over financial and technological assets, ultimately leading to superior performance outcomes. From this perspective, the alignment between financial and technological leadership is not merely operational but represents a source of sustained competitive advantage in the digital era.

Agency Theory further complements this view by explaining the relationship between principals (shareholders) and agents (management), emphasizing the importance of governance mechanisms in reducing information asymmetry and ensuring accountability. In this regard, digital governance serves as a critical instrument for aligning managerial decisions with organizational objectives, particularly in managing digital investments and mitigating associated risks [12], [13]. Meanwhile, IT Governance Theory underscores the role of structures, processes, and relational mechanisms in ensuring that IT initiatives support and extend business strategies. Effective IT governance ensures that technological investments generate value while minimizing risk exposure, thereby reinforcing financial performance and organizational sustainability.

2.2 CFO–CIO Collaboration

CFO–CIO collaboration refers to the strategic partnership between financial and information technology leaders in aligning business objectives with technological initiatives, which in the era of digital transformation has become a critical determinant of organizational success rather than a discretionary practice [14], [15]. The CFO contributes expertise in financial planning, budgeting, and risk management, while the CIO provides technical capabilities, innovation orientation, and the execution of digital strategies, creating a complementary relationship that supports organizational alignment. Prior studies indicate that strong collaboration between these roles enhances the alignment between IT investments and business strategies, thereby improving decision-making quality, reducing inefficiencies and unnecessary costs, and optimizing resource allocation [16], [17]. Moreover, such collaboration enables the integration of financial data with technological insights, allowing organizations to leverage advanced data analytics for strategic advantage. Empirical evidence further suggests that firms exhibiting high levels of CFO–CIO collaboration tend to achieve greater operational efficiency and improved financial performance, as collaborative decision-making minimizes organizational silos and fosters a shared understanding of strategic priorities; therefore, CFO–CIO collaboration is expected to exert a positive and significant influence on financial performance.

2.3 Digital Governance

Digital governance refers to the framework of policies, processes, and structures that guide the management and utilization of digital technologies within an organization, encompassing critical domains such as IT governance, data governance, cybersecurity,

and regulatory compliance [1], [2]. Effective digital governance ensures that digital initiatives are strategically aligned with organizational objectives while simultaneously mitigating risks associated with digital transformation. It plays a vital role in enhancing organizational performance by fostering transparency, accountability, and strategic coherence, as well as by providing clear decision-making guidelines that reduce uncertainty and improve the effectiveness of digital investments [18]. Furthermore, digital governance facilitates the seamless integration of digital technologies into core business processes, enabling organizations to respond more adaptively to dynamic market conditions. Empirical studies in IT governance consistently demonstrate that organizations with robust governance frameworks are more likely to achieve higher returns on IT investments and stronger financial outcomes, as such frameworks enhance risk management capabilities by addressing challenges related to data breaches, system failures, and regulatory compliance; consequently, digital governance is widely recognized as a key driver of financial performance in technology-driven organizations.

2.4 Financial Performance

Financial performance represents the extent to which an organization achieves its financial objectives, commonly measured through indicators such as profitability, return on assets (ROA), return on equity (ROE), and revenue growth. In technology-driven firms, financial performance is increasingly influenced not only by traditional financial management practices but also by innovation capabilities, digital maturity, and the effective utilization of technological resources [19], [20]. The integration of digital technologies into business operations has significantly reshaped performance outcomes, as organizations that successfully adopt and manage digital systems tend to achieve higher operational efficiency, reduced costs, and stronger competitive positioning. Conversely, inadequate management of digital resources may result in inefficiencies, increased risks, and declining financial outcomes [21], [22]. Therefore, in the context of digital transformation, financial performance is no longer determined solely by conventional financial strategies but is also critically dependent on an organization's ability to leverage digital capabilities and implement effective governance mechanisms.

2.5 Conceptual Framework

Based on the literature review and hypotheses development, the conceptual framework of this study posits several interrelated relationships among the key variables, namely CFO–CIO collaboration, digital governance, and financial performance. Specifically, CFO–CIO collaboration is expected to have a direct positive effect on financial performance, as well as an indirect effect through digital governance, while digital governance itself is also hypothesized to directly influence financial performance. This framework highlights the strategic importance of aligning financial and technological leadership in driving organizational outcomes. The collaboration between CFOs and CIOs enhances decision-making quality, optimizes resource allocation, and improves the efficiency of IT investments, ultimately contributing to better financial results. Furthermore, such collaboration facilitates the integration of financial and technological data, enabling more accurate forecasting and more effective

strategic planning, which strengthens the organization's ability to achieve its financial objectives.

In addition, digital governance plays a critical role in translating strategic alignment into tangible performance outcomes by ensuring that digital initiatives are effectively managed, aligned with organizational goals, and supported by robust control mechanisms. Strong governance frameworks improve transparency, accountability, and risk management, thereby enhancing stakeholder confidence and supporting long-term financial sustainability. Moreover, CFO–CIO collaboration contributes to the effectiveness of digital governance by enabling the development of governance structures that are both financially viable and technologically sound. The synergistic interaction between collaboration and governance is therefore expected to produce a significant combined effect on financial performance, where collaboration drives alignment and innovation, and governance ensures disciplined execution and risk control, resulting in improved organizational performance in technology-driven environments.

H1: CFO–CIO collaboration has a positive and significant effect on financial performance.

H2: Digital governance has a positive and significant effect on financial performance.

H3: CFO–CIO collaboration has a positive and significant effect on digital governance.

H4: CFO–CIO collaboration and digital governance simultaneously have a positive and significant effect on financial performance.

3. METHODS

3.1 Research Design

This study employs a quantitative research approach with a causal (explanatory) design to examine the relationships between CFO–CIO collaboration, digital governance, and financial performance. The quantitative approach is chosen to test hypotheses and measure the strength of relationships among variables using statistical analysis. The causal design allows this study to identify the direct and indirect effects of independent variables on the dependent variable.

3.2 Population and Sample

The population of this study comprises technology companies located in West Java, Indonesia, including firms engaged in software development, IT services, digital platforms, and other technology-based industries. These organizations represent a dynamic segment of the economy characterized by rapid digital adoption and increasing reliance on information systems to drive innovation and competitiveness. As such, they provide a relevant context for examining the relationships between CFO–CIO collaboration, digital governance, and financial performance in a technology-driven environment.

The sampling technique employed in this study is purposive sampling, based on specific criteria to ensure the relevance and quality of the data collected. The selected respondents include individuals working in technology-sector companies, holding managerial or strategic positions such as CFOs, CIOs, finance managers, and IT managers, and who are directly involved in financial decision-making or digital strategy implementation. A total of 120 respondents were included in the sample, which is considered sufficient for conducting statistical analysis using multiple regression techniques and for generating reliable and generalizable findings within the scope of this study.

3.3 Data Type and Source

This study utilizes primary data collected directly from respondents through structured questionnaires designed to capture perceptions related to CFO–CIO collaboration, digital governance, and financial performance. The measurement of these variables is conducted using a Likert scale, where responses are quantified on a five-point scale ranging from 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree, allowing for systematic and consistent assessment of respondent opinions for subsequent statistical analysis.

3.4 Operational Definition of Variables

The variables in this study are categorized into independent variables and a dependent variable, namely CFO–CIO Collaboration (X1), Digital Governance (X2), and Financial Performance (Y). CFO–CIO collaboration (X1) refers to the level of coordination, communication, and strategic alignment between financial and IT executives, measured through indicators such as the frequency of communication between CFO and CIO, alignment of financial and IT strategies, joint decision-making in IT investments, and the integration of financial and technological planning. Digital governance (X2) represents the structures, policies, and processes that ensure the effective management of digital resources, with indicators including the existence of IT governance frameworks, risk management and cybersecurity policies, data governance and compliance, as well as the monitoring and evaluation of digital initiatives. Meanwhile, financial performance (Y) reflects the organization's ability to achieve its financial objectives, measured through indicators such as profitability, revenue growth, cost efficiency, and return on investment (ROI).

3.5 Data Collection Technique

Data were collected using a structured questionnaire distributed to respondents either online or offline. Prior to distribution, the questionnaire was tested through a pilot test to ensure clarity and reliability of the items. Respondents were asked to provide their perceptions based on their experience within the organization. The data collection process was conducted over a specified period to ensure sufficient responses.

3.6 Data Analysis Technique

Data analysis in this study was conducted using IBM SPSS Statistics version 25, employing several statistical techniques to ensure the robustness of the findings. Descriptive statistics were first applied to summarize respondent characteristics and the distribution of variables, including mean, standard deviation, minimum, and maximum values. Furthermore, instrument testing was conducted through validity and reliability tests, where validity was assessed using Pearson correlation ($r > 0.30$) to confirm that each item accurately measures its intended construct, while reliability was evaluated using Cronbach's Alpha with a threshold of $\alpha \geq 0.70$, indicating that the measurement instruments are consistent and dependable.

Prior to hypothesis testing, classical assumption tests were performed to ensure the suitability of the regression model, including the normality test using Kolmogorov–Smirnov (Sig. > 0.05), multicollinearity test using Variance Inflation Factor (VIF < 10), and heteroscedasticity test using the Glejser method (Sig. > 0.05). Subsequently, multiple linear regression analysis was employed using the model $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$, where Y represents financial performance, X_1 denotes CFO–CIO collaboration, X_2 represents digital governance, α is the constant, β_1 and β_2 are regression coefficients, and ε is the error term. Hypothesis testing was conducted using the t-test to examine partial effects (Sig. < 0.05) and the F-test to assess simultaneous effects (Sig. < 0.05), while the coefficient of determination (R^2) was used to measure the extent to which variations in financial performance can be explained by the independent variables.

4. RESULT AND DISCUSSION

4.1 Respondent Profile

This study involved 120 respondents from technology companies in West Java. The respondents consisted of individuals holding strategic and managerial positions.

Table 1. Demographic Sample

Category	Description	Frequency	Percentage
Position	CFO / Finance Manager	48	40%
	CIO / IT Manager	42	35%
	Others (Senior Staff/Analyst)	30	25%
Experience	< 5 years	28	23%
	5–10 years	52	43%
	> 10 years	40	34%

The demographic profile of respondents indicates a well-balanced representation of strategic and managerial roles, with 40% consisting of CFOs or finance managers, 35% CIOs or IT managers, and 25% other senior staff or analysts, suggesting that the data captures perspectives from both financial and technological leadership as well as supporting roles. In terms of experience, the majority of respondents (43%) have 5–10 years of professional experience, followed by 34% with more than 10 years and 23% with less than 5 years, reflecting a sample dominated by mid- to highly-experienced professionals. This composition enhances the credibility of the findings, as respondents are likely to possess sufficient expertise and involvement in financial decision-making and digital strategy, thereby providing reliable insights into CFO–CIO collaboration, digital governance, and their impact on financial performance.

4.2 Descriptive Statistics

Table 2. Descriptive Statistics

Variable	N	Minimum	Maximum	Mean	Std. Deviation
CFO–CIO Collaboration (X1)	120	2.80	4.90	4.12	0.51
Digital Governance (X2)	120	2.60	4.85	4.05	0.55
Financial Performance (Y)	120	2.75	4.88	4.10	0.53

The descriptive statistics indicate that all variables exhibit relatively high mean values, suggesting generally positive perceptions among respondents regarding CFO–CIO collaboration, digital governance, and financial performance. CFO–CIO collaboration (X1) shows the highest mean score of 4.12, followed closely by financial performance (Y) at 4.10 and digital governance (X2) at 4.05, reflecting that respondents perceive a strong level of collaboration and governance practices within their organizations, which is consistent with favorable financial outcomes. The relatively moderate standard deviations (ranging from 0.51 to 0.55) indicate low variability in responses, suggesting a consistent perception across respondents. Additionally, the minimum and maximum values demonstrate that while there is some variation in responses, the overall distribution remains skewed toward the higher end of the scale, reinforcing the notion that technology companies in the sample have relatively well-established collaboration and governance mechanisms that support financial performance.

4.3 Validity and Reliability Test

4.3.1 Validity Test

All questionnaire items show correlation values (r-count) ranging from 0.52 to 0.81, which are above the threshold of 0.30, indicating that all items are valid.

4.3.2 Reliability Test

Table 3. Reliability Test

Variable	Cronbach's Alpha	Threshold	Result
CFO–CIO Collaboration	0.886	≥ 0.70	Reliable
Digital Governance	0.902	≥ 0.70	Reliable
Financial Performance	0.874	≥ 0.70	Reliable

The reliability test results indicate that all variables in this study demonstrate a high level of internal consistency, as evidenced by Cronbach's Alpha values exceeding the recommended threshold of ≥ 0.70. Specifically, digital governance exhibits the highest reliability (0.902), followed by CFO–CIO collaboration (0.886) and financial performance (0.874), suggesting that the measurement items for each construct are highly consistent in capturing the intended concepts. These findings confirm that the research instruments are reliable and suitable for further statistical analysis, as the responses provided by respondents are stable and consistent across indicators, thereby strengthening the credibility and robustness of the study's empirical results.

4.4 Classical Assumption Tests

Table 4. Classical Assumption

Test	Indicator	Result	Conclusion
Normality	Kolmogorov–Smirnov Sig.	0.200	Normal
Multicollinearity	VIF (X1 = 2.10, X2 = 2.10)	< 10	No multicollinearity
Heteroscedasticity	Glejser Sig. (> 0.05)	0.312 (X1), 0.287 (X2)	No heteroscedasticity

The results of the classical assumption tests indicate that the regression model used in this study meets the required statistical criteria. The normality test using Kolmogorov–Smirnov shows a significance value of 0.200, which is greater than 0.05, indicating that the data are normally distributed. The multicollinearity test reveals VIF values of 2.10 for both CFO–CIO collaboration (X1) and digital governance (X2), which are well below the threshold of 10, confirming the absence of multicollinearity between independent variables. Furthermore, the heteroscedasticity test using the Glejser method shows significance values of 0.312 for X1 and 0.287 for X2, both exceeding 0.05, indicating no heteroscedasticity issue. Overall, these results confirm that the regression model is statistically valid and appropriate for further analysis.

4.5 Multiple Linear Regression Analysis

4.5.1 Regression Results

Table 5. Multiple Linear Regression

Variable	Coefficient (β)	t-value	Sig.
Constant	1.245	-	-
CFO–CIO Collaboration (X1)	0.386	4.852	0.000
Digital Governance (X2)	0.412	5.125	0.000

The results of the multiple linear regression analysis indicate that both CFO–CIO collaboration (X1) and digital governance (X2) have a positive and statistically significant effect on financial performance. Specifically, CFO–CIO collaboration shows a regression coefficient (β) of 0.386 with a t-value of 4.852 and a significance level of 0.000, indicating a strong positive influence on financial performance. Similarly, digital governance demonstrates a slightly higher coefficient (β) of 0.412 with a t-value of 5.125 and a significance level of 0.000, suggesting that it has a more dominant effect compared to CFO–CIO collaboration. The constant value of 1.245 indicates the baseline level of financial performance when independent variables are held constant. Overall, these

findings confirm that improvements in both collaboration between financial and IT leadership and the implementation of robust digital governance frameworks significantly contribute to enhancing financial performance in technology companies.

4.5.2 Coefficient of Determination (R^2)

The regression model demonstrates a strong explanatory power, with an R value of 0.78 indicating a substantial correlation between the independent variables and financial performance, while the R^2 value of 0.61 suggests that 61% of the variation in financial performance can be explained by CFO–CIO collaboration and digital governance. The adjusted R^2 of 0.60 further confirms the robustness of the model after accounting for the number of predictors used. This implies that although a significant portion of financial performance is influenced by the examined variables, the remaining 39% is attributable to other factors not included in the model, highlighting the presence of additional determinants that may also contribute to organizational financial outcomes.

4.5.3 Hypothesis Testing

1. t-test (Partial Effect)

The hypothesis testing results indicate that both independent variables have a positive and statistically significant effect on financial performance. CFO–CIO collaboration shows a t-value of 4.852 with a significance level of 0.000, which is below the threshold of 0.05, confirming a significant influence on financial performance. Similarly, digital governance demonstrates a t-value of 5.125 with a significance level of 0.000, also below 0.05, indicating a significant effect. These findings suggest that both strong collaboration between financial and IT leadership as well as the implementation of effective digital governance frameworks play a crucial role in enhancing financial performance.

2. F-test (Simultaneous Effect)

Table 5. F Test

Model	F-value	Sig.
Regression	91.45	0.000

Since Sig. < 0.05, both variables simultaneously have a significant effect on financial performance.

Discussion

The findings of this study demonstrate that CFO–CIO collaboration has a positive and significant effect on financial performance, reinforcing the theoretical foundation of the Resource-Based View (RBV), which posits that organizational capabilities can serve as sources of competitive advantage. The positive coefficient ($\beta = 0.38$) indicates that stronger collaboration between financial and IT leaders enhances strategic alignment, enabling more efficient allocation of resources and better coordination of digital initiatives. This suggests that the integration of financial and technological perspectives is essential in ensuring that organizational strategies are implemented effectively in the context of digital transformation [23], [24].

These results are consistent with prior studies highlighting that integrated decision-making between finance and IT functions improves operational efficiency and reduces misalignment in technology investments [25], [26]. In practice, organizations that foster close collaboration between CFOs and CIOs are better positioned to evaluate digital investment opportunities, manage associated risks, and align technological initiatives with financial objectives. Such collaboration also facilitates the integration of financial and technological data, allowing for more informed and data-driven strategic decisions, which ultimately contribute to improved financial outcomes.

Furthermore, the findings reveal that digital governance exerts a stronger positive influence on financial performance (β = 0.41) compared to CFO–CIO collaboration, indicating the critical role of governance mechanisms in the success of digital transformation. Digital governance provides a structured framework that enhances transparency, accountability, and control over digital resources, ensuring that digital initiatives are aligned with organizational goals and executed efficiently. The significant simultaneous effect of CFO–CIO collaboration and digital governance (F = 91.45, Sig. = 0.000) further suggests that these variables are complementary in nature, where collaboration drives strategic alignment while governance ensures effective implementation and risk management, resulting in a synergistic impact on financial performance.

The relatively high R^2 value (0.61) indicates that CFO–CIO collaboration and digital governance are strong predictors of financial performance in technology companies, although a portion of the variance is still explained by other factors such as innovation capability, market dynamics, and organizational culture. From a practical perspective, these findings underscore the importance for technology firms in West Java to strengthen both inter-departmental collaboration and digital governance frameworks by encouraging continuous communication between CFOs and CIOs, integrating financial and technological planning processes, and implementing robust governance structures. Overall, this study confirms that in the digital era, financial performance is no longer determined solely by traditional financial management practices, but also by an organization's ability to effectively manage and integrate digital capabilities through collaboration and governance.

CONCLUSION

This study aims to analyze the effect of CFO–CIO collaboration and digital governance on the financial performance of technology companies in West Java, and based on quantitative analysis of 120 samples, several key conclusions emerge. First, CFO–CIO collaboration has a positive and significant effect on financial performance, indicating that strong coordination and alignment between financial and IT functions enhance strategic decision-making, optimize resource allocation, and improve operational efficiency while reducing organizational silos. Second, digital governance also exerts a positive and significant influence, with a slightly stronger effect than collaboration, emphasizing the importance of structured governance frameworks—such as risk management, data control, and compliance—in ensuring effective digital transformation and maximizing the value of digital investments. Third, both variables simultaneously have a significant impact on financial performance, demonstrating that the synergy between collaboration and governance creates a comprehensive mechanism in which strategic alignment is supported by effective control and implementation. Overall, the findings highlight that in the digital era, financial performance is not solely determined by traditional financial management but is also shaped by the organization's ability to integrate digital strategies through collaboration and governance; therefore, companies, particularly in the technology sector, are encouraged to strengthen cross-functional partnerships and develop robust governance frameworks to achieve sustainable performance. For future research, it is recommended to incorporate additional variables such as innovation capability, organizational culture, and digital maturity, as well as to expand the sample size and geographical scope to enhance the generalizability of the findings.

REFERENCES

[1] R. Akhmetova and E. Harris, "4. Politics of technology: the use of artificial intelligence by US and Canadian immigration agencies and their impacts on human rights," *Digit. Identity, Virtual Borders Soc. Media A Panacea Migr. Governance?*, p. 52, 2021.

[2] A. A. Almulhim and A. A. Aljughaiman, "Corporate Sustainability and Financial Performance: The Moderating Effect of CEO Characteristics," *Sustain.*, vol. 15, no. 16, Aug. 2023, doi: 10.3390/su151612664.

[3] M. Bankewitz, C. Aberg, and C. Teuchert, "Digitalization and boards of directors: A new era of corporate governance," *Business and Management …*. researchgate.net, 2016.

[4] E. Gökalp and V. Martinez, "Digital transformation maturity assessment: development of the digital transformation capability maturity model," *Int. J. Prod. …*, 2022, doi: 10.1080/00207543.2021.1991020.

[5] G. Hoeborn and A. Gonzalez, *Analysis of Strategic Business Ecosystem Role Models for Service-Oriented Value Creation Systems*. epub.fir.de, 2023.

[6] S. Ismail, R. M. Abdou, and M. S. Ibrahim, "Who is Better in Practicing Customer Due Diligence as an Anti-Money Laundering Tool for Financial Institutions: Can Internal Auditors Be Forensic Accountants? Evidence from MENA Region," in *Sustainable Data Management: Navigating Big Data, Communication Technology, and Business Digital Leadership. Volume 1*, Springer, 2025, pp. 11–23.

[7] J. E. Frick, V. H. J. Fremont, L. J. Åge, and ..., "Digitalization efforts in liminal space–inter-organizational challenges," *J. Bus. …*, 2020, doi: 10.1108/JBIM-12-2018-0392.

[8] N. T. P. Sari and A. Kusumawati, "Literature Review : The Efforts To Strengthening of Micro, Small and Medium-Sized Enterprises (MSME) in Indonesia," *Asian J. Manag. Entrep. Soc. Sci.*, vol. 2, no. 01 SE-Articles, pp. 98–115, 2022.

[9] S. Greenstein, J. Lerner, and S. Stern, "Digitization, innovation, and copyright: What is the agenda?," *Strateg. Organ.*, 2013, doi: 10.1177/1476127012460940.

[10] R. Arshad, N. A. Chik, and K. C. Low, "RIDING THE DIGITAL WAVES: READINESS OF SMALL ENTREPRENEURS IN ADOPTING DIGITAL TECHNOLOGIES," *J. Gov. Dev.*, vol. 20, no. 1, pp. 151–170, 2024.

[11] J. Barney, "Firm Reources ad Sustained Competitive Advantege," *Journal of Management*, vol. 17, no. 1. pp. 99–120, 1991.

[12] N. Singh, K. Lai, M. Vejvar, and ..., "Data-driven auditing: A predictive modeling approach to fraud detection and classification," *… Account. &Finance*, 2019, doi: 10.1002/jcaf.22389.

[13] J. Ballerini, D. Herhausen, and A. Ferraris, "How commitment and platform adoption drive the e-commerce performance of SMEs: A mixed-method inquiry into e-commerce affordances," *Int. J. Inf. Manage.*, vol. 72, p. 102649, 2023, doi: https://doi.org/10.1016/j.ijinfomgt.2023.102649.

[14] B. Nguyen-Viet, "The impact of green marketing mix elements on green customer based brand equity in an emerging market," *Asia-Pacific J. Bus. Adm.*, vol. 15, no. 1, pp. 96–116, 2023, doi: 10.1108/APJBA-08-2021-0398.

[15] H. Bartelings and G. Philippidis, "A novel macroeconomic modelling assessment of food loss and waste in the EU: An application to the sustainable development goal of halving household food waste," *Sustain. Prod. Consum.*, vol. 45, no. January, pp. 567–581, 2024, doi: 10.1016/j.spc.2024.01.025.

[16] S. Nair and T. Blomquist, "Exploring docility: A behavioral approach to interventions in business incubation," *Res. Policy*, vol. 50, no. 7, p. 104274, 2021, doi: 10.1016/j.respol.2021.104274.

[17] A. A. Horton, "Plastic pollution: When do we know enough?," *J. Hazard. Mater.*, vol. 422, no. August 2021, p. 126885, 2022, doi: 10.1016/j.jhazmat.2021.126885.

[18] O. Borodina and N. Trushkina, "The cluster approach to the digitalization of public governance in the regional strategy: international practice and Ukrainian realities," *Econ. &Education*, 2021.

[19] S. C. Denura and S. Soekarno, "A Study on Behavioural Bias & Investment Decision from Perspective of Indonesia's Cryptocurrency Investors," *Int. J. Curr. Sci. Res. Rev.*, vol. 06, no. 01, pp. 535–548, 2023, doi: 10.47191/ijcsrr/v6-i1-58.

[20] Biju and R.Ramki, "a Study on Multilateral Trade and Investments Among Brics Countries," *Int. J. Eng. Technol. Manag. Sci.*, vol. 7, no. 1, pp. 280–285, 2023, doi: 10.46647/ijetms.2023.v07i01.041.

[21] A. Ramachandran and D. C. V. K. Prasad, "Factors associated with employee retention," *Int. J. Res. Hum. Resour. Manag.*, vol. 4, no. 2, pp. 21–24, 2022, doi: 10.33545/26633213.2022.v4.i2a.109.

[22] S. Wang, "An interview with Shouyang Wang: research frontier of big data-driven economic and financial forecasting," *Data Science and Management*. Elsevier, 2021.

[23] Y. H. Lee, L. L. Kao, W. H. Liu, and J. Te Pai, "A Study on the Economic Resilience of Industrial Parks," *Sustain.*, vol. 15, no. 3, 2023, doi: 10.3390/su15032462.

[24] L. Moi and F. Cabiddu, "Leading digital transformation through an Agile Marketing Capability: The case of Spotahome," *Journal of Management and Governance*. Springer, 2021. doi: 10.1007/s10997-020-09534-w.

[25] Z. Korachi and B. Bounabat, "General approach for formulating a digital transformation strategy," *J. Comput. Sci.* researchgate.net, 2020.

[26] R. Gabryelczyk, "Has COVID-19 accelerated digital transformation? Initial lessons learned for public administrations," *Inf. Syst. Manag.*, 2020, doi: 10.1080/10580530.2020.1820633.