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Transforming performance: how agility, response, resilience and support shape success in digital strategies

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Transforming Performance: How Agility, Response, Resilience, and Support Shape Success in Digital Strategies

Abstract

Purpose: Evolving business landscapes have highlighted the crucial role of innovative digital transformation strategies (DTS) in reimagining organizational operations and responses to optimize performance, regardless of organizational size or employee composition. The study suggests that DTS is a process that occurs continuously, rather than being a one-time event. It also underscores the critical role of personal resilience and organisational support in achieving job performance goals.

Design/Methodology/Approach: Using a survey analysis, this study examines the impact of organisational response and agility, as fundamental components of DTS, on employees' job performance. In addition, it investigates how boundary conditions of personal resilience and organisational support moderates the relationship between 1) organisational agility and job performance, and 2) organisational response and job performance.

Findings: The research findings demonstrate the impact of DTS on job performance. It highlights the mediating roles of organisational support and agility in improving employees' performance. The study also discusses the critical role of personal resilience and organisational support in navigating the insightful impacts of organisational agility and organisational response on the job performance.

Originality/Value: This paper presents a theoretical framework that integrates the dynamic capabilities of employees and organisations, providing academics and practitioners with a comprehensive perspective on the growth of employees' dynamic capabilities. By offering insightful discussions, the study highlights that, while creating new DTS, organisations not only improve their dynamic capabilities it also enhances the people's dynamic capabilities and make them more resilient.

Keywords: Digital transformation strategy, organisational dynamic capabilities, employees' dynamic capabilities, job performance.

1 Introduction

Organisations must develop disruptive strategies in order to successfully manage the growing market pressures brought on by rapid technological advancements and digitalisation. The impact of digital technologies goes beyond economic domains and significantly changes the framework in which businesses operate (Bharadwaj *et al.*, 2013; Vial, 2019). The implementation of digital transformation strategies, which involve a complex interplay of organisational micro-foundations, technological advancements, and individual performance, is at the core of this paradigm shift (Barreto, 2010; Kringelum *et al.*, 2024; Rêgo *et al.*, 2022; Teece, 2014). Digital transformation which is elaborated as a fundamental rethinking of how organisations carry out their activities rather than just a technological upgrade (Kraus *et al.*, 2021; Nambisan *et al.*, 2017), necessitates organisations to actively incorporate digital technologies into their strategic business frameworks (Tsou and Chen, 2023). It requires a comprehensive understanding of the dynamic interactions between technology, people, and processes (Bharadwaj *et al.*, 2013; Chaniyas *et al.*, 2019). In order to thrive in an ever-evolving and highly competitive environment, organisations must adapt to the swift pace of digital innovation, proactively adopt innovative strategies (Fitzgerald *et al.*, 2014; Verhoef *et al.*, 2021) and include digital transformation as a core strategic component (Rogers, 2016; Sebastian *et al.*, 2017).

Digital transformation challenges compel both organizations and individuals to revamp their strategies, requiring enhanced performance, resilience, support, and adaptability to market technological shifts (Liang and Cao, 2021; Lu *et al.*, 2023; Sony and Mekoth, 2022). Effective digital transformation strategies (DTS) are crucial for embracing digital technologies to fundamentally change business operations and value delivery (Omol, 2023; Zhu *et al.*, 2021). Organizations that implement DTS successfully stay competitive, improve efficiency, enhance customer experiences, and adapt to the fast-evolving business landscape (Leão and da Silva, 2021). Therefore, organisations must recognise that digital transformation is a strategic initiative that fundamentally reshapes the operations and value creation of companies, surpassing mere adoption of new technologies (Blichfeldt and Faullant, 2021; Vial, 2021). Hence, utilising emerging technologies such as artificial intelligence, integrating machine learning, implementing cloud computing, employing advanced analytics, and automating procedures to enhance workflows are all crucial components of successful digital transformation endeavours (Smyth *et al.*, 2024; Verhoef *et al.*, 2021).

Not only adopting emerging technologies, cultivating a culture that places a high importance on innovation and flexibility is also crucial in incentivizing employees to embrace change, uplift personal resilience and adapt to new technology (Saghafian et al., 2021; Trenerry et al., 2021). Personal resilience is an essential quality that encompasses the ability to adapt and recover effectively from crises and adversities. It includes the acquisition of essential knowledge and the development of adaptive learning behaviours (Park and Park, 2021), which enable swift recovery and ongoing enhancement in performance. As organisations are increasingly focusing on customer-centricity and utilising digital tools to improve consumer experiences and gather valuable data (Omol, 2023), establishing a culture of self-resilience and organisational support to achieve job performance goals can aid organisations in effectively pursuing their performance priorities (Kukkamala and Koporčić, 2024; Robinson et al., 2024). No doubt, the efficacy of digital transformation initiatives relies on interdepartmental collaboration and continuous education to improve self-capabilities. However, organisations encounter difficulties in cultivating the requisite skills and digital motivation to execute effective DTS, with the objective of enhancing employee performance (Trenerry et al., 2021). Implementing significant change necessitates a holistic approach that emphasises individuals and the development of a supportive culture while they together undergo this transformation (Favoretto et al., 2022). Organisations that can adapt and develop flexible, supportive systems with agility, can motivate employees to achieve elevated performance objectives (Azad and Hyrynsalmi, 2023). These organisations achieve objectives swiftly while cultivating resilience and proactivity in employees for forthcoming challenges (da Silva et al., 2022).

Recognizing the significance of resilience and organizational support, it is equally essential for businesses to develop agile systems to enhance their employees' ability to achieve job performance goals. Therefore, organisational and individual agility is crucial for navigating the impacts of business environment changes, incorporating new technologies into business environments, and overcoming apprehensions about changes in business environments (Franco *et al.*, 2023). Agility enables organisations to be responsive to the emergence of new business environments and the transformations they bring about across multiple sectors, which have considerably transformed by the global business environment (Buhalis *et al.*, 2023). This responsiveness needs organisations' ability to quickly and efficiently alter their business processes to handle external risks in the marketplace, a capability known as organisational agility (Atkinson *et al.*, 2022).

Organisational agility is directly related to DTS, which entail the seamless and rapid integration of cutting-edge digital technologies (Margherita *et al.*, 2021). Organisations can improve their adaptability and responsiveness by strategically utilising newly acquired digital capabilities (Chen *et al.*, 2015). In order to prepare them to face the difficulties of evolving business environments, this strategic utilisation attempts to strengthen both processes and personnel. The literature also shows that the influence of DTS on work performance is mediated by factors such as organisational agility and the crucial role of organisational response (Yeow, Soh and Hansen, 2018, Mikalef *et al.*, 2020; Wang *et al.*, 2020a). To thoroughly examine the impact of DTS on job performance, it is necessary to analyse how an organization's ability to adapt quickly and respond to changes effects its dynamics, hence improving its dynamic performance and that of its employees. Furthermore, the motivation to achieve higher performance motivates both organisations and individuals to develop proactive and individual mindsets (Junaid *et al.*, 2023).

The failure to adapt to evolving business trends and the use of new technologies can severely impede job performance. To alleviate these adverse effects, being resilient and proactive is important in order to mitigate any negative impact (Liang and Cao, 2021). Despite the rapid advancement of technology, there is still a significant gap in the existing literature regarding the influence of personal resilience and organisational support on job performance. Understanding how these factors interplay with DTS, organisational agility, response and job performance, it becomes increasingly critical as organisations continue to navigate through progressive dynamic environments. This research seeks to address this pressing issue by not only investigating these underexplored relationships, but also by providing a comprehensive examination of how personal resilience and organisational support serve as boundary conditions affecting the pathways between organisational agility, organisational support and job performance. The lack of clarity in these areas poses a challenge for both scholars and practitioners in terms of properly leveraging DTS to improve job performance. By addressing this gap, the study aims to contribute valuable insights into the mechanisms that drive excellent job performance, especially in the context of fast evolving technological landscapes. In order to bolster the ideology and advancement of the proposed theoretical framework in this research, the study considers the perspectives of dynamic capability (Teece *et al.*, 2016) and the Employees' Dynamic Capabilities (Bieńkowska and Tworek, 2020), providing a solid theoretical foundation for advancing understanding in this critical area of inquiry. Hence, this study aims to examine the following research inquiries:

RQ1. *How do organizational agility and organisational response mediate between the relationship of DTS and job performance in changing business contexts?*

RQ2. *What impact personal resilience and organisational support has on the pathways of;*

a) organisational agility and job performance during changing business contexts

b) organisational response and job performance during changing business contexts?

In the remainder of the manuscript, Sections 2 and 3 cover the theoretical background, outline the development of hypotheses, and present the theoretical framework. Section 4 details the research methodology. Section 5 and 6 presents data analysis, results and hypothesis testing. Finally, Sections 7 and 8 offer discussion of the findings and the conclusions.

2 Theoretical Background

The effectiveness of an organization's ability to adapt, innovate, and learn in response to changing business context is demonstrated by its organisational dynamic capabilities, especially in the context of developing digitization strategies (Canhoto *et al.*, 2021; Vial, 2019). When developing strategies for digital transformation in response to evolving business environments, showcasing an organization's commitment to acquiring new and flexible capabilities serves as a source of inspiration and motivation for its employees. This, in turn, encourages the development and improvement of their adaptable skills (Sun *et al.*, 2022). The origin of this phenomena is frequently derived from the assistance, support and emphasis given by organisations, along with their ongoing endeavours to enhance and embrace a responsive and proactive strategy in overcoming obstacles. Witnessing the organization's agility (Williams *et al.*, 2017), response and support to innovation and continuous learning leads to employees experiencing an elevated sense of purpose. This phenomenon serves as a catalyst, prompting individuals to enhance their abilities and make meaningful contributions to the organization's capacity to adapt. As individuals develop their ability to adapt, recognition of change, and respond to different situations, they gain greater skill in efficiently navigating change, taking advantage of opportunities, and minimising challenges (Jaiswal *et al.*, 2022). Therefore, it is evident that employees who have enhanced dynamic capacities demonstrate greater skill in adjusting to evolving job requirements, leading to a noticeable impact on job performance (Farzaneh *et al.*, 2022).

To further elaborate on the significance of understanding Employees' Dynamic Capabilities (EDC) as one of the fundamental elements of DCT, it is crucial to critically integrate EDC to the broader DC framework in order to ensure organisational success and the development of effective digital strategies. While existing literature has primarily focused on organisational level critical capabilities to maintain dynamism, it has failed to sufficiently

address the individual role of dynamic capabilities in this framework (Helfat and Peteraf, 2015). This oversight is significant because it neglects the contribution of personal resilience, which includes creativity, adaptability, and inventiveness of an individual to an organization's total dynamic capabilities (Bieńkowska and Tworek, 2020; Caniëls and Hatak, 2022; Linnenluecke, 2017). These individual capabilities are essential for organisations to swiftly adapt to changes in market conditions and technological advancements (Hillmann and Guenther, 2021). However, current research lacks in-depth analysis of how these individual skills can be strategically integrated into organisational processes, leaving a gap in understanding how organisations can leverage individual-level capabilities to improve overall adaptability and job performance goals (Barney, 2001; Malik *et al.*, 2021). While acknowledging the importance of individual capabilities, the literature is limited, focussing solely on the potential benefits without providing critical insights into how these abilities may be operationalised in practice, thus enhancing the job efficacy. This gap in the literature highlights the need for further research into how employees can more effectively cultivate and utilise their personal skills and abilities to boost job performance in a dynamic digital environment (Grant, 1996). Moreover, while fostering a collaborative organisational culture is recognised as essential for promoting knowledge sharing and innovation, there is limited empirical evidence to support the effectiveness of such support cultures in addressing the complex challenges posed by rapidly changing business environments. Existing research frequently fails to critically assess the challenges and limitations of fostering such a culture, resulting in an incomplete understanding of how collaboration can directly influence an organization's dynamic capabilities (Barney, 1991). Furthermore, the existing research does not adequately explore the potential limitations of relying on individual capabilities, such as the possibility of overburdening employees with continuous adaptation expectations, which could harm long term performance. An organization's commitment to developing and adapting organisational capabilities in transformation is crucial for fostering transformation and innovation (Teece, 2014). While this dedication is commonly acknowledged, there is little analysis of how organisations may balance the development of both organisational and individual capabilities. The literature frequently depicts the relationship between the two as straightforward, without critically evaluating the potential conflicts or synergies that may develop. More research is needed to understand how organisations may best synchronise their collective dynamic capabilities with their employees' individual dynamic capabilities, particularly in the context of digital transformation (Sharma et al., 2014; Winter, 2003). Hence, the insights from this research will contribute to the academic understanding of how personal

resilience, organisational response, and support factors can enhance job performance during the revitalisation of existing digital strategies. Although the significance of dynamic capabilities is well acknowledged, the integration of employee capabilities in the broader framework has been generally ignored (Felin and Foss, 2005). This gap in the literature has resulted in an overemphasis on organisational capabilities, with little attention paid to the critical role of individual employees in generating organisational success (Eisenberger et al., 2020). The lack of a comprehensive analysis of how individual capabilities can be effectively utilised within the dynamic capabilities' framework indicates a significant limitation in the current corpus of research. In order to improve overall organisational performance and adaptability, further empirical research is needed to explore how organisations may better utilise the dynamic capabilities of their employees (Gavetti, 2005; Salvato and Vassolo, 2018). Conclusively, for organisations to prosper in the current digital economy, it is imperative that they integrate the dynamic capabilities of their employees into a larger framework of employee capabilities. Organisations can improve their adaptability, foster a collaborative culture, and secure a last-minute competitive edge by acknowledging and strategically using the unique talents of individuals. To address the existing gaps in the literature, this study attempts to explore the intricate relationships between dynamic organisational capabilities (agility, response and support), individual capabilities (personal resilience) and their resulting impact on job performance. The findings of this research will provide the foundation for the development of more comprehensive strategies targeted at enhancing job performance and individual success in an increasingly digitalised business environment (Bieńkowska and Tworek, 2020; Schilke and Helfat, 2018; Teece, 2014).

2.1 The Organisations' Dynamic Capability

Dynamic capacities (DC) theory provides a comprehensive framework for understanding strategic transformation in changing business settings (Schilke and Helfat, 2018). Dynamic capabilities are an organization's ability to integrate, create, and adapt its internal and external competencies to respond to rapidly changing environments (Teece *et al.*, 1997). Organisational processes and routines must be evaluated and adjusted to match the business ecosystem's dynamism. In the dynamic digital environment, companies must continually examine and adjust their processes and procedures (Teece *et al.*, 2016; Teece, 2019) to increase agility and response. An organization's flexibility and capacity to respond to evolving business landscapes can be significantly improved by an effective digital transformation strategy. However, current research frequently employs a narrative method, emphasising the benefits of such strategies

without critically analysing their impact on the job performance. While digital transformation enables businesses to process information rapidly through greater analytical capabilities and allows individuals to adopt new viewpoints, the literature lacks in-depth analysis of the challenges that organisations encounter while implementing these strategies, such as what responsive system is required or do the organisation have a supportive system? Although research suggests that agile business processes and adaptability provide a competitive edge (Akter et al., 2016), there is little empirical evidence on the practical barriers to achieving this edge, particularly with regard to the integration of dynamic capabilities across all levels of an organisation. The field is yet underdeveloped in terms of identifying specific gaps in how digital transformation strategies might more effectively address both organisational and individual challenges, underlining the need for further research into these limitations. This research, through the intricate parallel mediation of organisational agility and response between DTS and job performance, underscores the importance of considering people capabilities, such as personal resilience, when assessing job performance. It highlights that improvements in job performance are closely linked to overall organisational performance, making it essential to incorporate these individual capabilities into performance measurement frameworks.

2.2 The Employees' Dynamic Capabilities

It is crucial for organisational success and the creation of digital strategy to incorporate Employees' Dynamic Capabilities (EDC) into the larger Dynamic Capabilities (DC) framework (Bieñkowska and Tworek, 2020; Teece *et al.*, 2016). The notion of Dynamic Capability, originally explored in the field of strategic management, has broadened its scope to include a wide range of modern capabilities, going beyond traditional organisational capabilities. The modern digital capabilities of organisations demonstrate the responsive nature of organisational adjustment in times of changing business environments and call for the integration of employees' capabilities to compete and adjust in the digitalized business spheres. The concept of competitive advantage, which is closely tied to the adoption of dynamic capabilities (Ghasemaghaei *et al.*, 2017; Helfat and Martin, 2015; Vial, 2019), frequently overlooks the role of individual employees. To acknowledge their significance, it is necessary to shift towards investigating how employees incept their capabilities which coupled with organisational dynamic capabilities enhances work performances. Although contemporary research recognises the relevance of human resource in moving towards a digitised future, there is a deficiency of insights in prioritising individuals above the organisational perspective. A framework called EDC is suggested for defining the specific skills of individuals within an organisational dynamic capability.

EDC, as described by Bieńkowska and Tworek (2020), refers to the capacity of individuals to effectively incorporate their abilities in response to a dynamic environment, hence influencing their performance in the workplace. EDC involves change sensitivity, change adoption, problem solving, personal development and process enhancement, fostering long-term improvement at the individual job level. Digital employees make vital contributions, necessitating a high level of consciousness, involvement, and adaptability. Amid frequent changes in work, proactivity, which is connected to adaptable behaviour, becomes vital. Continual learning is crucial for employees who are confronted with technology advancements, giving rise to the notion of work-based learning. The unique characteristics of EDC require a clear differentiation from "adaptive performance," since it involves a wider range of skills, including resilience, proactivity and self-initiatives. This differentiation emphasises the insufficiency of responsive performance in addressing the wide range of abilities required to effectively navigate dynamic changes.

Having thoroughly explained the EDC, the literature still lacks a thorough examination of how EDC connect with organisational capabilities, especially in digital environments (Bieńkowska and Tworek 2020). Most studies focus on external competences while ignoring the role of employee level adaptability and resilience (Felin and Foss, 2005), which reduces the effectiveness of change initiatives. A significant gap is the lack of comprehensive studies that integrate individual dynamic capabilities into the overall DC framework, particularly in digital transformation (Sun et al., 2022). Although organisational agility is well-supported (Teece et al., 2016; Hillmann and Guenther, 2021) while making DTS, it is unknown how personal resilience, organisational response and support can be added to the DTS for enhancing job performances. Future research should explore how these attributes can improve organisational and individual performance. This research however will guide from its findings that how these factors should be included in the new DTS.

3 Hypothesis Development and Theoretical Framework

3.1 Organisational Digital Transformation Strategy and Job Performance

The notion of a digital transformation strategy represents a notable change in modern organisational structures, drawing substantial interest in scholarly studies due to its influence on employee performance (Selimović *et al.*, 2021; Trenerry *et al.*, 2021). The significant impact of digital strategies on different industries becomes evident when carefully analysed, revealing how they intricately affect organisational structures. Moreover, DTS is a continuous process of adaptation, rather than a definitive result, intended to attain optimal

performance (Kraus et al., 2021). It entails an ongoing series of actions (Hund et al., 2021; Yeow et al., 2018) that produce actionable insights and transform the methods by which organisations assist employees in attaining performance objectives (Wamba et al., 2015; (Ramanathan et al., 2017). This study highlights the benefits of a carefully designed on going digital transformation strategy, demonstrating its ability to improve agility, organisational response, and foster a culture of personal resilience and support in enhancing job performance. Previous literature insights attest importance of these factors in enhancing job performance (Lee *et al.*, 2021). The incorporation of advanced digital technologies, such as cloud computing, artificial intelligence (AI), and data analytics, is generally recognised for their capacity to enhance work processes, automate repetitive tasks, and offer instant access to crucial data for employees (Dennehy *et al.*, 2023). This results in the formation of a highly flexible workforce that is capable of quickly adjusting to new situations (Ng *et al.*, 2021). Furthermore, studies emphasise the importance of digital transformation in fostering collaboration through the facilitation of smooth communication and sharing of knowledge across different geographical areas (Iglesias-Pradas *et al.*, 2021). Therefore, when team members collaborate more effectively, their ability to produce creative ideas and problem solving, resulting in a stronger overall job performance.

Nevertheless, experts acknowledge the difficulties linked to executing digital transformation strategies, including obstacles like change management, talent cultivation, and surmounting employee opposition (Hai *et al.*, 2021). It is essential to have a thorough comprehension of the complex correlation between digital strategies and job effectiveness to effectively tackle these difficulties. In order to succeed in the fast-evolving digital environment, firms need to have a thorough understanding of the intricate relationship between digital transformation strategy and job performance. This will help them effectively manage the challenges posed by the digital era. Therefore, we hypothesize that:

H1: Organisational Digital Transformation Strategy have positive impact on Job Performance

3.2 Organisational Digital Transformation Strategy, Organizational Agility and Job Performance

The concept of organisational agility has become increasingly important in contemporary workplaces, exerting a significant impact on job performance. This is particularly relevant in the context of the digital transformation strategy (Miceli et al., 2021; Ahmed et al., 2022). Extensive study has explored the complex correlation between organisational agility, which refers to an organization's ability to quickly adjust to environmental changes, and the strategic incorporation of digital technology (Troise *et al.*, 2022). Experts highlight that a well-designed

digital transformation strategy is crucial for improving organisational agility, which in turn promotes responsiveness and adaptability (Wang *et al.*, 2020). This strategic alignment enables organisations to effectively adapt to changing market conditions, technology advancements, and increasing client demands (Barlette and Baillette, 2022).

Research findings suggests that a company that has undergone digital transformation and is agile is able to effectively adapt to changes and foster a work atmosphere that is both creative and dynamic. This, in turn, has a favourable impact on job performance (Rozman *et al.*, 2023). The smooth incorporation of digital technologies enables timely decision-making, efficient communication, and effective work completion (Bag *et al.*, 2021; Cho and Lee, 2022). Furthermore, by promoting experimentation, learning from errors, and rapidly iterating processes, an agile business model fosters employee empowerment (Dupret and Pultz, 2022). However, there are obstacles to establishing organisational agility in the context of digital transformation, including the need for leadership alignment, cultural transformations, and the development of adaptive skill sets (Bresciani *et al.*, 2021; Jones *et al.*, 2021). Consequently, studies that shed light on the complex interactions between digital transformation strategy, organisational agility, and job performance offer valuable insights into the intricacies that characterise the modern workplace. Therefore, we hypothesize that:

H2a: Organisational Agility mediates between the relationship of Organisational Digital Transformation Strategy and Job Performance

3.3 Organisational Digital Transformation Strategy, Organisational Resilience and Job Performance

The examination of an organization's ability to foresee, respond to, and recover from crises is central to the concept of organizational response. This area of study has gained increased attention and popularity within academic discourse (Thalassinos *et al.*, 2023; Trieu *et al.*, 2023). The scholarly literature in the domain of DTS emphasises the critical role that organisational response plays in enabling companies to efficiently navigate the intricate challenges presented by technological advancements (Gupta *et al.*, 2022; Marcucci *et al.*, 2022). Academics have become more interested in this concept as it relates to DTS and its relationship to Job Performance. Earlier research has noted that organisations that are more responsive to evolving business contexts can successfully navigate the complexities of digital transitions (He *et al.*, 2023). Past literature also suggests that DTS which is the strategic incorporation of digital technologies is essential for enhancing organisational response by facilitating risk mitigation, agility, and effective reaction mechanisms (Zouari *et al.*, 2021).

Moreover, the relationship between DTS and Job Performance has also been found to be closely related to an organization's ability to adapt to digital advancements (Gu *et al.*, 2023).

Academics emphasise that organisations that demonstrate exceptional responsive capabilities are distinguished by heightened agility, enhanced risk management, and resilient response systems when confronted with digital disruptions (Ivanov and Dolgui, 2021; Katsaliaki *et al.*, 2022). Work performance is influenced by the adoption of digital tools, processes, and cultures, which in turn optimise workloads, foster collaboration, and enable real-time decision-making (Deng *et al.*, 2023; Dittes and Smolnik, 2019). It is imperative to develop a thorough comprehension of the interrelationships among organisational response, digital transformation, and job performance. Scholarly works also highlight potential challenges that may arise during the execution of DTS, including employee opposition, deficiencies in skills, and difficulties in managing change. Literature on these interconnected issues provides businesses with fast paced navigating power in the ever-evolving digital landscape, which I result bring valuable insights for developing strategies that maximise job performance and resilience (Perno *et al.*, 2022).

Thus, the research on organisational response, job performance, and digital transformation strategy offers insights into the intricate interplay between these factors and provides businesses with knowledge on how to leverage DTS to enhance employee job performance, reduce obstacles, and increase resilience in the rapidly evolving digital environment (Trujillo-Gallego *et al.*, 2022). Consequently, it is hypothesised that the rate of change in DTS influences the resilience of an organisation. This response will subsequently have an impact on the level of efficiency with which employees carry out their job responsibilities. As a means of examining this correlation, we examine the mediating effect of organisational response between DTS and job performance in the context of changing business contexts. Therefore, we hypothesize that:

H2b: Organisational Response mediates between the relationship of Organisational Digital Transformation Strategy and Job Performance

3.4 Organisational Agility, Personal resilience and Job Performance

Personal resilience is the ability of an individual to overcome difficulty and respond constructively to challenges; it is regarded as a crucial element in effectively managing the intricacies of contemporary organisations (Liang and Cao, 2021). Based on prior studies, individuals who exhibit elevated levels of personal resilience demonstrate enhanced capacity to manage change, uncertainty, and the pressures of dynamic work environments. This, in turn, promotes the development of an agile organisational culture (Sihag and Dhoopar, 2023). It has

been discovered that a person's capacity for perseverance and adaptation in the face of technological advancements has a direct impact on how well they perform (Lu *et al.*, 2023; Prayag and Dassanayake, 2023).

Literature insights intricate relationship between organisational agility, job performance, individual psychological resources, and organisational performance; they also acknowledge the impact of human resilience on organisational outcomes (Trenerry *et al.*, 2021). The ability of individuals to persevere in the face of challenges, maintain concentration, and be adaptable in their work is another factor that helps explain the correlation between personal resilience and job success (Guillén, 2020). Therefore, it can be argued that an individual's capacity to effectively adjust and thrive amidst evolving technological circumstances is significantly reliant on their personal resilience, which subsequently impacts their job performance (Lu *et al.*, 2023). There is an expectation that employees who possess greater levels of personal resilience will be able to restrict or alter the influence of organisational agility on their job performance. The potential for individual resilience to enhance the advantages of agility is evident, as it can either augment productive output or mitigate adverse consequences (Park and Park, 2021). The assessment of personal resilience, its significance in adapting to technological advancements, and the ways in which these factors interact to moderate the relationship between organisational agility and job performance would all be beneficial to research. Hence, in this research the concept that an individual's work performance is shaped by organizational agility is presented within the framework of personal resilience moderating the connection between organizational agility and work performance. Therefore, we hypothesize that:

H3a: Personal Resilience moderates the relationship of Organisational Agility and Job Performance.

3.5 Organisational Response, Personal Resilience and Job Performances

To effectively manage the complex and ever-changing business environment in the digital age, firms must cultivate a workforce that demonstrates adaptability and the ability to overcome challenges. Extensive literature emphasises the crucial importance of personal resilience in improving an individual's capacity to recover from adversity and successfully navigate uncertain situations (Douglas, 2020; Liang and Cao, 2021). The ability of an organisation to effectively address digital disruption is a crucial factor in determining the success of both the organisation itself and its employees. This ability has a significant impact on the work environment and the tasks that need to be performed. Personal resilience plays a crucial role in certain situations, since individuals who exhibit resilience are better able to navigate the

uncertainties that come with organisational change. Past research suggests that individuals that possess elevated degrees of personal resilience make a favourable impact on organisational response by employing adaptive techniques within their assigned positions (Lu *et al.*, 2023). Therefore, it may be deduced that the combination of organisational response and personal resilience enhances work performance, as organisations initiate motivation and learning by responding to employee demands, hence easing the attainment of future performance objectives.

Based on the current understanding, it is acceptable to suggest that individuals with higher degrees of personal resilience are more likely to demonstrate outstanding job performance, especially when their ability to adapt aligns with the organization's response capacity (Beuren *et al.*, 2022). It is essential to ensure this alignment in order to create a professional environment that maximises the collaboration between an organization's digital transformation efforts and the resilient traits demonstrated by its personnel, resulting in improved overall performance. According to Liang and Cao (2021), people that have resilience are more likely to demonstrate perseverance, ingenuity, and adaptability in their work, which results overall success of the organisation. The literature explores the impact of support systems, organisational culture, and leadership styles on individuals' ability to develop resilience. The research largely recognises human resilience as a crucial element in fostering both individual and organisational achievements (Guillén, 2020), and it offers important knowledge for organisations seeking to develop a resilient workforce and improve job performance in ever-changing and unpredictable situations. Therefore, we hypothesize that:

H3b: Personal Resilience moderates the relationship of Organisational Response and Job Performance.

3.6 Organisational Agility, Organizational Support and Job Performance

The concept of organisational support refers to the resources, inspiration, and assistance that an organisation provides to its employees (Walter, 2021). Previous research has shown that a supportive work environment improves employee well-being, engagement, and dedication, eventually influencing organisational agility which leads to job performance. Knowledge sharing, teamwork, and risk-taking are all core characteristics of agility that thrive in an organization's supportive culture. In such a culture, employees are more willing to change and participate in creative processes when they believe their efforts are acknowledged and supported by the organisation (Kim and Kim, 2021). Hence, this increased sense of organisational support hence improves the organization's ability to swiftly respond to dynamic market conditions (Panda, 2022; Zhen *et al.*, 2021).

According to research, employees who feel supported by their organisations are more likely to experience higher levels of job satisfaction, engagement, and dedication (Côté *et al.*, 2021). A positive work environment, defined by empowerment, motivation, and overall well-being, is a catalyst for improved job performance (Volery and Tarabashkina, 2021). Organisational support has a significant impact on unleashing employee potential and increasing contributions to organisational goals. The research explores contextual elements like communication channels, leadership styles, and HR legislation to understand how organisational support manifests in different circumstances (Tkalac Verčič, 2021). Scholars emphasise the importance of communication in ensuring that employees feel informed and valued, emphasising leadership's role in creating a supportive work environment (Krywalski Santiago, 2020). Research shows that organisations that invest in supportive practices are better positioned to develop excellent job performance and adaptability, which contributes to long-term success in today's rapidly changing business world (Azeem *et al.*, 2021).

Given that employees' experiences with organisational support are expected to moderate the effects of organisational agility on job performance, the overall relationship between organisational agility and job performance is dependent on the supportive organisational environment, which can either amplify or diminish the effects of agility. Therefore, we hypothesize that:

H4a: Organisational Support moderates the relationship of Organisational Agility and Job Performance.

3.7 Organisational Response, Organizational support and Job Performance

Research indicates that a work environment that provides support fosters feelings of safety, trust, and unity among employees, all of which contribute to the cultivation of a responsive organisational culture. Employees are urged to effectively manage challenges and ambiguity in this nurturing atmosphere, which is crucial for the organization's responsiveness (Sihag and Dhoopar, 2023). The unique relationship between job performance, organisational response, and organisational support is characterised by reciprocal interaction. The study of Beuren, dos Santos and Theiss (2022) suggests that organisational support enhances job performance by cultivating a positive work environment where employees feel valued, engaged, and motivated. Robust organisational support enhances the probability of workers exhibiting resilience in challenging situations, hence leading to consistently elevated levels of job performance (Labrague and De los Santos, 2020). Eisenberger, Rhoades Shanock and Wen, (2020) demonstrate that facilitating organisational behaviours such as providing opportunities for

training and growth, fostering open communication, and cultivating an empowering culture, enhance employees' ability to adapt, learn, and achieve optimal performance.

Organisations operating in complex and uncertain environments can get valuable insights from the research on organisational support and its relationship with organisational response and job performance. Cultivating a supportive culture within a business not only enhances its organisational response, but also fosters sustained high performance among individuals, so eventually benefiting the entire organisation (Muhammed and Zaim, 2020). The concept proposes that the level of support provided by the organisation influences how the organization's response impacts job performance within the framework of changing business contexts. Moreover, it is suggested that enhanced organisational support has the capacity to magnify the advantages of organisational response, either by enhancing job performance or mitigating the negative repercussions of impediments, which can have an impact on the overall job performance. Therefore, we hypothesize that:

H4b: *Organisational Support moderates the relationship of Organisational Response and Job Performance.*

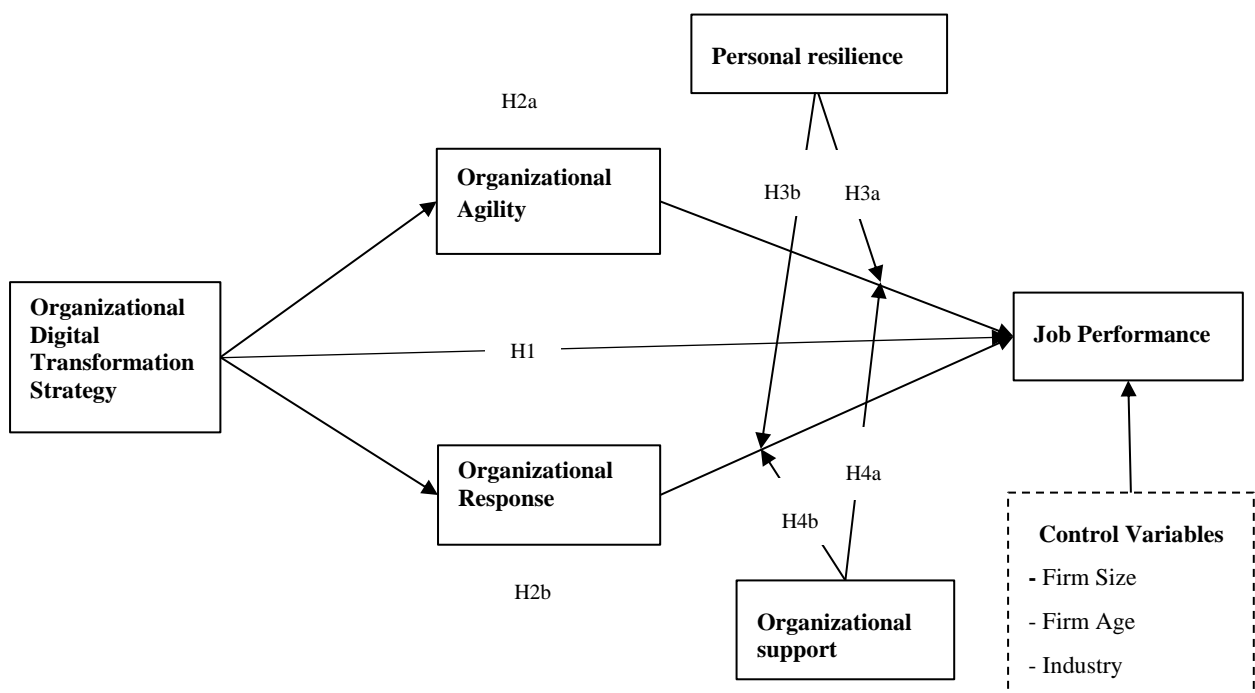


Figure 1: Theoretical framework (Source: figure created by authors)

4 Methodology

4.1 Survey Instruments

The survey adopted a structured approach to assess the influence of the digital transformation strategy on job performance within the participants' respective organizations. Drawing from established literature, the measurement instruments included five items each to assess Digital Transformation Strategy (adapted from Aral and Weill, 2007; Liu et al., 2013; Nwankpa and Roumani, 2016), Organizational Response (adapted from Filimonau et al., 2020), Personal Resilience (adapted from Aguiar-Quintana et al., 2021), Organizational Support (adapted from Chen and Eyoun, 2021), and Job Performance (adapted from Aguiar-Quintana et al., 2021; Wong et al., 2021). Organizational Agility was measured using six items adapted from Chen et al., (2014b). Respondents were asked to use a 7-point scale, ranging from 1 (strongly disagree) to 7 (strongly agree), to rate the extent to which their organization had experienced the effects of a digital transformation strategy in comparison to other firms in the industry and how this transformation had impacted their job performance.

4.2 Sample

The unit of analysis in this study is organizational employees. The research focuses on gathering data from individuals working at various levels within organizations to understand their experiences, and perspectives toward DTS and its implications for employees' job performance. The sample is specifically designed to include a diverse group of employees representing different demographics and professional backgrounds. Participants were recruited through an online survey disseminated through the Qualtrics platform. This approach facilitated the recruitment of a diverse sample of individuals with a broad range of experiences and perspectives. To ensure the inclusion of participants representing various demographics and professional backgrounds, the survey targeted individuals across different age groups, genders, educational levels, professional roles, tenure lengths, and industries. Table 1 provides an overview of the sample characteristics, highlighting the demographic composition of the participants. Based on the gender distribution of the respondents, it can be observed that 59.2% identify as male and 40.8% identify as female. In terms of age distribution, the largest proportion of participants (44.2% of the sample) is between the ages of 31 and 40. This is followed by individuals aged 21 to 30 (24.4%), 41 to 50 (18.8%), and those aged 50 and older (12.6%). With regard to their educational background, 62.2% of the participants possess a bachelor's degree or lower, while 37.8% have undertaken postgraduate studies. In terms of

professional roles, the composition of the sample comprises the following: middle management (56.0%), senior management (16.9%), and operational management (27.1%). In terms of professional roles, the composition of the sample comprises the following: middle management (56.0%), senior management (16.9%), and operational management (27.1%). According to the tenure distribution, 31.1% of respondents have more than ten years of experience, 27.9% have been in their positions for six to ten years, and 41.0% have less than six years of experience. The composition of our sample is indicative of its diversity through the breakdown of industry types: 30.6% are associated with the ICT sector, 11.5% with the hospitality industry, 9.7% with health and safety, 11.3% with education, 15.0% with banking and financial services, 7.0% with construction, and 15.0% with other industries. The distribution of organisational size is diverse, with 34.3% of organisations having 500 or more employees and 65.7% having fewer than 500 employees.

Table 1 Sample demographics (Source: table created by authors)

Measures	Items	Frequency	Percent
Gender	Male	221	59.2
	Female	152	40.8
Age (Years)	21 – 30	91	24.4
	31 – 40	165	44.2
	41 – 50	70	18.8
	More than 50	47	12.6
Education	Undergraduate or below	232	62.2
	Postgraduate or above	141	37.8
Role	Operations management	101	27.1
	Middle Management	209	56.0
	Senior management	63	16.9
Tenure (Years)	< 6	153	41.0
	6-10	104	27.9
	More than 10	116	31.1
Industry Type	ICT	114	30.6

	Hospitality	43	11.5
	Health and Safety	36	9.7
	Education	42	11.3
	Bank and Financial services	56	15.0
	Construction	26	7.0
	Others	56	15.0
Organisation Size	Below 500	245	65.7
	More than 500	128	34.3

N = 373

5 Data Analysis and Results

Partial Least Squares Structural Equation Modeling (PLS-SEM) is also known for being more flexible and less restrictive regarding distributional assumptions compared to covariance-based Structural Equation Modeling (CB-SEM), especially when the sample size is relatively small (Hair et al., 2017). Given these advantages of PLS-SEM, it has been used in this research to test the relationships in the conceptual model through SmartPLS 4.0. In line with Gerbing and Anderson (1988), the data analysis comprised two phases: (a) validating the psychometric properties of the scale through a measurement model to assess reliability and validity, and (b) examining hypothesized relationships among constructs using a structural model to explore associations and pathways outlined in the conceptual framework.

5.1 Reliability and validity

Table 2 presents reliability and validity statistics for key constructs. A high degree of internal consistency is indicated for each of the study's underlying constructs (i.e., Organisational Digital Transformation Strategy, Organisational Agility, Organisational Response, Organisational Support, Personal Resilience, and Job Performance), as Cronbach's alpha values vary between 0.807 and 0.935. With values ranging from 0.810 to 0.940, composite reliability (CR) is robust across all constructs, thereby supporting the reliability of the measurement instruments. Additionally, the range of Average Variance Extracted (AVE) scores between 0.563 and 0.794 indicates that the constructs can reflect significant variance in the underlying latent factors. These metrics collectively affirm the reliability and validity of the measurement scales used.

Table 2 Reliability and validity statistics (Source: table created by authors)

	Cronbach's alpha	CR (rho_a)	CR (rho_c)	AVE
DTS	0.898	0.899	0.922	0.663
Org Agility	0.890	0.895	0.916	0.646
Org Response	0.857	0.867	0.897	0.637
Org Support	0.888	0.889	0.918	0.691
Personal Resilience	0.935	0.940	0.951	0.794
Job Performance	0.807	0.810	0.866	0.563

Note: DTS: Organizational Digital Transformation Strategy; CR: Composite reliability; AVE: Average variance extracted (AVE)

Discriminant validity of the scale was then evaluated utilizing the approaches outlined in (Fornell & Larcker, 1981) and (Henseler et al., 2015). The discriminant validity results are shown in Table 3, offering valuable information regarding the distinctiveness of the constructs under investigation. The diagonal values indicate the square root of the Average Variance Extracted (AVE) for each construct, thus reflecting the degree to which measurement error is accounted for in relation to the variance captured by each construct (Fornell & Larcker, 1981). The values below the diagonal represent inter-construct correlations, illustrating the connections among various constructs. Inter-construct correlation values that are less than the corresponding AVEs for each underlying construct suggest that the constructs are adequately differentiated from one another (Fornell & Larcker, 1981). The Heterotrait-Monotrait (HTMT) correlation ratios, denoted by the values above the diagonal, offer a more cautious evaluation of discriminant validity. Within this framework, values falling below the widely acknowledged threshold of 0.85 signify adequate discriminant validity (Henseler et al., 2015), confirming that the constructs under investigation are distinguishable. Overall, the table supports the discriminant validity of the measurement model.

Table 3 Discriminant validity (Source: table created by authors)

	DTS	OA	OR	PR	OS	JB
DTS	0.814	0.605	0.438	0.487	0.528	0.523
Organisational Agility (OA)	0.547	0.804	0.679	0.590	0.669	0.783
Organisational Response (OR)	0.398	0.595	0.798	0.607	0.757	0.719
Personal Resilience (PR)	0.448	0.54	0.543	0.891	0.736	0.515
Organisational Support (OS)	0.472	0.597	0.664	0.669	0.831	0.571
Job Performance (JB)	0.451	0.669	0.603	0.454	0.489	0.751

Note: The diagonal numbers reflect the square root of the AVE, whereas the values below the diagonal indicate inter-construct correlations and the ones above the diagonal represent HTMT correlation ratios

5.2 Common method bias

Mitigating common method bias presents a challenge in single-source cross-sectional designs (Guide and Ketokivi, 2015). Although complete elimination is challenging, the study adopted a comprehensive approach with both ex-ante and ex-post measures to minimize its potential impact. The ex-ante measures included strategic steps such as employing well-established scales for measuring latent constructs, conducting rigorous pretests of measurement instruments, randomizing question order, and ensuring respondent data anonymity. Simultaneously, ex-post measures involved a thorough post-hoc analysis, utilizing statistical techniques like factor analysis and single-factor confirmatory factor analysis (Podsakoff et al., 2003). These post hoc analyses did not reveal any serious errors with respect to common method variance.

6 Hypotheses Testing

The results indicate a strong positive impact of the implementation of organizational digital transformation strategies on job performance. The regression coefficient of 0.457, supported by a t-statistic of 8.946 and a p-value of 0.000, provides compelling evidence for this relationship (See Table 4). These findings underscore the substantial impact of organizational digital strategies on enhancing employee productivity.

Table 4 Direct Effect of DTS on Job Performance (Source: table created by authors)

Hypothesis	Relationship	Estimates	T-statistics	P-values	LCI	UCI	Results
H1	DTS → JP	0.457	8.946	0.000	0.337	0.548	Supported

6.1 Mediating affects

The primary aim was to empirically test hypotheses H2a and H2b, positing that Organizational Agility and Organizational Response mediate the relationship between Organizational Digital Transformation Strategy and Job Performance. SmartPLS was employed to analyze the specific indirect effects of Organizational Digital Transformation Strategy on Job Performance through each of the mediating variables i.e., Organizational Agility and Organizational Response. The results, presented in Table 5, offer significant insights into these mediation pathways. Organizational Agility significantly mediates the relationship between Organizational Digital Transformation Strategy and Job Performance, supported by the estimate of 0.255 (T-statistic = 5.831, P-value = 0.000) for H1 within the confidence interval (0.169 to 0.341). Similarly, for H2, the estimate of 0.126 (T-statistic = 4.744, P-value = 0.000) within the confidence interval

(0.078 to 0.182) confirms that Organizational Response acts as a mediator in the relationship between Organizational Digital Transformation Strategy and Job Performance. These results contribute to the existing knowledge on the strategic implications of digital transformation in modern organizations by providing evidence-based insights into how the implementation of digital transformation strategies by organizations affects employees' job performance in such organizations.

Table 5 Mediating Effects (Source: table created by authors)

Hypothesis	Relationship	Estimates	T-statistics	P-values	LCI	UCI	Results
H2a	DTS → OA → JP	0.255	5.831	0.000	0.169	0.341	Supported
H2b	DTS → OR → JP	0.126	4.744	0.000	0.078	0.182	Supported

Note: DTS: Organizational Digital Transformation Strategy; OA: organisational Agility; OR: Organisational Response; JP: Job Performance; LCI: Lower confidence interval; UCI: Upper confidence interval

6.2 Moderation affects

Table 6 provides the results for the moderating effects of (a) Personal Resilience (PR) and (b) Organisational Support (OS) on the relationships between Organisational Agility (OA) and Organisational Response (OR) with Job Performance (JP). These analyses aimed to test hypotheses H3a, H3b, H4a, and H4b. H3a, suggesting that Personal Resilience moderates the relationship between Organisational Agility and Job Performance, is supported by an estimate of 0.161 (T-statistic = 2.569, P-value = 0.010) within the confidence interval (0.026 to 0.273). However, H3b, proposing that Personal Resilience moderates the relationship between Organisational Response and Job Performance, is not supported, as the estimate is -0.017 (T-statistic = 0.280, P-value = 0.780) with a confidence interval from -0.141 to 0.100. Additionally, H4a, positing that Organisational Support moderates the relationship between Organisational Agility and Job Performance, is not supported, with an estimate of -0.037 (T-statistic = 0.647, P-value = 0.518) and a confidence interval from -0.135 to 0.090. Conversely, H4b, suggesting that Organisational Support moderates the relationship between Organisational Response and Job Performance, is supported with an estimate of 0.143 (T-statistic = 2.132, P-value = 0.033) within the confidence interval (0.021 to 0.283).

Table 6 Moderating Effects (Source: table created by authors)

Hypothesis	Relationship	Estimates	T-statistics	P-values	LCI	UCI	Results
H3a	PR x OA →JP	0.161	2.569	0.010	0.026	0.273	Supported
H3b	PR x OR →JP	-0.017	0.280	0.780	-0.141	0.100	Not Supported
H4a	OS x OA →JP	-0.037	0.647	0.518	-0.135	0.090	Not Supported
H4b	OS x OR →JP	0.143	2.132	0.033	0.021	0.283	Supported

Note: PR: Personal Resilience; OA: organisational Agility; OR: Organisational Response; OS: Organisational Support; JP: Job Performance; LCI: Lower confidence interval; UCI: Upper confidence interval

Figure 2 substantiates these findings by illustrating that high levels of individuals' Personal Resilience correspond to stronger relationship between Organizational Agility and individuals' Job Performance, and vice versa. Similarly, Figure 3 illustrates that high levels of Organizational Support strengthen the relationship between Organizational Response and individuals' Job Performance, and vice versa. These findings offer nuanced insights into the boundary conditions under which Personal Resilience and Organizational Support influence the relationships between organizational strategies, specifically concerning agility and response to disruptive conditions, and individuals' Job Performance.

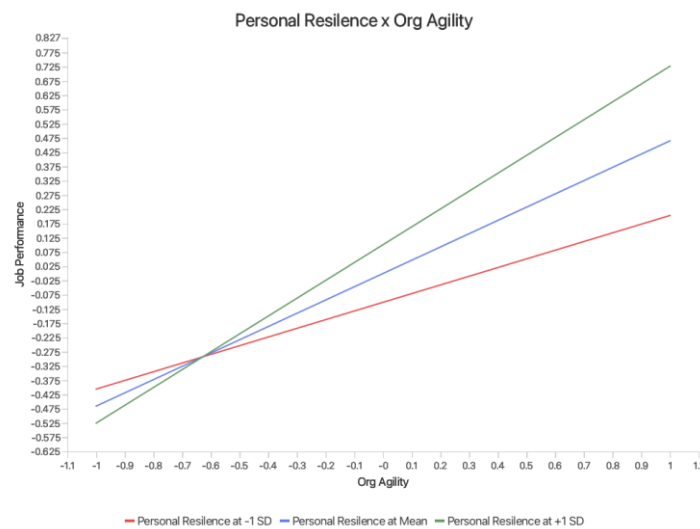


Figure 2: Moderating effect of personal resilience on the relationship between organisational agility and job performance (Source: Figure created by authors)

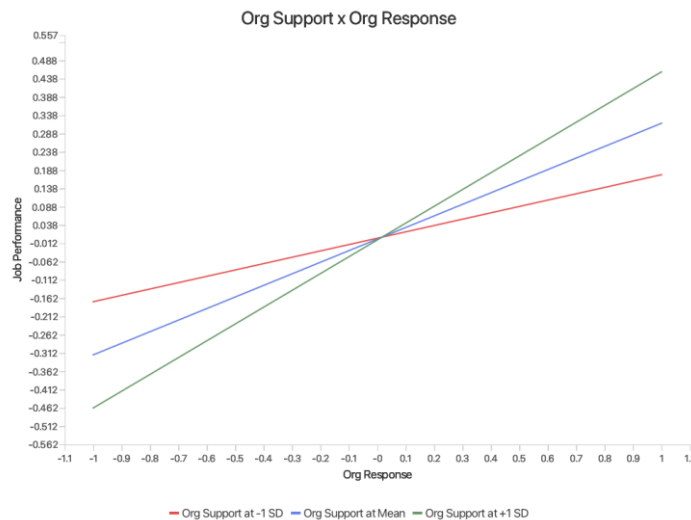


Figure 3: Moderating effect of personal resilience on the relationship between organisational response and job performance (Source: Figure created by authors)

7 Discussion

The study investigates into the intricate relationship between Digital Transformation Strategies (DTS) and job performance, specifically focusing on the influence of organisational agility and response as intervening factors. At the same time, it explores the complex landscape of changing digital business environments, examining how the moderating effect of organisational support and personal resilience can affect the personal work outcome. The first hypothesis suggests that there is a positive relationship between DTS and job performance. The empirical evidence supports this premise and suggests that effectively implementing digital transformation strategies inside an organisation greatly improves job performance. This is similar with previous findings in the extant literature (Leão and da Silva, 2021; Sony and Mekoth, 2022), which constantly state that DTS serves as a catalyst for optimising workflows, promoting technological adaptability, and improving overall organisational effectiveness. These aspects combined have a beneficial impact on job performance, which supports the claim for the crucial significance of digital transformation strategy in modern organisational environments for improving work performance.

While carefully examining the mediating roles of organisational agility and organisational response in the relationship between DTS and job performance in order to answer the primary research question (RQ1), the research thoroughly analyses and examine how DTS efforts affect organisational agility and response, and how these factors in turn affect job performance. The empirical results highlight that organisational agility and response have a significant mediating role in the relationship between DTS and job performance. This

emphasises how crucial it is to foster organisational promptness and responsiveness in order to successfully convert the broad goal of putting digital transformation strategies into action for noticeable increase in job performance. As hypotheses H2a and H2b are rigorously tested as the study addresses the first research question, their statistical acceptance adds more validation to the research framework. Moreover, the study highlights that the ability of an organisation to promptly adjust to the dynamic changes brought about by digital transformation is a critical factor that determines the overall beneficial influence on job performance. The findings highlight the likelihood that companies with flexible strategies, adaptable processes, and agile structures will improve worker performance in the constantly changing digital environment. These findings support are in line with past literature insights (Atkinson *et al.*, 2022; Margherita *et al.*, 2021). Similar to organisational agility, the emphasis on organisational response's position as a critical mediating factor is equally important. The results suggest that an organization's ability to adapt proactively to the opportunities and challenges presented by developing DTS has a significant impact on job performance. Organisations that respond to the demands of digital transformation with a proactive and strategic strategy will be in a better position to leverage the capabilities of their personnel, which will ultimately improve job performance. This viewpoint adds depth to our understanding of the intricate dynamics at play at the nexus of digital transformation strategy and job performance (Canhoto *et al.*, 2021; Liang and Cao, 2021).

To fully harness the benefits of improved work performance, it is necessary to have a carefully designed digital transformation strategy, as well as organisational support, flexibility, and personal responsiveness to effectively navigate the ever-changing digital environment. The study investigates how organisational support and personal resilience can enhance job performance in dynamic business environments, specifically focusing on the second research question. The findings demonstrate that both individual resilience and support from the organisation have a substantial impact on organisational job performance. Examining these moderating elements offers useful insights into the complex dynamics influencing job outcomes in the changing digital business environments. More precisely, it explains how the support from an organisation and the ability of an individual to bounce back can either magnify or alleviate the effects of DTS on job performance.

Hypotheses 3a and 3b propose that personal resilience plays a moderating role in the relationship between a) organisational agility and job performance, and b) organisational response and job performance. The findings recognize the crucial significance of individual

resilience in determining how organisational responsiveness and agility result in enhanced work performance. Individuals with greater personal resilience tend to experience greater advantages from organisational digital activities, leading to improved job performance. Hypotheses 4a and 4b suggest that the relationship between organisational agility and job performance, as well as the relationship between organisational response and job performance, can be modified by organisational support. The findings highlight the crucial significance of organisational support systems in influencing the effects of agility and responsiveness on job performance. Indications imply that a work environment that provides support amplifies the advantages of agility and responsiveness, hence increasing job performance. Only work environments that provide strong organisational support effectively enhance the benefits of agility and responsiveness, resulting in a significant improvement in job performance. These supportive work settings foster a culture of collaboration, communication, and employee well-being, which facilitates faster decision-making and innovative problem-solving. Past research affirms that organizations implementing such frameworks experience improved staff morale, motivation, and satisfaction, leading to higher productivity and greater job performance (Atkinson *et al.*, 2022; Margherita *et al.*, 2021). The combination of organisational support and employee resilience acts as a stimulus for achieving and maintaining high-performance standards. The knowledge derived from insights of this study illuminates the intricate relationship between DTS and job performance. These insights hold implications for both theoretical understanding and practical application.

7.1 Theoretical Implications

A number of the theoretical implications of our study's results contribute to the academic understanding of organisational behaviour, digital transformation, and job performance. To begin with, this research contributes to the existing body of theoretical understanding on job performance by integrating the moderating effects of personal resilience and organisational support. By recognising the impact of psychological factors and organisational environment on digital transformation, traditional job performance models are expanded in scope. Additionally, the research supports the implementation of a dual-focus framework that simultaneously examines organisational and individual factors. By utilising this methodology, one can gain insights into the intricate interplay between personal qualities such as resilience and organisational support as they pertain to job performance and digital transformation. Third, the results point to prospective longitudinal angles for further research. Understanding the temporal dynamics of organisational support and personal resilience within the context of

ongoing digital transformation initiatives may provide insight into the long-term sustainability and impacts of these methodologies. Finally, theoretical implications may transcend a specific discipline by bridging the gap between the organisational behaviour, psychology, and technology adoption literatures. In order to deepen our understanding of the intricate dynamics of organisational change processes, this paper provides a theoretical framework work for further academic inquiry and research.

7.2 Practical Implications

This study provides practical insights that are crucial for organisations aiming to effectively implement and carry out digital transformation strategies. The findings emphasise the significance of focused interventions aimed at improving employees' digital skills and adaptability, as personal resilience is identified as a crucial factor impacting job performance. Organisations are advised to allocate resources towards implementing extensive training programs that specifically target the development of digital skills and the cultivation of resilience among employees. These programs should be created to enable workers to efficiently handle the intricacies and difficulties linked to digital transformations. Organisations may greatly improve their workforce's capacity to adjust to changing technological environments by offering ongoing learning and development opportunities.

Furthermore, it is imperative for organisations to build resilient support systems that enable employees to adjust to the changes brought about by digital transformation. This entails furnishing essential resources, offering explicit instructions, and cultivating a supportive work environment that fosters adaptability. Establishing a culture that places a high value on resilience will assist employees in effectively handling the stress and uncertainties that frequently come with digital transformation. In order to adapt to the evolving digital environment, organisations need to reassess and modify their performance evaluation procedures. By integrating metrics for resilience and digital proficiency into routine performance evaluations and feedback mechanisms, a more precise assessment of employee capabilities in a digitally transformed workplace can be obtained. Moreover, managers should meticulously strategize and implement technology adoption initiatives that consider the abilities and inclinations of their employees. Enhancing job satisfaction can be accomplished by providing sufficient training, continuous support, and user-friendly technology interfaces. Regular and clear communication is crucial for keeping employees well-informed about changes and expectations, which in turn enhances their preparedness and confidence in adopting new technologies.

An all-encompassing strategy for digital transformation should encompass helping employees, embracing digital advancements, fostering leadership abilities, and establishing a resilient and flexible organisational culture. By placing emphasis on these components, organisations may optimise employee performance and efficiently tackle challenges that arise during the process of transformation. In order to minimise opposition and guarantee a smooth shift, organisations should use change management strategies that foresee and tackle potential barriers. By adopting this approach, organisations can enhance their prospects of achieving effective digital transformation while also showcasing concrete and significant enhancements in employee performance and organisational outcomes.

7.3 Limitations and Future Research Directions

While the current study has provided valuable insights into the complex connections between (DTS), job performance, organisational agility and response, personal resilience, and organisational support, it is important to acknowledge the research limitations and identify potential areas for future investigation. The lack of generalizability of our study's findings is a significant limitation. The study's scope may be limited to specific industries, organisational sizes, or cultural contexts. It is important to use caution when extrapolating the findings to other situations. In forthcoming research endeavours, it is imperative to endeavour towards incorporating a more extensive and diverse sample in order to get a comprehensive understanding of how various organisational characteristics may impact the relationships under scrutiny in this study.

Moreover, the data obtained in a cross-sectional manner limits the capacity to establish causal relationships. Our research indicates a significant association between DTS, job performance, organisational agility and response, personal resilience, and organisational support. However, to fully understand the temporal dynamics of these relationships, a longitudinal study should be conducted. Extended observations would yield a more comprehensive understanding of how these traits evolve over time and continue to impact organisational outcomes. Exploring the inclusion of other moderating and mediating variables is a potential avenue for future investigation. While the importance of organisational support and personal resilience has been acknowledged, it is worth considering that additional organisational and human factors may also contribute to the interactions under investigation. An in-depth comprehension of the factors that affect job performance in the corporate digital transformation setting can be attained by examining the impact of elements such as employee engagement, leadership styles, and specific digital transformation techniques. Finally, the

majority of the measurements in the research are based on self-reported data, which may be influenced by biases and limitations associated with subjective evaluations. Future research may involve utilising objective performance indicators and employing a mixed-methods approach to verify findings and gain a thorough understanding of the complex link between all variables.

8 Conclusion

To summarise, the present study has investigated the intricate relationships among job performance, organisational digital transformation strategy, the moderating influence of organisational support and personal resilience, and the mediating impact of organisational agility and response. The findings emphasise the necessity of considering both the organisational and human dynamic capabilities when developing digital transformation strategies. They also underscore the significance of fostering supportive organisational cultures and aligning strategies in order for companies to navigate the rapidly changing landscape of digital transformation. The study's findings have significant theoretical and managerial consequences, advancing knowledge in the relevant field and providing valuable insights for managers and executives seeking to optimise the efficacy of digital transformation strategies in their organisations for uplifting both the employees and organisational outcomes. The study proposes future research areas that will establish the foundation for further inquiry and development of strategies that facilitate successful digital transformation while bolstering individuals' resilience and organisational support within the company's framework. The study's findings can assist firms in efficiently managing the digital transformation process and enhancing overall job performance, thereby ensuring sustained success in a fast-evolving technological landscape.

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Appendix:

Construct and Measurement Items:

Relative to other firms in your industry, please identify the degree to which your Organisation has seen effects of digital transformation strategy and how has it impacted your job performance on a scale of 1 to 7 scale (**1 = strongly disagree, 7 = strongly agree**).

Digital Transformation Strategy [Adapted from (Aral and Weill, 2007; Liu *et al.*, 2013; Nwankpa and Roumani, 2016)]

As part of digital transformation strategy, our organization:

- DTS1** Is driving new business processes built on technologies such as agile and responsive systems.
 - DTS2** Is integrating digital technologies such as social media, cloud and mobile technologies to drive change.
 - DTS3** Has been successful in integrating our existing knowledge with the new information and knowledge acquired.
 - DTS4** Has been effective in transforming existing information into new knowledge.
 - DTS5** Successfully grasp the opportunities for our firm from new external knowledge.
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Organizational Agility [Adapted from (Chen *et al.*, 2014)]

To what extent do you agree that your organization easily and quickly perform the following business actions?

- OA1** Respond to changes in aggregate consumer/user demand.
 - OA2** Customize products or services to suit an individual customer/user.
 - OA3** React to new product or service launched by the competitors.
 - OA4** Adjust (i.e., expand or reduce) the variety of products/services availability.
 - OA5** Adopting new technologies to produce better, faster and cheaper products and services.
 - OA6** Sensing and responding to the dynamic business changes posed by the business environmental hostility.
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Organizational Response [Adapted from (Filimonau *et al.*, 2020)]

Our organization has:

- OR1** Helped (Financial / economic) employees to compensate for possible liquidity losses during the temporary lay- offs of staff.
- OR2** Introduced flexible working policies such as work from home if possible.
- OR3** Provided support for your health and wellbeing
- OR4** Introduced active measures for the use of contactless digital technologies (digital keys, digital payment, mobile payment, digital interactions, digital communication etc.)
- OR5** Modified the layout of the office spaces to guarantee social distance among people.

Personal Resilience [Adapted from (Aguiar-Quintana *et al.*, 2021)]

During any changing Organisation/business contexts:

- PR1** Having to cope with stress can make me stronger.
- PR2** I tend to bounce back when I am faced with problems.
- PR3** I believe I can achieve my goals, even if there are obstacles.
- PR4** Under pressure, I stay focused and think clearly.
- PR5** I think of myself as a strong person when dealing with life's challenges and difficulties.

Organizational Support [Adapted from (Chen and Eyoun, 2021)]

My Organisation:

- OS1** Really cares about my well-being.
- OS2** Shows a lot of concern for me.
- OS3** Cares about my opinion.
- OS4** Would never take advantage of me.
- OS5** Is willing to help me when I need a special favour.

Job Performance [Adapted from (Aguiar-Quintana *et al.*, 2021; Wong *et al.*, 2021)]

Despite changing Organisation/business contexts, I have been:

- JP1** Carrying out the tasks that my organization expects from me
 - JP2** Undertaking the tasks that my job formally demands of me
 - JP3** Fulfilling the responsibilities specified in my job position
 - JP4** Effectively coordinating with my co-workers
 - JP5** Carrying out the core parts of my job well
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