

THE MODERATION ROLE OF EMPOWERMENT LEADERSHIP IN DIGITAL TRANSFORMATIONAL RELATIONSHIP TOWARDS ORGANIZATIONAL RESILIENCE

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Abstract: Organizational resilience is a worthy struggle for many organizations. With organizational resilience, the organization can actualize its organizational vision and mission. Apart from that, school organizations can provide learning services, train friendship between students, and provide a sense of security for students. This research was conducted in an elementary school at a foundation on the island of Java with a total of 120 parents of students. This study uses a quantitative approach. The data was processed using the SEM-PLS application. The purpose of this research is to determine the influence of digital transformational relationships on organizational leadership and determine the mediating role of empowering leadership on digital transformational relationships with organizational leadership. The consequence of this research show that digital transform has a constructive and significant sequel on organizational resilience. This research places empowering leadership as a moderating variable in the relationship between digital transformational and organizational leadership. The results found were that empowering leadership did not moderate the relationship between digital transformational and organizational leadership.

Keywords: *Organizational leadership, Digital transformational, empowering leadership.*

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1. Introduction

Many schools are facing closure (Widyastuti CB, 2013) due to the small number of students and the continued decline in new students (Endrayanto, 2022). Schools face a difficult external environment. Challenging environments force organizations to become more flexible, adaptable, resilient, and innovative in order to survive and thrive (Liu et al., 2019). Organizational capabilities are required to anticipate potential threats, deal with adverse events effectively, and adapt to changing conditions (Duchek, 2020). Organizational resilience is the ability of an organization to anticipate, respond, adapt to changes gradually, thereby enabling the organization to survive and continue to live even in times of difficulty or crisis (Delgado-abad, 2022; (Willis & Nadkarny, 2020). Organizational resilience is very necessary as a means to pass on the goals of establishing a company or organization (Hamel & Valikangas, 2003).

It is very important to build organizational resilience so that the organization can be assured of being able to face the challenges and uncertainties that arise as a result of digital transformation. On one side. digital transformation can have a significant impact on an

organization's activities and profits (Cernich, 2023). For organizations, digital technology is an excellent means to manage and adapt to complexity outside the organization (Tortorella et al., 2021). Thus, technological transformation could assist companies face an environment full of competition and increasing insecure, change and interdependence (Schroeder et al., 2019; Pessot et al., 2021). Resilience and complexity explain that for digital transformation to be successful it needs to be supported by the implementation of a strategic approach that is aligned with the company's resilience extent (Codara & Sgobbi, 2023).

Digital transformation was adopted by schools through online learning, especially during the Covid-19 pandemic (Mehmood & Saeed, 2021). Further explained Mehmood & Saeed (2021) that the success of schools is motivated by a leadership style that encourages employee involvement and also shows concern for employees, being involved in their work by training, guiding and involving employees in the decision-making process (Andrianu, 2020). The leadership referred to is empowering leadership which ultimately results in employee resilience so that employee and company engagement remains holistic. On the one hand, leadership is one of the resilience factors that drives digital transformation at the company level (Cotta & Salvador, 2020; Imran et al., 2021; Nayernia et al., 2022). This is intended to increase the success of digital transformation and provide support for the organization's operational activities which ultimately makes digital transformational developments in the organization or company increasingly developed (Codara & Sgobbi, 2023) and sustained (Seken, 2020).

On the other hand, implementing strategies using digital transformation for organizational resilience requires large capital (Codara & Sgobbi, 2023). Apart from that, digitalization is a very big and global trend that affects the internal and external value of companies. For this reason, organizations must adapt and their leaders must have leadership skills for successful digitalization. Successful leaders in digitalization must be visionary and customer-centric and embrace change. Leadership in the world of digitalization is one that empowers employees, has digital intelligence, and is involved in partnerships and ecosystems. Therefore, digitalization requires true leadership, not just management leadership, to embrace risk taking and promote teamwork and collaboration and must be managed actively (Tagscherer & Carbon, 2023).

Previous research found that empowering leadership predicts teacher self-efficacy and organizational resilience positively and significantly (Karagozoglu & Ozan, 2022). Empowering leadership increases employee engagement towards employee resilience (Mehmood & Saeed, 2021). These results can be influenced by psychological empowerment (Westerberg, 2020). In the real estate industry, empowering leadership increases the psychological empowerment of marketing personnel and reduces cynical attitudes (Lorinkova et al., 2018). Apart from that, leadership influences Organizational Citizenship Behavior (OCB) through psychological empowerment and emotional intelligence (Jiang et al., 2019; Shahab et al., 2018). On organizational performance, empowering leadership has a positive influence (Mohammed & AL-Abrow, 2022). Empowerment leadership also has a positive relationship with followers' taking charge (Li et al., 2015) as well as with employee groups (Singh et al., 2022). Examining existing research, no research has been found that places empowering leadership as a moderating variable. In accordance with its function, namely that the leader motivates, distributes tasks to his team members, it is worth asking whether empowering leadership strengthens or weakens the relationship between the independent and dependent variables, therefore the placement of empowering leadership as a moderating variable can be categorized as new in this research. Therefore, this research focuses on the impact from digital transformational toward resilience of organizational past down the leadership empowering

variable as a moderating variable. The aim of this research is to explain the moderating role of empowering leadership on digital transformational relationships with organizational resilience.

This research has a conceptual framework as a thinking framework which aims to describe the basis of the thinking process in the framework of carrying out investigations based on theory in empirical study. A conceptual review is implemented to quickly go along then thought procedure of derivable take down. Sekaran & Bougie (2016), explain that deductive reasoning tests theories that have general characteristics that are used as analysis of something specific. A process of observing certain phenomena and arriving at general conclusions is called inductive reasoning (Sekaran & Bougie, 2016). Empirical research is research with steps to conclude from the general to the specific so that it can be fulfilled or used in more experiments. Categorical thinking straight be inclined to be worn in empiric research. The conceptual and observed studies can lay out a fundament for condition criterions to evaluate the predictor, predicted, intervening and moderate variables applied in this research.

Resilience is the ability to face difficulties and develop positive habits towards new changing situations (Foerster & Ducheck, 2018), thereby learning new competencies that can help someone get out of difficulties and become resilient in facing difficulties. The theory of organizational resilience comes from Akpan et al., (2022) according to which, organizational resilience has two dimensions, *adaptability* and *agility*. Adaptability is the capacity of an institution to make changes to systems of management, administration and capabilities that support these two things. Agility is the speed of an organization's response to respond to a crisis effectively (Akpan et al., 2022).

Technological transformational gives utility guidance and wealth for occupation progression and construction flexibility in troublemaking conditions. For organizational resilience, digital transformational plays a very important role (Zhang et al., 2021). Technology transformational is the operation of using technology transformational to create business processes to meet changing business needs. Digital transformation presents various tools for scanning internal and external environments. With transformational digital, changes in the business environment can be predicted and these changes can be used as opportunities to be exploited for the benefit of the organization (Seken, 2020). Digital transformational provides Big Data for analysis (Joseph & Roumani, 2016; Seken, 2020). Thus, the hope is that hypothesis one (H1) is that technology transformational has a helpful sequel on resilience of organizational. The instrument for the transformational digital variable was adapted from Westerman et al. (2015).

Empowering leadership is the attitude or way a leader uses his authority and power by distributing responsibility and autonomy to his members (Cunningham et al., 1996; Vecchio et al., 2010). An important thing in empowering leadership is increasing control of members who are given a distribution of power and authority (Spreitzer, 1995). Empowerment leaders provide motivation, opportunities for members to express and express ideas, work in teams, and make decisions together (Arnold et al., 2000; Martin et al., 2013). Argyris (1998) explains that empowering leadership is very important for members in achieving organizational goals, because the organization's strategy and vision can be achieved through member empowerment (Lincoln et al., 2002). Empowerment is a reciprocal relationship when all members make adjustments to organizational goals so that members cooperate with each other (Honold, 1997; Lightfoot, 1986). The instrument for the empowering leadership variable was taken from Lim & Ok (2021).

In a digital transformational relationship with organizational resilience, a leader is needed to manage it. Strong leadership is the behavior of a leader who can mobilize members according

to the context, build a team and coordinate it (Andrianu, 2020; Sekeni, 2020). Empowering leaders share power with their team members, by providing authority in decision making (Lorinkova et al., 2018). Empowering leadership focuses on increasing members' levels of independence, psychological empowerment, and the ability to lead themselves in the workplace. Empowering leadership relies on the idea that there is no such thing as a fixed quantity of power in the workplace. Leaders who empower can share power with their followers/members and at the same time also gain power in the workplace (Managinglifeatwork.com, 2023). Leadership that is considered appropriate is empowering leadership (Cotta & Salvador, 2020). Viewed from a role perspective, it is possible that empowerment leadership can act as a moderating variable that functions to show the strength and weakness of the relationship between digital transformational and organizational resilience. Therefore, the hope is that hypothesis two (H2) is that empowering leadership moderates the relationship between digital transformational and organizational resilience.

2. Research Methods

Quantitative methods are the approach used in this research. Using a quantitative method approach means that the researcher first formulates the problem and then identifies it in the form of a hypothesis. The population of this study refers to all groups of people, events or interesting things that researchers want to investigate (Sekaran & Bougie, 2016), namely parents of students from several schools in five cities in Java, namely Yogyakarta, Temanggung, Purwokerto, Cirebon, and Cimahi. The sample was determined based on opinion (Hair et al., 2018), namely $(\text{Number of indicators} + \text{number of latent variables}) \times (5 \text{ to } 10 \text{ times})$. Based on this formula, the minimum sample size for this research $= (17 + 3) \times 5 = 100$ respondents. The sample for this research was taken from parents of elementary school students at a institution discovered on the Java island, clearly primary schools in the areas of Cimahi, Cirebon, Purwokerto and Yogyakarta with a total of 120 prisoner of parents of students.

The study measuring device applied in this study was a survey form with Likert scales five to assess prisoner' discernments of this study appearance. The scale of Likert assess how much prisoner accord or contradiction with a likely declaration (Sekaran & Bougie, 2016). The results were greatly contradiction (1), contradiction (2), unbiased (3), admit (4), and fully agree (5).

This research data had analyzed using descriptive analytical with statistic data analysis and SEM-PLS. The SEM-PLS systemic pattern was accommodated by Smart-PLS 3.0 software which was used for this study. Thus, based on the explanation above, the research model for this research is as follows.

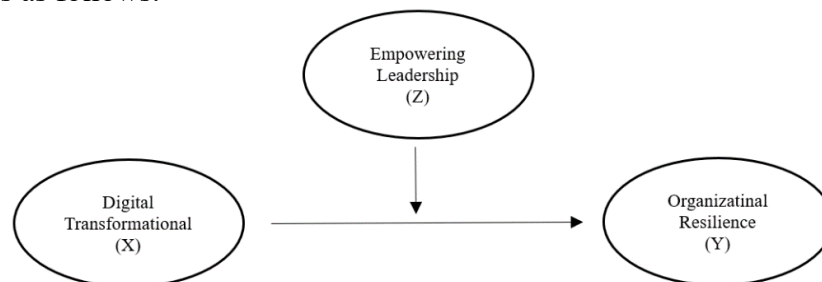


Figure 1 Research Model

Source: Researcher (2023)

Based on Figure 1 above, there are two hypotheses for this research, as follows.

H1: Digital transformational has a constructive reaction toward resilience of organizational.

H2: Empowering leadership moderates the relationship between transformational of digital and organizational resilience.

Table 1 below presents the evaluation criteria for reflective measurement model evaluation.

Table 1. Reliability and Validity Test of the Reflective Measurement Model

Reliability Test	Parameter	Rule of Thumbs
Internal consistency	Composite reliability	Equal to and greater than 0.7
Convergent	Reability indicator (outer loading)	Greater than 0.708
	Average variance extracted (AVE)	More than 0.5
Discriminant	AVE root and correlation of latent variables (Fornell-Larcker Criterion)	Root AVE > Correlation of latent variables

Source: (Sekaran & Bougie, 2016); (Hair et al., 2018)

3. Results and Discussion

This research uses valid and reliable data with validity and reliability test results. Tables 2 and 3 below are the results of validity and reliability tests.

Table 2. Validity Test Results

Variable	Fornell-Larcker Criterion			Information
	Digital Transformation	Empowering Leadership	Organizational Resilience	
Digital Transformation	0.756			Valid Discriminant
Empowering Leadership	0.221	0.841		Valid Discriminant
Organizational Resilience	0.813	0.258	0.827	Valid Discriminant

Source: Primary data processed by researchers, 2023

From Table 2 above, it appears that all the roots of the AVE of each construct are greater than the correlation with other variables, namely greater than 0.5 so that the discriminant validity requirements in this model have been met. This is in accordance with the discriminant validity requirement that if the AVE square value of each construct is greater than the correlation value between the construct and other constructs in the model, then the model is said to have a good discriminant validity value.

Table 3 below is the result of Composite Reliability processing. This measurement, seen from a value of 0.6 – 0.7, is considered to have good reliability, and the expected Cronbach's alpha value is above 0.7 (Latan & Ghazali, 2017). The following are the results of reliability measurements from this research.

Table 3. Reliability Measurement Results

Variable	Composite Reliability	Cronbach's Alpha	Information
Digital Transformation	0.869	0.812	Reliable
Empowering Leadership	0.967	0.969	Reliable
Organizational Resilience	0.938	0.922	Reliable

Source: Primary data processed by researchers, 2023

From the table above, it shows that all composite reliability and Cronbach's alpha values are greater than 0.7, so it can be concluded that all indicators are indeed measuring the construct of their respective variables.

After knowing the validity and reliability of each variable, Table 4 below is the result of path coefficient analysis and hypothesis testing.

Table 4. Path Coefficient Results and Hypothesis Testing

Hypothesis	Direct Influence	Inner Weight	T-statistics c	P-value	Remarks
H1	Digital Transformation → Organizational Resilience	0.814	10,017	0,000	significant
H2	Moderating Effect 1 → Organizational Resilience	-0.105	0.848	0.397	not is significant

The first hypothesis (H1) of this research is that digital transformation has an influence toward resilience of organizational. The outcomes of the research show that there is a direct influence of Digital Transformation (X) on Organizational Resilience (Y) because the p-value <0.05 is obtained, so H1 is supported. This means that there is a significant direct influence between Digital Transformation (X) on Organizational Resilience (Y), in a positive direction. This means that the higher the Digital Transformation (X), the higher the Organizational Resilience (Y), and vice versa. This is in line with the opinion of Cernich (2023), namely that digital transformational can have a significant impact on organizational resilience. It was further explained that building resilience is very important to ensure that organizations can survive because they can face the uncertainty and challenges that arise due to digital transformation. By utilizing digital technology and practices, companies can improve their organizational capabilities in responding to changing conditions (Cernich, 2023). Regardless of the form of the company, various paths to digital transformation are possible. Investments in digital transformational for organizational resilience are sought to increase digital transformational success. Implementing strategies that utilize digital transformation to face very complex and challenging situations requires investment to intensify resilience factors and overall organizational resilience capacity (Codara & Sgobbi, 2023). Companies had design digital strategies to develop in the new paradigm (Westerman et al., 2015).

Digital transformation has become an important path for companies to improve organizational resilience (He et al., 2022; Zhang et al., 2021). Digital transformational is a necessary tool for most establishments so that the organization has resilience and is able to adapt to various existing challenges, both positive and negative, without causing the risk of organizational failure. Transformational digital is a process of using digital technology to create new business processes, culture and customer experiences — or modify existing ones — to meet changing business and market needs (Seken, 2020). They will be replaced by networks. Likewise, collaboration between different organizations is growing, due to increasing online connections to all partners. On the other hand, organizations need help to prepare themselves strategically to face the requirements of the digital era because human resources must be ready to face change (Schwarzmueller et al., 2018). The impact is that employee and leader development is needed (Day et al., 2014).

The key to organizational success is the leader (Kotter, 2001) because the leader is responsible for organizational management (Ali et al., 2023). For this reason, the focus in this research is the role of the leader, whose hope is that the leader will strengthen transformational digital relationships towards organizational resilience. The leadership style chosen is empowering leadership, namely an empowering leader who is a leader in the leadership process

who shares power with employees, while facilitating employee development and independence (Managinglifeatwork.com, 2023) to achieve organizational goals (Parolini et al., 2009).

The second hypothesis (H2) of this research is that empowering leadership (Z) moderates the influence of Transformation of Digital (X) toward Resilience of Organizational (Y). The studies of the research show that the p-value of Empowering Leadership (Z) is > 0.05 , which means that H2 is not supported or empowering leadership does not moderate the influence of Digital Transformation (X) on Organizational Resilience (Y). This means that there is no significant moderating effect or that Empowering Leadership (Z) is unable to moderate the relationship between Digital Transformation (X) and Organizational Resilience (Y). If empowering leadership is an independent variable, leaders play various roles in building organizational resilience by developing and socializing organizational vision, building awareness, ensuring the learning process runs, building capabilities and adaptability, strengthening physiological capital, and building organizational culture and team resilience, building relationships. and collaboration. Apart from that, this research also identifies the process stages and mechanisms (Istiqaroh et al., 2022). Empowering leadership is an important source of extrinsic motivation for organizational members and. has a direct effect on organizational resilience (Karagozoglu & Ozan, 2022).

The results of H2 research are that empowering leadership does not moderate the influence of Digital Transformation (X) on Organizational Resilience (Y), in line with the role of leaders in organizations that leaders must have special skills and characteristics to guide their organizations to success through digitalization (Tagscherer & Carbon, 2023). Also in line with the explanation of Peppard, expert at the Dublin of University College, and pension headmaster researcher at the Technology Massachusetts Institute that in the end, transformation of digital is not a technology challenge but a principal challenge (Westerman et al., 2015). Therefore, leaders in organizational resilience must be able to quickly assess the existing situation, reorient, take action, and renew their organization (Maor et al., 2022).

The increasing use of technology causes an increase in the need for competence so that knowledge is required for all jobs. This also requires leaders and employees who are knowledgeable about digital transformation to be successful in handling their tasks (Schwarzmueller et al., 2018). Many heads are charged with serving organizations embrace operations that permit tempo to trade, past participle broad-mindedness for customer demand, and the capability to deliver services quickly, use transformational digital, and work more collaboratively with efficiently. For some leaders, they must be challenged to use agile methodologies and mindsets in order to function better in the software development they lead (Westerman et al., 2015).

Leaders must continue to strive for their organizations to become more sustainable. According to Maor et al. (2022) it is necessary to increase the capabilities of leaders. First, leaders should build agile organizations. They must be able to make decisions that are faster, more integrated, based on data, and “good enough” results, making it easier for leaders and teams to test, learn, and adapt amidst complex business challenges. Second, leaders should build independent teams be responsible and have results that satisfy customers through feedback mechanisms, providing needed information and continuously updating the organization or innovating. Third, leaders must be easy to adapt, that doesn't just react when faced with adversity, such as, natural disasters, competitor movements, or changes in team dynamics. Leaders take time to coach members through change. Leaders catalyze new behaviors, and develop capabilities that can help overcome conditions for short-term response and long-term resilience. Fourth, leaders must dare to invest in talent and culture from its

members for the present and the future so that leaders provide two-way benefits , namely an adaptable environment and the organization's chances of continuing to survive.

Another step so that empowering leadership can strengthen the relationship between digital transformational relationships and organizational resilience is that leaders must have the courage to change proactively. (Persolog Team, 2023). Thus, leaders must be ready to face change because resilient organizations have the ability to manage and even anticipate change. Organizational resilience can be increased when leaders are prepared to deal with sudden and unexpected changes or events. Thus, for an organization to survive it requires leaders who are able to provide fast, flexible and agile responses to maintain the organization and be able to anticipate change. In a world where change is the only constant, a leader's ability to cope with change becomes very important (Persolog Team, 2023). Leaders should also manage communication as part of their organizational management so that leaders must be able to manage the use of information and communication technology that influences collaboration and communication within the organization and be prepared to use more varied communication channels (Schwarzmueller et al., 2018). One of the risks is that leaders must be able to manage employee emotions in a positive mode (Singh et al., 2022).

4. Conclusion

Organizations respond to the use of digital technology by using digital technology within their organizations. This is in rule escorted by the findings of this research that digital transformational influence had a helpful impact toward resilience of organizational. Digital technology offers independence without depending on time and conditions and offers new and broader opportunities to support organizational resilience (Tortorella et al., 2021). What enables organizations to use digital technology is digital transformation initiatives that facilitate work implementation and support organizational performance results (Imran et al., 2021). Furthermore, Imran et al. (2021) explain that leadership, structure and culture are the main drivers of digital transformation and help organizations achieve performance results that ultimately enable the organization to survive.

Empowering leadership as an independent variable has an influence on organizational resilience, for example research conducted by Istiqaroh et al. (2022) and Karagozoglu & Ozan (2022). On that basis, this research places empowering leadership as a moderating variable which finds that empowering leadership does not moderate the relationship between digital transformational and organizational leadership. For this reason it is recommended Leadership and delegation of power as a process of sharing responsibility and power should not lose control and empowering leaders must increase member initiative and autonomy. Empowering leadership behavior must be strong and the organization must have an empowering structure so that in unexpected situations, leaders are allowed to take the initiative without being said to be breaking the rules (Karagozoglu & Ozan, 2022).

For future research, it is recommended that research be carried out using qualitative methods so that researchers can explore data in depth with organizational leaders or other respondents. Research can also add other variables, such as readiness to change, communication patterns, and so on.

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