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The Effect of Dynamic Capabilities on Organization Resilience With Mediation of Digital Transformation: A Comparison Monica Candra Tjahjono, Yuliana Sri Purbiyati Darma Cendika Catholic University Correspondence: Yuliana Sri Purbiyati Email: ysripurbiyati@gmail.com Abstract Dynamic capabilities are a topic that is currently hotly discussed and attracting attention. There is a lot of research involving dynamic capabilities and their effects on various things. This research compares two studies regarding the effects of dynamic capabilities on organizational resilience with the intervening variable digital transformation. The data used was taken from two articles that examined the same object using different respondents and produced different findings. The two articles were compared to find out why they had different results or findings. The results obtained are that human resources are required to be prepared in using digital transformation and respondents who understand the subject under study. Thus, in selecting respondents, criteria are needed that meet the requirements in order to get the right respondents. Keywords: Dynamic capabilities, organizational resilience, digital transformation, respondent Introduction Human life together will not be far from the emergence of organizations. The organization itself is a container, structured horizontally and vertically, consisting of two or more people to achieve individual and common goals. Richard L. Daft believes that organizations are made of many people and their relationships with each other. To manage the running of an organization, it is important to support human resources in the organization. Organizations need to provide opportunities for the people within them to learn to be better and work together in accordance with organizational goals (Effendhie, 2011). This is one of the strategies used by organizations to run effectively and efficiently, namely by developing their human resources. The method commonly used is by conducting employee training and development (Cahya et al., 2021) in hope that the training provided could increase their readiness in facing changes and obstacles (Bariqi, 2020). Even though the organization offers to shape the human resources within it, employees are still required to have standards of work according to what is required. As time goes by, these demands become heavier than before (Rohida, 2018). Coupled with digital transformation which is increasingly widespread due to the convenience of technology, this has triggered an increase in the demands to have not only knowledge but also work skills.(Rifa Hanifa Mardhiyah et al., 2021). To survive in this era of development, humans need to develop their abilities in working in organizations. This capability is a dynamic capability, namely the human ability to work and adapt quickly in a changing environment. This capability can encourage organizational excellence in the midst of competitive competition (Nasrudin, 2019). The demands of organizations to survive in the modern era are higher because they require organizations to be flexible and able to provide new breakthroughs in the innovations they make (Mulianingsih, 2022). All organizations definitely want to excel, to find and form adequate human resources to advance the organization through intense competition. The education sector plays a big role in preparing adequate human resources for the world of work. This is a big challenge for the world of Indonesian education. Therefore, a solution emerged, namely an educational concept that prioritizes the application of educational knowledge rather than academics, called vocational education (Hartanto, 2019). This education system is intended so that human resources can receive education that is directly useful for work in their chosen field (Winangun, 2017). Apart from vocational education, the Indonesian government also has a normal academic education system which is no less developed to meet needs in the world of work. However, the reality cannot be denied that even though



Indonesia has tried its best, education in Indonesia is still lagging behind other countries. According to Human Index Development data for 2021, Indonesia received a score of 0.705, which is even much lower than our neighbor, namely Malaysia, with a score of 0.803. (Statistical Tables: Human Development Index by Indicator According to Country. 2022, nd). The decrease in Indonesian education is also said to occur because education in Indonesia is still unequal, both in quality, quantity, and effectiveness and relevance, which is considered to be chaotic and has no clear direction. (Kadi & Awwaliyah, 2017). In accordance with the description above, dynamic capabilities are very important. This article has a main focus on the use of dynamic capabilities to maintain school quality with digital transformation as an intervening variable. The purpose of this article is to analyze whether dynamic capabilities have an impact on organizational resilience with the intervening variable, namely digital transformation, which has the same or different results if the respondents are different. It is hoped that this article can provide reasons for the differences in results obtained from studies that have been conducted previously by various researchers. Literature Review According to Teece, dynamic capability is the ability possessed by an organization to integrate and reorganize the organization's internal and external competencies to face rapid environmental changes. (Darusman & Wijaya, 2020). Dynamic capabilities are considered different from the RBV (Resource-Based View) theory. This theory, which was first initiated by Wernerfelt, holds that a company's resources and capabilities are the principal or basis of a company's performance and competitiveness. (Aguzman, 2021). It can be interpreted that the heart of a company is the resources it has, both physical, human and organizational resources (Situmorang, nd). This view is different from dynamic capabilities. Dynamic capabilities view resources as a concept of change and the company's ability to reconfigure resources for their utilization (By & Nugraha, 2018). According to Banahene, organizational resilience is the ability of an organization to avoid disruption, minimize risk and uncertainty, and easily take advantage of opportunities. (Enasta et al., 2022). In another study, it is said that resilience does not only mean how an organization survives, but also how these conditions can be turned into profitable situations. (Said & Wicaksono, 2021). From these opinions, it can be concluded that organizational resilience is divided into two aspects, namely recovery and adaptation. This can be seen in the ability to restore the condition of the organization after something detrimental occurs and then restore the organization's ability to run afterwards (Enasta et al., 2022). Digital transformation is a change that occurs in an organization and is influenced by digital technology. This change is driven by technological developments in the environment and organizations (Widnyani et al., 2021). Digital transformation is also defined as the integration of technology in all aspects of an organization. Over time, digital transformation has gone from an opportunity to a necessity required by organizations. Digital transformation forms new mechanisms and influences the main structure of running organizations (Putri et al., 2022). In facing this digital transformation, organizations need to prepare themselves and form a strategy to survive the digital onslaught (Listiyoningsih et al., 2022). One strategy that can be used is to increase HR capabilities in Information and Communication Technology (ICT). Apart from that, organizations also need to open themselves to emerging changes and apply critical thinking to respond to digital transformation (Wening & Santosa, 2022). The framework of this research is to carry out research analysis from previous research and theory. The type of reasoning that will be used is deductive reasoning. Deductive reasoning is defined as a process of drawing conclusions from general theory to make logical conclusions (Medina, 2022). The research being compared is a journal

taken from the International [Journal of Economic and Management Studies](#) with the title "The Effect of Dynamic Capabilities on Organization Resilience with Mediation of Digital Transformation" (Purbiyati & Setyawati, 2023) and "The Effect of Dynamic Capabilities on Organization Resilience with Digital Transformation as a Mediation Variable" ([Purbiyati & Rachmawati, 2023](#)) from [International Journal of Economics, Business and Accounting Research](#). Both have the same sample with different respondents. The results of this research show that dynamic capabilities are not significant for digital transformation, but [digital transformation has a positive effect on organizational resilience](#). Apart from that, from this research, it was found that digital transformation does not act as an intervening variable between dynamic capabilities and organizational resilience (Purbiyati & Rachmawati, 2023). However, Purbiyati & Setyawati (2023) found that [dynamic capabilities have a significant effect on digital transformation](#) and [digital transformation has a significant effect on organizational resilience](#). Apart from [that](#), the results also showed that digital transformation was successful as an intervention variable between dynamic capabilities and organizational resilience. Methodology The research will be carried out using comparative qualitative methods, namely by carrying out analysis to search for and discover similarities and differences in phenomena. This research will compare two articles that have the same theme with different respondents, namely the articles "The Effect of Dynamic Capabilities on Organization Resilience with Mediation of Digital Transformation" and "Dynamic Effect Capabilities on Organization Resilience with Digital Transformation as a Mediation Variable." Data taken from both studies will be used to analyze similarities and differences. To make it easier to search for data, the author will divide the data used into 3 parts, namely [the relationship between dynamic capabilities and digital transformation](#), the relationship between [digital transformation](#) and organizational resilience, and [the relationship between dynamic capabilities and organizational resilience with digital transformation as an intervening variable](#). Results In the article entitled [The Effect of Dynamic Capabilities on Organization Resilience with Digital Transformation as a Mediation Variable](#), researchers provide 3 hypotheses to be tested, namely [H1: Dynamic capabilities have a positive effect on digital transformation](#); [H2: Digital transformation has a positive effect on organizational resilience](#); and [H3: Dynamic capabilities have a positive effect on organizational resilience with the intervening variable of digital transformation](#) (Purbiyati & Setyawati, 2023). The following are the results of the path coefficient and hypothesis test: Table 1. Results of Path Coefficients and Tests of H1 and H2 From this table, the results show that H1: [The relationship between dynamic capabilities and organizational resilience](#) is acceptable because it has a p value of less than 0.05. Apart from that, the path coefficient shows 0.756, which means [that dynamic capabilities have a positive relationship with digital transformation](#). The next hypothesis is H2: [The relationship between digital transformation and organizational resilience](#) is also accepted because the p value is  $0.000 < 0.05$ . In addition, H2 gets [a path coefficient of 0.814, which means digital transformation has a positive effect on organizational resilience](#). This positive effect can also be interpreted as if there is an increase or decrease in digital transformation, this will also result in an increase or decrease in organizational resilience. Table 2. Results of Path Coefficients and H3 Tests The table above states that H3: The influence [of dynamic capabilities on organizational resilience with the intervening variable digital transformation](#) has [a p value of  \$0.000 < 0.05\$ , which means the hypothesis can be accepted](#). Apart from [that](#), H3 also got [a path coefficient of 0.616 which states that there is an indirect influence of dynamic capabilities on organizational resilience through digital transformation](#). (Purbiyati & Setyawati, 2023). The comparative article entitled [The Effect of Dynamic Capabilities on Organization Resilience with](#)



Mediation of Digital Transformation also raises 3 hypotheses, namely H1: Dynamic capabilities have a positive effect on digital transformation; H2: Digital transformation has a positive effect on organizational resilience; and H3: Dynamic capabilities have a positive effect on organizational resilience with the intervening variable of digital transformation. The data used was then tested for the validity of the hypothesis. The following are the results of the path coefficients and p values from H1 and H2: Table 3. Results of Path Coefficients and Tests of H1 and H2 Table 3 states that, H1: Dynamic capabilities have a positive effect on digital transformation has a p value of 0.851. The hypothesis is declared accepted if the p value is < 0.05, which means H1 cannot be accepted. Apart from that, the table also includes the H1 path coefficient, which is -0.098. The results of this path coefficient state that there is a negative effect, which means that dynamic capabilities have no direct effect on digital transformation. H2: Digital transformation has a positive effect on organizational resilience was also tested and received a p value of 0.000 < 0.05. This means that H2 can be accepted. Then the path coefficient from H2 shows 0.399, which shows that digital transformation has a direct influence on organizational resilience. If there is a decline or increase in digital transformation. Table 4. Results of Path Coefficients and H3 Tests Table 4 states the results of the path coefficients and p values of H3: The influence of dynamic capabilities on organizational resilience through the intervening variables of digital transformation. The p value of this hypothesis shows  $0.848 > 0.05$  which makes this hypothesis unacceptable. Then the result was also obtained that the H3 path coefficient was -0.039. These results state that there is a negative effect between dynamic capabilities on organizational resilience and the digital transformation intervention variable(Purbiyati & Rachmawati, 2023). Discussion This research uses three variables, namely Dynamic Capability, Organizational Resilience and Digital Transformation. This discussion is used to analyze the results of the research that has been carried out and express them in accordance with the research objectives. From these results, H1, H2 and H3 have been declared significant and can be analyzed. 1. The Relationship of Dynamic Capabilities to Digital Transformation In accordance with the results in the first article, the results show that dynamic capabilities have a significant effect on digital transformation. This indicates that H1 can be accepted. In addition to the research used in the results, many other studies also show that dynamic capabilities have a significant effect on digital transformation(Mendonça & Andrade, 2018; Songkajorn et al., 2022). This means that the results obtained have been supported by several other studies on the same topic. These results also support one of the hypotheses which states the significant effect of knowledge-based dynamic capabilities (KBDCs) on digital transformation(Songkajorn et al., 2022). In accordance with existing empirical data, it is shown that increasing dynamic capabilities will make digital transformation run better. This opinion is also supported by research that discusses the influence of digital transformation on knowledge management (KM). The result is the conclusion that knowledge management has an important influence on determining the success of digital transformation(Alvarenga et al., 2020). According to research, it is said that knowledge management has a close relationship with dynamic capabilities(Easterby-Smith & M. Prieto, 2008; Songkajorn et al., 2022). This happens because the ability to learn is a source of dynamic capabilities which are then transferred to organizational operations as an output from the application of dynamic capabilities (Songkajorn et al., 2022). However, research also shows insignificant results regarding the relationship between dynamic capabilities and digital transformation. This is in line with several studies which then explain the reasons behind the insignificant results obtained. According to Purbiyati & Rachmawati (2023), so that digital

transformation can run well in an organization, there needs to be actions that facilitate the development of dynamic capabilities. The second reason why digital transformation in organizations fails is due to a lack of knowledge about the digital strategy process (Songkajorn et al., 2022). The final reason stated was that the company was not optimal in implementing digital capabilities in the initial stages of the company (Iqbal, 2020). For this reason, so that dynamic capabilities can go hand in hand with digital transformation within the company, routine monitoring and development are needed to follow the flow of an increasingly sophisticated digital world in the future. [2. The Relationship of Digital Transformation to Organizational Resilience](#) In the results of the two articles used, it was found that digital transformation has a significant impact on organizational resilience, meaning that H2 can be accepted. These findings confirm that the increasing development of digital transformation will also have an impact on increasing organizational resilience. This finding is also supported by similar findings which state that digital transformation plays an important role and is a significant guarantee for organizations to achieve a state of resilience (Zhang et al., 2021). In another article, it also shows the importance of Robotic Process Automation (RPA) as a digital transformation tool in building organizational resilience. The robots used are in the form of software that has the ability to detect risks, adapt to environmental changes, help organizational flexibility to accommodate resources, and so on (Sobczak, 2022). New technology opens up new opportunities and opportunities for companies to increase productivity and be competitive in the market. However, this must also be implemented together with human resource awareness to accept the process changes that will occur. It requires awareness from everyone to shape digital transformation in the organization (Peschl & Schüth, 2022). [3. The Relationship of Dynamic Capabilities to Organizational Resilience with Digital Transformation as an Intervention Variable Referring to the first article](#), the relationship between dynamic capabilities on organizational resilience and intervention from digital transformation is considered significant and acceptable. This means that dynamic capabilities have a positive influence on organizational resilience through digital transformation. According to the analysis results, the relationship between dynamic capabilities and digital transformation has a significant influence and the relationship between digital transformation and organizational resilience also has a significant influence. If concluded, then the intervention variable of digital transformation is also considered significant because it forms a circular cycle, namely dynamic capability for digital transformation, then digital transformation for organizational resilience. However, different results were obtained from the second article which stated that the relationship was considered not significant so the hypothesis could not be accepted even though they use the same analysis techniques. This is because the relationship between dynamic capabilities and digital transformation does not have a significant effect, although [the relationship between digital transformation and organizational resilience](#) has a significant effect. According to these results, digital transformation cannot be considered as an intervening variable [between dynamic capabilities and organizational resilience](#). The difference [in](#) results was reported to be due to the lack of optimal implementation of digital transformation on organization (Iqbal, 2020). Apart from that, differences in results are also caused by differences in respondents used for research. Insignificant results were caused by respondents not understanding developments in their work units or not understanding the statements in the instrument. For this reason, it could be assumed that the researcher chose the wrong sample so that the data obtained could not prove its significance (Mardani, 2023). [Digital transformation is the use of technology](#) in daily activities [to](#) achieve better goals. Therefore, consistency and adaptation are

needed from all organizational actors to implement digital technology which continues to develop (Iqbal, 2020). Conclusion The results of this research are that digital transformation can bring support to dynamic capabilities to achieve organizational resilience. Digital transformation moves as a tool to maintain the running of the organization. However, this also needs to be accompanied by preparation of many things. If it is not prepared, it will lead to unpreparedness of resources because of the many changes that occur (Iqbal, 2020). Apart from that, the implementation of digital transformation in organizations cannot be implemented immediately, but rather through trial and error which must be prepared by those in power in the organization (Marx, 2021). Even though this research is based on the results of research on schools under the Saint Dominic Foundation, this research is considered to be able to validate various organizational forms because there are no significant changes. Even so, this research is still considered insufficient because it can still be developed by adding various variables, such as the influence of leadership in the organization, organizational culture, and so on.

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# The Effect of Dynamic Capabilities on Organization Resilience With Mediation of Digital Transformation: A Comparison

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## The Effect of Dynamic Capabilities on Organization Resilience With Mediation of Digital Transformation: A Comparison

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### Abstract

Dynamic capabilities are a topic that is currently hotly discussed and attracting attention. There is a lot of research involving dynamic capabilities and their effects on various things. This research compares two studies regarding the effects of dynamic capabilities on organizational resilience with the intervening variable digital transformation. The data used was taken from two articles that examined the same object using different respondents and produced different findings. The two articles were compared to find out why they had different results or findings. The results obtained are that human resources are required to be prepared in using digital transformation and respondents who understand the subject under study. Thus, in selecting respondents, criteria are needed that meet the requirements in order to get the right respondents.

Keywords: Dynamic capabilities, organizational resilience, digital transformation, respondent

### Introduction

Human life together will not be far from the emergence of organizations. The organization itself is a container, structured horizontally and vertically, consisting of two or more people to achieve individual and common goals. Richard L. Daft believes that organizations are made of many people and their relationships with each other. To manage the running of an organization, it is important to support human resources in the organization. Organizations need to provide opportunities for the people within them to learn to be better and work together in accordance with organizational goals (Effendhie, 2011). This is one of the strategies used by organizations to run effectively and efficiently, namely by developing their human resources. The method commonly used is by conducting employee training and development (Cahya et al., 2021) in hope that the training provided could increase their readiness in facing changes and obstacles (Bariqi, 2020).

Even though the organization offers to shape the human resources within it, employees are still required to have standards of work according to what is required. As time goes by, these demands become heavier than before (Rohida, 2018). Coupled with digital transformation which is increasingly widespread due to the convenience of technology, this has triggered an increase in the demands to have not only knowledge but also work skills. (Rifa Hanifa Mardhiyah et al., 2021). To survive in this era of development, humans need to develop their abilities in working in organizations. This capability is a dynamic capability, namely the human ability to work and adapt quickly in a changing environment. This capability can encourage organizational excellence in the midst of competitive competition (Nasrudin, 2019).

The demands of organizations to survive in the modern era are higher because they require organizations to be flexible and able to provide new breakthroughs in the innovations they make (Mulianingsih, 2022). All organizations definitely want to excel, to find and form adequate human resources to advance the organization through intense competition.



The education sector plays a big role in preparing adequate human resources for the world of work. This is a big challenge for the world of Indonesian education. Therefore, a solution emerged, namely an educational concept that prioritizes the application of educational knowledge rather than academics, called vocational education (Hartanto, 2019). This education system is intended so that human resources can receive education that is directly useful for work in their chosen field (Winangun, 2017). Apart from vocational education, the Indonesian government also has a normal academic education system which is no less developed to meet needs in the world of work.

However, the reality cannot be denied that even though Indonesia has tried its best, education in Indonesia is still lagging behind other countries. According to Human Index Development data for 2021, Indonesia received a score of 0.705, which is even much lower than our neighbor, namely Malaysia, with a score of 0.803. (Statistical Tables: Human Development Index by Indicator According to Country. 2022, nd). The decrease in Indonesian education is also said to occur because education in Indonesia is still unequal, both in quality, quantity, and effectiveness and relevance, which is considered to be chaotic and has no clear direction. (Kadi & Awwaliyah, 2017).

In accordance with the description above, dynamic capabilities are very important. This article has a main focus on the use of dynamic capabilities to maintain school quality with digital transformation as an intervening variable. The purpose of this article is to analyze whether dynamic capabilities have an impact on organizational resilience with the intervening variable, namely digital transformation, which has the same or different results if the respondents are different. It is hoped that this article can provide reasons for the differences in results obtained from studies that have been conducted previously by various researchers.

## Literature Review

According to Teece, dynamic capabilities is the ability possessed by an organization to integrate and reorganize the organization's internal and external competencies to face rapid environmental changes. (Darusman & Wijaya, 2020). Dynamic capabilities are considered different from the RBV (Resource-Based View) theory. This theory, which was first initiated by Wernerfelt, holds that a company's resources and capabilities are the principal or basis of a company's performance and competitiveness. (Aguzman, 2021). It can be interpreted that the heart of a company is the resources it has, both physical, human and organizational resources (Situmorang, nd). This view is different from dynamic capabilities. Dynamic capabilities view resources as a concept of change and the company's ability to reconfigure resources for their utilization (By & Nugraha, 2018).

According to Banahene, organizational resilience is the ability of an organization to avoid disruption, minimize risk and uncertainty, and easily take advantage of opportunities. (Enasta et al., 2022). In another study, it is said that resilience does not only mean how an organization survives, but also how these conditions can be turned into profitable situations. (Said & Wicaksono, 2021). From these opinions, it can be concluded that organizational resilience is divided into two aspects, namely recovery and adaptation. This can be seen in the ability to restore the condition of the organization after something detrimental occurs and then restore the organization's ability to run afterwards (Enasta et al., 2022).

Digital transformation is a change that occurs in an organization and is influenced by digital technology. This change is driven by technological developments in the environment and organizations (Widnyani et al., 2021). Digital transformation is also defined as the integration

of technology in all aspects of an organization. Over time, digital transformation has gone from an opportunity to a necessity required by organizations. Digital transformation forms new mechanisms and influences the main structure of running organizations (Putri et al., 2022). In facing this digital transformation, organizations need to prepare themselves and form a strategy to survive the digital onslaught (Listiyoningsih et al., 2022). One strategy that can be used is to increase HR capabilities in Information and Communication Technology (ICT). Apart from that, organizations also need to open themselves to emerging changes and apply critical thinking to respond to digital transformation (Wening & Santosa, 2022).

The framework of this research is to carry out research analysis from previous research and theory. The type of reasoning that will be used is deductive reasoning. Deductive reasoning is defined as a process of drawing conclusions from general theory to make logical conclusions (Medina, 2022).

The research being compared is a journal taken from the International Journal of Economic and Management Studies with the title "The Effect of Dynamic Capabilities on Organization Resilience with Mediation of Digital Transformation" (Purbiyati & Setyawati, 2023) and "The Effect of Dynamic Capabilities on Organization Resilience with Digital Transformation as a Mediation Variable" (Purbiyati & Rachmawati, 2023) from International Journal of Economics, Business and Accounting Research. Both have the same sample with different respondents. The results of this research show that dynamic capabilities are not significant for digital transformation, but digital transformation has a positive effect on organizational resilience. Apart from that, from this research, it was found that digital transformation does not act as an intervening variable between dynamic capabilities and organizational resilience (Purbiyati & Rachmawati, 2023). However, Purbiyati & Setyawati (2023) found that dynamic capabilities have a significant effect on digital transformation and digital transformation has a significant effect on organizational resilience. Apart from that, the results also showed that digital transformation was successful as an intervention variable between dynamic capabilities and organizational resilience.

## Methodology

The research will be carried out using comparative qualitative methods, namely by carrying out analysis to search for and discover similarities and differences in phenomena. This research will compare two articles that have the same theme with different respondents, namely the articles "The Effect of Dynamic Capabilities on Organization Resilience with Mediation of Digital Transformation" and "Dynamic Effect Capabilities on Organization Resilience with Digital Transformation as a Mediation Variable." Data taken from both studies will be used to analyze similarities and differences. To make it easier to search for data, the author will divide the data used into 3 parts, namely the relationship between dynamic capabilities and digital transformation, the relationship between digital transformation and organizational resilience, and the relationship between dynamic capabilities and organizational resilience with digital transformation as an intervening variable.

## Results

In the article entitled The Effect of Dynamic Capabilities on Organization Resilience with Digital Transformation as a Mediation Variable, researchers provide 3 hypotheses to be tested, namely H1: Dynamic capabilities have a positive effect on digital transformation; H2: Digital

transformation has a positive effect on organizational resilience; and H3: Dynamic capabilities have a positive effect on organizational resilience with the intervening variable of digital transformation(Purbiyati & Setyawati, 2023). The following are the results of the path coefficient and hypothesis test:

Table 1. Results of Path Coefficients and Tests of H1 and H2

hypothesis	Track	Path Coefficient	T-Statistics	P-Values	Information
1	Dynamic Capabilities → Digital Transformation	0.756	13,387	0.000	significant
2	Digital Transformation → Organizational Resilience	0.814	10.017	0.000	significant

From this table, the results show that H1: The relationship between dynamic capabilities and organizational resilience is acceptable because it has a p value of less than 0.05. Apart from that, the path coefficient shows 0.756, which means that dynamic capabilities have a positive relationship with digital transformation. The next hypothesis is H2: The relationship between digital transformation and organizational resilience is also accepted because the p value is  $0.000 < 0.05$ . In addition, H2 gets a path coefficient of 0.814, which means digital transformation has a positive effect on organizational resilience. This positive effect can also be interpreted as if there is an increase or decrease in digital transformation, this will also result in an increase or decrease in organizational resilience.

Table 2. Results of Path Coefficients and H3 Tests

hypothesis	Track	Path Coefficient	T-Statistics	P-Values	Information
3	Dynamic Capabilities → Digital Transformation → Organizational Resilience	0.616	7,029	0.000	Significant

The table above states that H3: The influence of dynamic capabilities on organizational resilience with the intervening variable digital transformation has a p value of  $0.000 < 0.05$ , which means the hypothesis can be accepted. Apart from that, H3 also got a path coefficient of 0.616 which states that there is an indirect influence of dynamic capabilities on organizational resilience through digital transformation.(Purbiyati & Setyawati, 2023).

The comparative article entitled The Effect of Dynamic Capabilities on Organizational Resilience with Mediation of Digital Transformation also raises 3 hypotheses, namely H1: Dynamic capabilities have a positive effect on digital transformation; H2: Digital transformation has a positive effect on organizational resilience; and H3: Dynamic capabilities have a positive effect on organizational resilience with the intervening variable of digital transformation. The data used was then tested for the validity of the hypothesis. The following are the results of the path coefficients and p values from H1 and H2:

Table 3. Results of Path Coefficients and Tests of H1 and H2

Hypothesis	Path	Path Coefficient	T-Statistic	P-Values	Remarks
1	Dynamic Capabilities → Digital Transformation	-0,098	0,188	0,851	Not significant
2	Digital Transformation → Organizational Resilience	0,399	4,742	0,000	Significant

Table 3 states that, H<sub>1</sub> Dynamic capabilities have a positive effect on digital transformation has a p value of 0.851. The hypothesis is declared accepted if the p value is <0.05, which means H1 cannot be accepted. Apart from that, the table also includes the H1 path coefficient, which is -0.038. The results of this path coefficient state that there is a negative effect, which means that dynamic capabilities have no direct effect on digital transformation. H2: Digital transformation has a positive effect on organizational resilience was also tested and received a p value of 0.000 < 0.05. This means that H2 can be accepted. Then the path coefficient from H2 shows 0.399, which shows that digital transformation has a direct influence on organizational resilience. If there is a decline or increase in digital transformation.

Table 4. Results of Path Coefficients and H3 Tests

Hypothesis	Path	Path Coefficient	T-Statistic	P-Values	Remarks
3	Dynamic Capabilities → Digital Transformation → Organizational Resilience	-0,039	0,192	0,848	Not significant

Table 4 states the results of the path coefficients and p values of H3: The influence of dynamic capabilities on organizational resilience through the intervening variables of digital transformation. The p value of this hypothesis shows 0.848 > 0.05 which makes this hypothesis unacceptable. Then the result was also obtained that the H3 path coefficient was -0.039. These results state that there is a negative effect between dynamic capabilities on organizational resilience and the digital transformation intervention variable (Purbiyati & Rachmawati, 2023).

## Discussion

This research uses three variables, namely *Dynamic Capability*, *Organizational Resilience* and *Digital Transformation*. This discussion is used to analyze the results of the research that has been carried out and express them in accordance with the research objectives. From these results, H1, H2 and H3 have been declared significant and can be analyzed.

### 1. The Relationship of Dynamic Capabilities to Digital Transformation

In accordance with the results in the first article, the results show that dynamic capabilities have a significant effect on digital transformation. This indicates that H1 can be accepted. In addition to the research used in the results, many other studies also show that dynamic capabilities have a significant effect on digital transformation (Mendonça & Andrade, 2018; Songkajorn et al., 2022). This means that the results obtained have been supported by several other studies on the same topic.

These results also support one of the hypotheses which states the significant effect of knowledge-based dynamic capabilities (KBDCs) on digital transformation (Songkajorn et al., 2022). In accordance with existing empirical data, it is shown that increasing dynamic capabilities will make digital transformation run better. This opinion is also supported by research that discusses the influence of digital transformation on knowledge management (KM). The result is the conclusion that knowledge management has an important influence on determining the success of digital transformation (Alvarenga et al., 2020). According to research, it is said that knowledge management has a close relationship with dynamic capabilities (Easterby-Smith & M. Prieto, 2008; Songkajorn et al., 2022). This happens because the ability to learn is a source of dynamic capabilities which are then transferred to



organizational operations as an output from the application of dynamic capabilities (Songkajorn et al., 2022).

However, research also shows insignificant results regarding the relationship between dynamic capabilities and digital transformation. This is in line with several studies which then explain the reasons behind the insignificant results obtained. According to Purbiyati & Rachmawati (2023), so that digital transformation can run well in an organization, there needs to be actions that facilitate the development of dynamic capabilities. The second reason why digital transformation in organizations fails is due to a lack of knowledge about the digital strategy process (Songkajorn et al., 2022). The final reason stated was that the company was not optimal in implementing digital capabilities in the initial stages of the company (Iqbal, 2020).

For this reason, so that dynamic capabilities can go hand in hand with digital transformation within the company, routine monitoring and development are needed to follow the flow of an increasingly sophisticated digital world in the future.

## 1 2. The Relationship of Digital Transformation to Organizational Resilience

In the results of the two articles used, it was found that digital transformation has a significant impact on organizational resilience, meaning that H2 can be accepted. These findings confirm that the increasing development of digital transformation will also have an impact on increasing organizational resilience.

This finding is also supported by similar findings which state that digital transformation plays an important role and is a significant guarantee for organizations to achieve a state of resilience (Zhang et al., 2021). In another article, it also shows the importance of Robotic Process Automation (RPA) as a digital transformation tool in building organizational resilience. The robots used are in the form of software that has the ability to detect risks, adapt to environmental changes, help organizational flexibility to accommodate resources, and so on (Sobczak, 2022).

New technology opens up new opportunities and opportunities for companies to increase productivity and be competitive in the market. However, this must also be implemented together with human resource awareness to accept the process changes that will occur. It requires awareness from everyone to shape digital transformation in the organization (Feschl & Schüth, 2022).

## 1 3. The Relationship of Dynamic Capabilities to Organizational Resilience with Digital Transformation as an Intervention Variable

Referring to the first article, the relationship between dynamic capabilities on organizational resilience and intervention from digital transformation is considered significant and acceptable. This means that dynamic capabilities have a positive influence on organizational resilience through digital transformation. According to the analysis results, the relationship between dynamic capabilities and digital transformation has a significant influence and the relationship between digital transformation and organizational resilience also has a significant influence. If concluded, then the intervention variable of digital transformation is also considered significant because it forms a circular cycle, namely dynamic capability for digital transformation, then digital transformation for organizational resilience.

However, different results were obtained from the second article which stated that the relationship was considered not significant so the hypothesis could not be accepted even though they use the same analysis techniques. This is because the relationship between dynamic capabilities and digital transformation does not have a significant effect, although

<sup>2</sup> the relationship between digital transformation and organizational resilience has a significant effect. According to these results, digital transformation cannot be considered as an intervening variable between dynamic capabilities and organizational resilience. The difference in results was reported to be due to the lack of optimal implementation of digital transformation on organization (Iqbal, 2020). Apart from that, differences in results are also caused by differences in respondents used for research. Insignificant results were caused by respondents not understanding developments in their work units or not understanding the statements in the instrument. For this reason, it could be assumed that the researcher chose <sup>18</sup> wrong sample so that the data obtained could not prove its significance (Mardani, 2023). Digital transformation is the use of technology in daily activities to achieve better goals. Therefore, consistency and adaptation are needed from all organizational actors to implement digital technology which continues to develop (Iqbal, 2020).

### <sup>1</sup> Conclusion

The results of this research are that digital transformation can bring support to dynamic capabilities to achieve organizational resilience. Digital transformation moves as a tool to maintain the running of the organization. However, this also needs to be accompanied by preparation of many things. If it is not prepared, it will lead to unpreparedness of resources because of the many changes that occur (Iqbal, 2020). Apart from that, the implementation of digital transformation in organizations cannot be implemented immediately, but rather through trial and error which must be prepared by those in power in the organization (Marx, 2021).

<sup>13</sup> Even though this research is based on the results of research on schools under the Saint Dominic Foundation, this research is considered to be able to validate various organizational forms because there are no significant changes. Even so, this research is still considered insufficient because it can still be developed by adding various variables, such as the influence of leadership in the organization, organizational culture, and so on.

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