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PAPER

Digital Resilience: The Impact of Mobile-Driven Strategies on Organizational Agility and Strength

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ABSTRACT

This study looked at how mobile-driven strategies affect organizational agility and strength, with a focus on mobile technology capability, digital transformation, organizational resilience, and operational innovation capability. Researchers used a quantitative approach and collected data from 225 respondents via a structured questionnaire based on validated scales. The analysis used partial least squares-structural equation modelling (PLS-SEM) to evaluate the measurement model and the relationships between the main concepts. The results showed that mobile technology capability and digital transformation both had strong positive effects on organizational agility. This agility then helped improve organizational resilience, which in turn boosted operational innovation capability. Mediation analysis also confirmed that organizational agility played a key role in linking mobile technology capability and digital transformation to organizational resilience. For managers, the study suggests that mobile and digital transformation efforts should go hand in hand with practices that build agility to strengthen resilience and drive innovation. What makes this study unique is that it brings these ideas together in one framework and shows how organizational agility helps turn digital capabilities into organizational strength.

KEYWORDS

mobile technology capability, digital transformation, organizational agility, organizational resilience, operational innovation capability

1 INTRODUCTION

Digital transformation has become a major focus in management education research because companies now operate in rapidly changing, unpredictable environments driven by technology [1]. Today, digital transformation means more than just adopting new technology. It is a deep organizational shift where digital tools change how value is created, how organizations function, and how they measure success [2]. More recent capability-based literature also indicates that digital transformation is not merely about the existence of digital tools but also about the

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organizational capabilities necessary to incorporate the tools within organizational processes, decision-making, and implementation of strategies [4]. Mobile technologies deserve special attention because they allow organizations to connect beyond fixed systems. They support real-time communication, information access, coordination, and responsiveness across different teams. Since mobile technologies are available anytime, anywhere, they help companies improve speed and responsiveness [3].

Concurrently, the literature has been more focused on the fact that digital investments can only generate value when they are converted into higher-order organizational capabilities. Among them, the ability to sense changes in the environment, react swiftly, and reorganize resources promptly so that they could be rearranged in time is one of the most popular ones, known as organizational agility. The digital options and IT-enabled capabilities are a key antecedent of agility, and subsequent studies have built on this rationale by demonstrating that digital and mobile technologies can enhance operational, customer, and partnering agility [5]. However, agility is not enough when organizations cannot maintain coherence and keep operating in the face of disruption. It is here that organizational resilience comes in. Resilience has been defined as a competence that helps organizations to predict, manage, and adjust to adversity and maintain or even revitalize performance [6]. Notably, resilience is not defensive only. There is also growing evidence that resilient firms are also in a better position to innovate, as they can reallocate resources, experiment under pressure, and transform disruption into learning and renewal [7]. In this sense, resilience can be a mediating factor between adaptive capacity and innovation-based organizational performance.

Although these improvements have been made, the available literature is still disjointed in three aspects. To start with, the study of digital transformation has tended to view technology categories broadly, and the role of mobile technology capability in this process has been relatively underresearched, despite the growing integration of mobile infrastructures into everyday operations and processes of digital transformation [8]. Second, the research on digital transformation, agility, and resilience has been characterized by an orientation towards parallel development rather than an integrative framework. Whereas recent research has only begun to relate the concept of digital transformation to organizational resilience, there is minimal empirical data that elucidates how digital capabilities are translated into resilient outcomes [9, 24]. Third, the operational innovation capability as a downstream effect of resilience has not been theorized in integrated models, though innovation capability has long been considered a multidimensional organizational ability with product, organizational, marketing, and resource-related innovation [10]. The gaps that the current study will address are that mobile technology capability and digital transformation can positively influence organizational agility, organizational agility can positively influence organizational resilience, and organizational resilience can positively influence operational innovation capabilities.

2 LITERATURE REVIEW

2.1 Mobile technology capability on digital transformation

Digital transformation is commonly perceived as a process at the organizational level and strategic but not a specific technology project. It is a process whereby digital technologies produce disruptions that cause strategic responses and change the value creation paths of firms, whereas digital transformation necessitates

organizational structures and has implications on how firms should organize and measure their performance [11]. Mobile technologies are a very specific enabler to this wider transformation agenda since they facilitate constant connectivity, instant access to information, and quick coordination across organizational borders. Mobile technologies thus take digital infrastructures to frontline operations, customer interaction, and managerial decision-making [12]. Recent studies suggest that digital transformation is successful when companies build organizational capabilities that support technology assimilation, coordination, and ongoing adaptation [13]. Different capabilities are needed at different stages of transformation, so the quality of technological capability affects how deeply transformation can occur [14]. In the same way, mobile technology helps improve operational efficiency, standardize management, and enhance competitiveness, supporting digital transformation throughout the manufacturing process.

2.2 Organizational resilience and operational innovation capability

Organizational resilience has become one of the key constructs that describe how companies endure, evolve, and regenerate themselves in turbulent environments [15]. Resilience as a meta-capability that includes anticipation, coping, and adaptation; resilient behaviour; resilience resources; and resilience capabilities collectively define organizational resilience [16].

This capability perspective is especially important to the current study, as it helps to move the focus away from resilience as the passive outcome to resilience as an active organizational competence. Simultaneously, the innovation capability has also been defined as the capability of a firm to use knowledge, skills, and resources around innovation in products, processes, management, marketing, and the system of work organization [17]. Together with the reading of the two streams, there is a powerful theoretical argument that organizations are better placed to buy time to experiment, renew, and innovate when they can foresee shock periods, retain coherence, and reconfigure. This relationship is gaining more and more empirical support. Organizational resilience positively impacts innovation among Vietnamese SMEs because they state that a resilient organization is an innovative organization [18]. On a broader level, mixed-method evidence suggests that both resilience and innovation are important dynamic capabilities to maintain competitiveness in uncertain settings.

2.3 Mediating role of organizational agility

Organizational agility offers an attractive mediating factor between the mobile-based capabilities and the resilient organizational results [19]. Digital capabilities build value by creating organizational agility, and mobile technologies enhance agility by increasing operational, customer, and partnering responsiveness [20]. This is essential in terms of resilience since resilient organizations are not necessarily organizations that have digital assets but those that can leverage them to sense, respond, and reconfigure effectively in the event of disruptions [21]. Resilience is an ability based on adaptive organizational processes, and recent studies have also added that digital transformation enhances resilience as it allows self-adjustment, quick response, and adaptability to negative events [22]. It follows that organizational agility can be theorized as the transmission process in which the capabilities of mobile technology and digital transformation are transformed into organizational

resilience, mobile and digital resources improve speed, proactiveness, and adaptability, and these agile behaviors, in turn, allow firms to absorb shocks, continue, and renew themselves under uncertainty [23]. Figure 1 presents the research model. The conceptual framework delineates the relationships among four principal constructs: mobile technology capability, digital transformation, organizational agility, and operational innovation capability [25]. The diagram depicts hypothesized direct and mediating pathways, with organizational agility serving as a mediator between the independent variables (mobile technology capability and digital transformation) and the dependent variable (operational innovation capability).

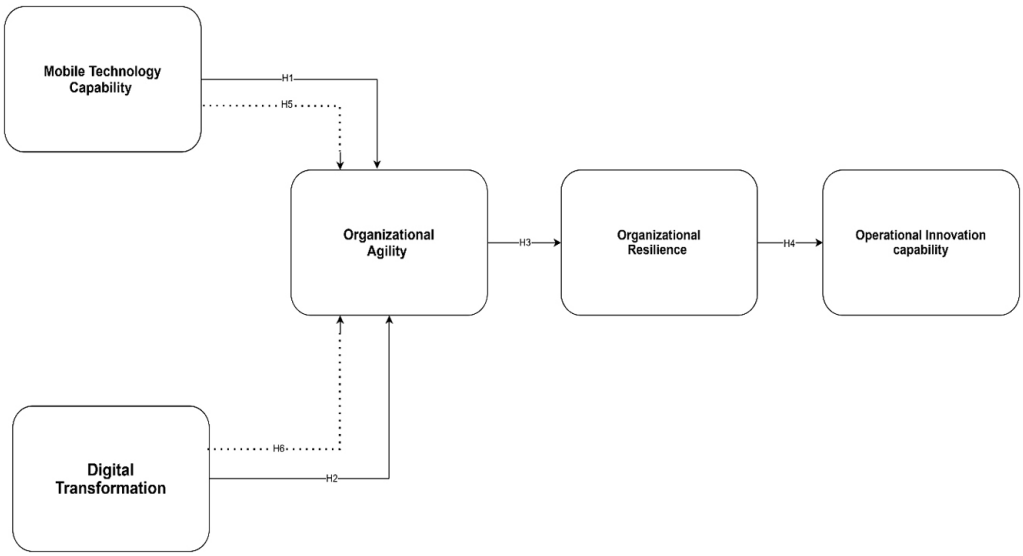

Fig. 1. Research model

3 METHODOLOGY

3.1 Research design and sample

This study used a quantitative, cross-sectional survey to explore how mobile technology capability, digital transformation, organizational agility, organizational resilience, and operational innovation capability are related. The data came from 225 employees in organizations that use mobile technology and are undergoing digital transformation. Each respondent was treated as a separate unit of analysis. Participants were chosen for their knowledge of organizational practices, and only fully completed and valid surveys were included in the final analysis.

3.2 Data collections and instrument

Data were collected using a structured questionnaire developed from previously validated scales, with minor modifications to suit the study context. The questionnaire comprised demographic questions and multiple items for each construct, all rated on a five-point Likert scale. Mobile technology capability was assessed with five items. Digital Transformation was measured using fourteen items addressing data-driven culture, adaptation to change, and creativity and innovation. Organizational Agility was evaluated with 12 items focusing on responsiveness, radicalness, proactiveness,

and adaptiveness. Organizational resilience was measured with seven items related to robustness and integrity.

Operational Innovation Capability was assessed with 14 items encompassing product, organizational, and marketing innovation, as well as innovation resources.

3.3 Data analysis technique

We analysed the data using partial least squares-structural equation modelling (PLS-SEM). First, we assessed the measurement model for reliability and validity by examining factor loadings, Cronbach's alpha, composite reliability, AVEs, the Fornell-Larcker criterion, cross-loadings, and HTMT. Next, we assessed the structural model using path coefficients and bootstrapping to see which results were significant. We also used R^2, f^2, and Q^2 to measure explanatory power, effect size, and predictive relevance. Finally, we tested whether organizational agility acted as a mediator using bootstrapping.

4 FINDINGS AND DISCUSSION

Table 1 shows that all variables, measured on a 1–5 scale, have mean values between 3.58 and 3.75. This suggests that, on average, respondents rated their organizations as moderately high in mobile technology capability, digital transformation, organizational agility, resilience, and operational innovation capability. The standard deviations range from 0.55 to 0.68, indicating low variability and a stable pattern of responses. Skewness values range from –0.19 to –0.41, and kurtosis values range from –0.23 to –0.06. Since these are well within the commonly accepted range of ±1, the data are close to a normal distribution, with a slight negative skew and slightly thinner tails than a perfect normal curve.

Table 1. Descriptive statistics

Variable	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	Kurtosis
Mobile Technology Capability	225	1.8	4.9	3.72	0.68	–0.41	–0.12
Digital Transformation	225	2	4.79	3.64	0.58	–0.26	–0.22
Organizational Agility	225	2.08	4.83	3.67	0.56	–0.27	–0.18
Organizational Resilience	225	2.14	4.86	3.75	0.55	–0.39	–0.06
Operational Innovation Capability	225	1.93	4.86	3.58	0.6	–0.19	–0.23

4.1 Measurement model

Table 2 shows that the measurement model reached acceptable levels of internal consistency reliability and convergent validity. Cronbach's alpha and composite reliability values for all constructs and dimensions were above 0.70, indicating satisfactory reliability. All AVE values were above 0.50, confirming that the constructs explained more than half of the variance in their indicators. The outer loadings were also satisfactory, with indicators loading well on their respective constructs.

Table 2. Measurement model assessment

Construct/Dimension	Items	Outer Loadings	Cronbach's Alpha	Composite Reliability	AVE
Mobile Technology Capability	5	0.781–0.864	0.882	0.914	0.679
Digital Transformation	14	0.768–0.873	0.917	0.934	0.602
Data-Driven Culture	3	0.823–0.885	0.824	0.895	0.739
Adaptation to Change	7	0.736–0.861	0.903	0.922	0.629
Creativity and Innovation	4	0.806–0.873	0.861	0.906	0.707
Organizational Agility	12	0.744–0.845	0.924	0.937	0.595
Responsiveness	3	0.844–0.888	0.839	0.903	0.756
Radicalness	3	0.821–0.872	0.812	0.889	0.728
Proactiveness	3	0.842–0.884	0.833	0.9	0.751
Adaptiveness	3	0.851–0.891	0.845	0.906	0.762
Organizational Resilience	7	0.742–0.853	0.889	0.913	0.601
Robustness	4	0.793–0.867	0.851	0.9	0.692
Integrity	3	0.826–0.871	0.806	0.885	0.72
Operational Innovation Capability	14	0.731–0.836	0.931	0.942	0.579
Product Innovation Capability	3	0.831–0.879	0.818	0.892	0.734
Organizational Innovation Capability	4	0.801–0.866	0.854	0.901	0.694
Marketing Innovation Capability	4	0.822–0.886	0.872	0.912	0.722
Innovation Resource	3	0.824–0.870	0.801	0.883	0.716

Figure 2 presents standardized factor loadings for all constructs (MTC, DCC, AC, C). Most items have loadings above 0.70, which shows adequate indicator reliability. However, AC2 (0.472), AC3 (0.512), AC4 (–0.642), and C4 (0.549) have low or problematic loadings. These items may need to be removed or revised.

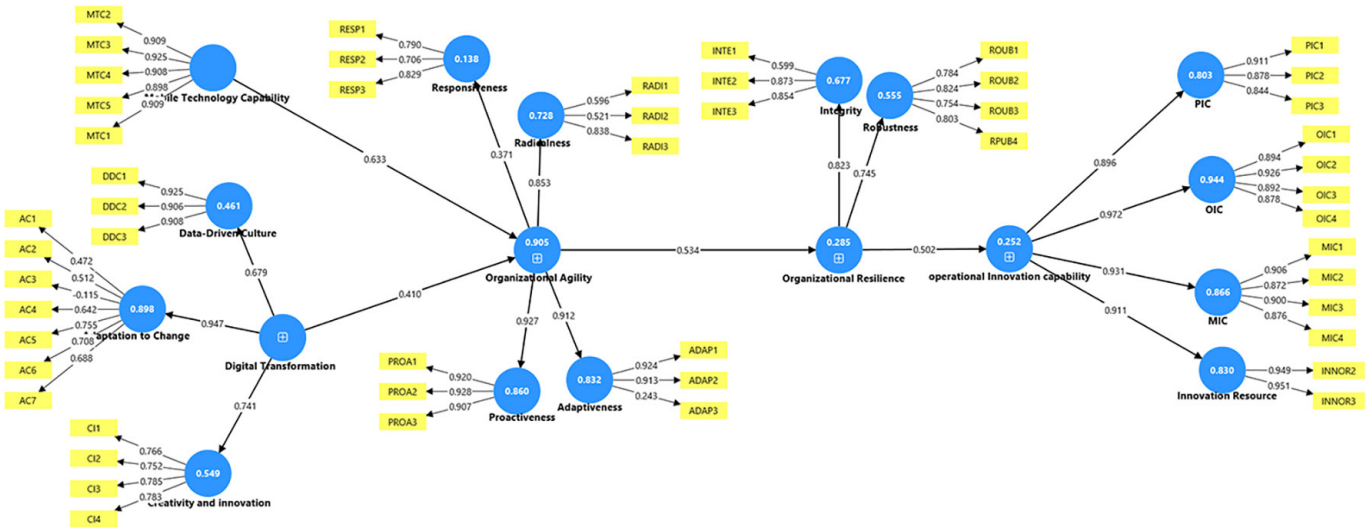

Fig. 2. Measurement model

Table 3. HTMT ratio of correlations

Variable	MTC	DT	OA	OR	OIC
Mobile Technology Capability (MTC)	—				
Digital Transformation (DT)	0.641	—			
Organizational Agility (OA)	0.668	0.781	—		
Organizational Resilience (OR)	0.593	0.664	0.748	—	
Operational Innovation Capability (OIC)	0.621	0.732	0.769	0.701	—

Table 3 shows that the main study variables had been established to have discriminant validity. All the HTMT ratios were less than the generally accepted value of 0.85, and this indicates that all the variables were empirically different. Some of the relationships, i.e., digital transformation and organizational agility, and operational innovation capability and organizational agility, were comparably stronger than the others, yet they were also within the acceptable limit. This implies that the variables had a meaningful relationship, but they were different enough to warrant their existence as distinct constructs in the model.

4.2 Structural model

Once the adequacy of the measurement model was determined, the structural model was tested to test the hypothesized relationships between the latent variables in the study. Within the context of PLS-SEM, the analysis of the structural model was done considering the importance and strength of the path coefficients, the explanatory power of the endogenous constructs, the impact of each exogenous construct, and the intermediary nature of organizational agility.

Table 4. Direct and indirect effects of the structural model

Hypothesis	Relationship	Effect Type	Path Coefficient (β)	t-Value	p-Value	f^2	Decision
H1	Mobile Technology Capability → Organizational Agility	Direct	0.284	3.912	0.000	0.109	Supported
H2	Digital Transformation → Organizational Agility	Direct	0.539	7.864	0.000	0.392	Supported
H3	Organizational Agility → Organizational Resilience	Direct	0.624	10.218	0.000	0.638	Supported
H4	Organizational Resilience → Operational Innovation Capability	Direct	0.678	12.106	0.000	0.851	Supported
H5	Mobile Technology Capability → Organizational Agility → Organizational Resilience	Indirect	0.177	3.684	0.000	—	Supported
H6	Digital Transformation → Organizational Agility → Organizational Resilience	Indirect	0.336	6.241	0.000	—	Supported

Table 4 indicates that all direct hypotheses were supported. Mobile technology capability had a positive and significant effect on organizational agility ($\beta = 0.284$, $t = 3.912$, $p < 0.001$), supporting H1. Digital Transformation also had a positive and statistically significant effect on Organizational Agility ($\beta = 0.539$, $t = 7.864$, $p < 0.001$), supporting H2. The effect of Digital Transformation was stronger than that of Mobile Technology Capability, as reflected by both its path coefficient and effect size.

Furthermore, Organizational Agility exerted a positive and significant effect on Organizational Resilience ($\beta = 0.624$, $t = 10.218$, $p < 0.001$), thereby supporting H3. Likewise, Organizational Resilience had a strong and significant effect on Operational Innovation Capability ($\beta = 0.678$, $t = 12.106$, $p < 0.001$), thus supporting H4. The f^2 values further showed that the effects of Organizational Agility on Organizational Resilience and Organizational Resilience on Operational Innovation Capability were large, while the effect of Mobile Technology Capability on Organizational Agility was comparatively smaller.

Regarding mediation, the indirect effect of Mobile Technology Capability on Organizational Resilience through Organizational Agility was positive and statistically significant ($\beta = 0.177$, $t = 3.684$, $p < 0.001$), providing support for H5. Similarly, the indirect effect of digital transformation on organizational resilience through organizational agility was also positive and significant ($\beta = 0.336$, $t = 6.241$, $p < 0.001$), thereby supporting H6. These findings suggest that organizational agility played a meaningful mediating role in translating the effects of mobile technology capability and digital transformation into stronger organizational resilience.

5 DISCUSSION

The research results of this paper are very convincing in supporting the argument that mobile-based strategies are a significant basis for organizational flexibility in digitally intensive settings. Specifically, the overall and beneficial impact of Mobile Technology Capability and Digital Transformation on Organizational Agility indicate that organizations can be more agile by not only having the technical capability to implement and leverage mobile technologies, but also the wider organizational orientation that is required to integrate digital practices into organizational decision-making, change adaptation, and innovation processes. The more significant impact of digital change, compared to the capability of mobile technology, is particularly remarkable, because it suggests that agility is influenced more by the presence of technology, rather than the capacity to institutionalize data-driven thinking, change openness, and innovation-oriented routines.

The high agility to resilience path shows that responsive, proactive, adaptive, and bold action organizations are more likely to maintain stability and continuity in the face of turbulence. Of equally important interest, the fact that resilience has a substantial impact on the operational innovation capability implies that resilience is not defensive in nature only; but also possesses productive value. Strong and internally integrated organizations seem to be better placed to transform the stability under pressure into novel results in the product, structure, marketing practices and resource deployment. This broadens the useful definition of resilience past survival and recovery by demonstrating that resilient organizations are also better equipped to revitalize and also innovate their operations.

The most notable impact of the findings is the mediating role of organizational agility in the correlation between mobile technology capability, digital transformation, and organizational resilience. The notable indirect impacts suggest that the mobile capability and digital transformation did not enhance resilience automatically or directly, but instead, their impact was conveyed meaningfully through the creation of agility. The theoretical implications of this finding are significant in that the discovery explains how mobile-based strategies can be converted into higher-order organizational strength. It indicates that technology-empowered and digitally

geared organizations do not just build resilience due to their investments in the modern systems, but their investments create the ability to feel the changes, react quickly, restructure the practices, and be proactive.

6 CONCLUSION

To sum up, this paper has shown that mobile-based initiatives were important in enhancing important organizational results during the digital age. The results indicated that both Mobile Technology Capability and Digital Transformation had a positive impact on Organizational Agility as organizations with higher mobile and digital capabilities had greater capacity to react to change, adapt more rapidly, and operate proactively in dynamic settings. The research also identified that Organizational Agility enhanced Organizational Resilience significantly with Organizational Resilience positively impacting Operational Innovation Capability. Moreover, the mediating findings also identified that organizational agility was a significant process by which mobile technology capability and digital transformation could be converted to higher levels of resilience. All in all, the research found that organizational strength cannot be realized with the adoption of technology but with the creation of agile capabilities that can help the firms turn digital resources into resilience and innovation. Future studies should, therefore, adopt longitudinal designs, larger and more heterogeneous samples, and multi-source of data to enhance their generalizability and minimize method-related shortcomings. Future research can also consider other mediators or moderators, including organizational culture, leadership support, digital capability maturity, or environmental uncertainty to give better insight into how mobile-driven strategies can make a company more resilient and innovative in various organizational environments.

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