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# Digital Business Transformation and Business Resilience: The Moderating Role of Perceived Organizational Support in the Hospitality Emerging Business Economy

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**ABSTRACT**

Hospitality businesses in emerging economies have adopted digital tools to improve service delivery, customer satisfaction, and stakeholder trust, prompting scholars to conduct empirical research to strengthen their resilience, particularly in Nigeria. This research investigated the effect of digital business transformation (DBT) on business resilience in an emerging business economy with perceived organizational support (POS) as a moderating role using a cross-sectional survey. The study focused on workers from selected hospitality businesses in Abakaliki, southeastern Nigeria, using simple random sampling to choose the businesses. Participants' demographics were analyzed with frequency distribution, and research hypotheses were tested using Partial Least Squares-Structural Equation Modeling (PLS-SEM). The study revealed that POS provides resources that moderate the effect of DBT on business resilience. Consequently, the study recommends that the management of hospitality firms should focus on DBT to help the firms to be resilient. This can be achieved through using digital tools, knowledge, skills, and processes to improve the turbulence-handling capability of the firm.

**Keywords:** Business Resilience; Digital Business Transformation; Hospitality Businesses; Hospitality Management; Perceived Organizational Support

## INTRODUCTION

In the hospitality sector, business resilience, which means a company's ability to change, rebound, and grow even when things go wrong, is very important (Edeh et al., 2020). Resilience gives businesses the tools and plans they need to not only get through tough times but also stay ahead of the competition and keep running (Edeh et al. 2019). One of the main reasons why hospitality businesses need to be resilient is that it has a direct effect on how happy and loyal customers are. For this reason, the business depends on giving guests great experiences, and problems can make that impossible. According to Duchek (2020), an adaptable organization can change how it works to keep people trusting it and the service going as smoothly as possible. Studies show that hotels and restaurants that were able to handle the COVID-19 pandemic came up with new ways to make money, like contactless check-ins, better cleanliness rules, and different ways to make money, like offering takeaway services (Ugboego et al., 2022; Zayed et al., 2022). Rahi (2019) also added that resiliency improves employee health and retention, which are very important in a business that needs a lot of workers. Okechukwu et al. (2023) also argue that when there is doubt in a business, it can cause stress and burnout among employees, which leads to poor service. Duchek (2020) stresses that more money needs to be put into the operational functions of any organization for it to be strong.

Nevertheless, uncertainties can cause demand in the hospitality industry to always change. Resilient businesses engage in robust risk management, maintain liquidity, and provide a diverse array of products and services. Okechukwu et al. (2023) assert that resilience enables companies to maintain long-term sustainability by facilitating adaptability and fostering innovation. Rodríguez-Sánchez et al. (2021) assert that organizations prioritizing resilience are more adept at capitalizing on emerging opportunities. For example, these enterprises might leverage technology to enhance customer experience or adopt sustainable practices to appeal to environmentally conscious tourists. Recent research revealed that company resilience sustains operations, maintains consumer trust, supports employees, and enables organizations to navigate crises effectively and emerge stronger (Zayed et al., 2022). Edeh et al. (2020) acknowledge that hotel companies may address challenges and continue to thrive in an unpredictable environment by cultivating resilience.

In the hotel sector, digital transformation has emerged as a crucial strategy for enhancing business resilience, particularly during pandemics, economic recessions, and evolving customer expectations (Teng et al., 2022). Enterprises in this industry may innovate, generate novel concepts, and maintain competitiveness in an increasingly volatile environment by employing modern technology. One of the advantages of going digital is that it is likely to enhance efficiency (Li et al., 2023; Zhang et al., 2022). The use of cloud computers, data analytics, and robotics enables hospitality businesses to optimize their resources, improve their operational efficiency, and reduce costs. For instance, the use of property management systems (PMS) has enabled hotels to improve how they manage reservations, inventory, and customer needs. This operational flexibility is important for keeping things running smoothly during breakdowns and expanding operations during healing stages (Sedera et al., 2022).

One more important thing that digital change has done is improve the customer experience (Nadkarni & Prügl, 2021). How hospitality businesses interact with guests has changed a lot thanks to artificial intelligence (AI) and machine learning (ML). Chatbots, mobile apps, and smart room technologies make experiences smooth and personalized, which keeps customers coming back even when times are tough. Better experiences for guests not only bring in more money but also make a brand stronger by gaining loyal customers. Digital tools are also very important for communicating and handling crises. For instance, during the COVID-19 pandemic, real-time data and prediction analytics helped businesses make smart choices, handle problems in the supply chain, and adjust to new rules (Kitsios et al., 2023). Digital platforms also made it easier to communicate openly with partners, customers, and workers, which built trust and encouraged teamwork during uncertain times. Digital business transformation also allows for more than one source of income, which makes businesses more resilient (Teker et al., 2022). As an example, many hotel companies have used e-commerce, virtual tours, and hybrid event solutions to make extra money in addition to providing housing and food. These new ideas help businesses stay relevant and make money even when their main operations are limited.

On the other hand, the path to digital change is not easy. For small and medium-sized businesses (SMEs), the high costs of the initial investment, the lack of skills, and the unwillingness to change can all slow down growth. Still, the long-term benefits of being more resilient and successful are much greater than these problems (Teng et al., 2022). In the hotel business, going digital is no longer a choice; it is a must for building organizational resilience. Masoud and Basahel (2023) argue that businesses can not only deal with changes but also come out stronger, better prepared, and better able to handle future problems if they embrace technology. The hotel leaders of tomorrow will be able to use digital tools in their core business and come up with new ways to involve customers. Kraus et al. (2022) maintain that digital changes in business can make service companies much better. With the help of digital tools, it may be easier to make quick changes to how a business works and its plan. Attacks on computers, issues with supply lines, and drops in the economy are instances where risks can be found and lessened with the help of going digital with your business.

In addition, Kraus et al. (2021) argue that digital tools can help you manage risks before they happen by giving you data and information in real-time. Digitalizing a business can make it run better and save money at the same time. Zhang et al. (2022) think that the group might be able to improve its wealth and safety by doing this. Li et al. (2023) argue that personalized services could make customers happier because of digital business change. This also makes things easier to get to. Individuals are more likely to stick with a business and help it out when it is having trouble if they do not mind. The digital change in businesses could boost creativity and speed up business growth by making it easier to make new products, services, and business models (Peng & Tao, 2022). The company might become less dependent on a single market or product, and it may also be able to make more money this way.

Considering the above, various scholars have investigated digital business transformation (DBT) with other criterion variables but very few focused on its relationship with business resilience and the moderating role of perceived organizational support (POS) in the hospitality industry. It was this lacuna that gave the researchers the momentum to embark on this investigation. This study aims to examine the moderating role of organizational support on the relationship between DBT and business resilience with a specific interest in four-star hotels operating within southeastern Nigeria. This study is relevant because managers and hospitality business practitioners would use the implications for decisions on how to build strong resilience structures using DBT. In addition, this study has contributed to the literature on DBT and business resilience including their body of knowledge.

## LITERATURE REVIEW

### Digital Business Transformation (DBT)

Numerous theories underpin the transition to digital business. One of the most well-known theories is the dynamic capabilities theory. Hai et al. (2021) assert that an organization can only adapt to evolving environments by integrating, developing, and restructuring its internal and external competencies. With increasing digital technology integration that involves new tools, employee training, and process modification, businesses need to be able to adjust faster to improve both operations and customer value (Vaska et al., 2021). The resource-based view (RBV) which is the second baseline theory that guided DBT is in many ways opposite of the first. This view is resource-based where its emphasis is placed on critical internal resources that provide a company with a competitive edge over rivals (Rha & Lee, 2022).

According to the company's flexibility, its digital resources and its technological infrastructure, are the most important resources for digital transformation (Zhang et al., 2022). Organizations that are at a higher level of digitalization can take advantage of their resources and especially their information whereby they create new ideas and meet customers' needs more conveniently and faster than their parasitic competitors (Masoud & Basahel, 2023). Vaska et al. (2021) assert that the strategic application of digital technology to fundamentally alter company models, processes, and customer experiences is termed DBT. Digital business transformation alters operational methods and value delivery to customers by strategically incorporating digital technology across all company facets (Edeh et al., 2024b). This process transforms technology as well as the company's culture, business models, and organizational structures. The desire for expedited and tailored services, the transformation of industries, and the imperative for organizations to enhance their efficiency are all driving the growing digitalization of business settings (Sedera et al., 2022).

Various factors have influenced the emergence of DBT in professional settings. The implementation of new technologies, including AI, cloud computing, and smart technologies, has equipped businesses with essential resources to develop innovative concepts and enhance operational efficiency (Van De Steene & Knight, 2017). Due to evolving consumer expectations and heightened competition, digital strategies have become essential for sustaining market presence. Kitsios et al. (2023) acknowledge that changes in the economy and regulations can impact the speed and extent of DBT initiatives. DBT provides various benefits; however, it also poses specific challenges and obstacles (Edeh et al., 2024a). Organizations may face difficulties in effectively implementing and utilizing the latest technologies due to insufficient digital skills and knowledge (Masoud & Basahel, 2023). Li (2020) acknowledges that the implementation of DBT could lead to increased customer satisfaction and loyalty due to improved digital media experiences. Li et al. (2023) found that these tools can improve operational efficiency, decision-making, and customer engagement.

Moreover, Sedera et al. (2022) stress that a growing number of industries feel the effects of digital disruption as newcomers are attempting to change the value chain using digital technologies and surpass existing companies. In addition, the rapid onset of data-centric management has changed everything. Hai et al. (2021) acknowledge that advancements in big data analytics enable businesses to make more informed decisions, identify trends, and predict consumer behavior with greater accuracy. Rha and Lee (2022) contend that in today's rapidly evolving technological landscape, DBT presents a significant challenge for enterprises pursuing success. It requires a synthesis of effective leadership, cultural change, and technological investment. Research has indicated that digital transformation requires more than simply adopting new technologies (Nadkarni & Prügl, 2021).

**Business Resilience**

Business resilience is based on multiple theoretical frameworks. Organizations function as complex adaptive systems that must adapt to internal and external disturbances, as outlined in systems theory (Duchek, 2020; Edeh et al., 2020). This viewpoint highlights the importance of feedback cycles in promoting learning and adaptation, along with the interrelation of different organizational elements. The RBV serves as a theoretical framework that emphasizes the importance of capabilities and resources in fostering resilience (Barney, 1991). The tenet of the RBV is that organizations with unique and valuable resources such as financial capital, skilled people, and advanced technology are better placed to withstand shocks and leverage opportunities in crises (Kee et al., 2022). Dynamic capabilities theory builds on resource-based theory by showing how resources can be modified in response to environmental changes (Teece et al., 1997). Institutional theory also provides insights into resilience by showing how organizational structures, norms, and culture affect the ability to adapt to disruptions. Organizations operating in highly institutionalized environments face conformance pressures that can either hinder or help resilience depending on the crisis (Edeh et al., 2021b). Business resilience means an organization's ability to anticipate, absorb, and recover from disruptions (Edeh et al., 2021a; Parker & Ameen, 2018). This has been a hot topic in recent years. Businesses are realizing the importance of building resilience to protect their assets, sustain their competitive advantage, and ensure business continuity in a rapidly changing and uncertain world.

Business resilience connotes an organization's ability to anticipate, prepare for, respond to, and adapt to both minor changes and unforeseen disruptions to ensure its survival and success (Edeh et al., 2020). In the contemporary environment marked by volatility, uncertainty, complexity, and ambiguity, this capability is essential for achieving business success. Business resilience has evolved, influenced by disciplines such as systems theory, psychology, and risk management. This study consolidates key research on organizational resilience, examining its definition, mechanisms, influencing factors, and strategies for enhancement. The term "resilience" originates from the fields of psychology and ecology (Shree et al., 2024). Resilience refers to the capacity of individuals or communities to rebound from challenges (Edeh et al., 2022). For businesses, resilience encompasses more than merely recovering from a crisis. This entails the capacity to anticipate risks and adapt to changes before, during, and following a crisis (Ugboego et al., 2022). Zayed et al. (2022) accentuate that resilience is a dynamic process, characterized by ongoing learning and improvement, rather than a static trait. Okechukwu et al. (2023) define organizational resilience as the capacity to maintain critical operations amid adversity and uncertainty. Edeh et al. (2019) assert that resilience is a process involving the development of positive adaptations and the capacity to sustain functionality in the face of disruptions. Various interpretations of resilience emphasize either operational continuity or strategic agility and innovation (Edeh et al., 2019; Zayed et al., 2022). This illustrates the intricate nature of resilience, resulting in diverse conceptualizations. The concept of "business resilience" has been interpreted from various perspectives by scholars and industry professionals. Although a universally accepted definition is lacking, the literature reveals several recurring themes.

**Hypotheses Development**

***Customer Experience and Capital Resilience in the Hospitality Industry***

The relationship between customer experience and capital resilience is significant, as an enhanced customer experience can strengthen capital resilience by increasing revenue and fostering customer loyalty, while a poor customer experience may undermine financial stability (Edeh et al., 2020). Duchek (2020) accentuates the importance of understanding the relationship between customer experience and capital resilience for hospitality businesses seeking to succeed in both stable and volatile environments. In the hospitality sector, customer experience includes the complete journey of a guest, spanning from the booking process and check-in to their stay and subsequent interactions (Okechukwu et al., 2023).

Capital resilience denotes a firm's ability to sustain financial stability in the face of external or internal challenges (Okechukwu et al., 2023). Businesses exhibiting strong capital resilience are capable of absorbing temporary losses, sustaining liquidity, and reinvesting in essential upgrades without compromising their long-term viability (Edeh et al., 2021a). Financial flexibility constitutes a crucial component of capital resilience, enabling the rapid adjustment of financial strategies through effective cash flow management, securing financing, and eliminating unnecessary expenditures (Kee et a., 2022). Additionally, capital resilience promotes investment in customer experience initiatives (Morales et al., 2019).

In periods of economic decline, the ability to sustain a high-quality customer experience serves as a critical differentiator. Okechukwu et al. (2023) argue that businesses lacking capital resilience often resort to cost-saving measures that directly affect customer experience, including staff reductions, diminished amenities, or postponed repairs. Zayed et al. (2022) argue that organizations exhibiting strong financial resilience are more capable of maintaining high standards in challenging circumstances. Based on the above contentions, the first research hypothesis is hereby proposed.

H1: Customer experience positively predicts capital resilience in the hospitality industry.

***Operational Capability and Strategic Resilience in the Hospitality Industry***
The hospitality sector functions within a dynamic landscape characterized by intense competition, shifting customer preferences, and vulnerability to external disruptions, including economic recessions, political unrest, and health crises such as the COVID-19 pandemic (Edeh et al., 2019; Ugboego et al., 2022). In this context, operational capability and strategic resilience are key principles for assuring a hotel or restaurant's ability to thrive and survive in both favorable and poor conditions. Operational capability is an organization's ability to effectively carry out its day-to-day business functions. In the hospitality industry, this includes managing guest services, maintaining high food and cleaning standards, optimizing room occupancy, and guaranteeing worker efficiency. Operational capabilities are the actual resources and talents that enable a corporation to provide high-quality services at affordable prices while adjusting to changing client demands (Li et al., 2023). By building excellent operational capabilities, hospitality companies can save costs, boost client happiness, and gain a competitive advantage in the market.

Achieving operational excellence alone is insufficient in the context of disruptive events and crises, which necessitate that organizations consider factors beyond immediate efficiencies. Strategic resilience denotes an organization's capacity to foresee, react to, and recuperate from disruptions while ensuring uninterrupted operations (Okechukwu et al., 2023). This concept is essential for sustained success in the hospitality sector, which is especially susceptible to crises such as natural disasters, pandemics, and geopolitical challenges. The relationship between operational capability and strategic resilience is intricate. Zayed et al. (2022) observed that operational competence is fundamental to daily success and contributes to strategic resilience by enabling companies to operate efficiently and be prepared for crises. Strategic resilience enhances operational capabilities through the promotion of innovation and long-term planning, resulting in improved operational processes (Edeh et al., 2022). Thus, this relationship can be seen in the following ways: crisis adaption ensures that hospitality businesses can address urgent operational issues during a crisis.

Rubbio et al. (2020) elucidate that firms with significant strategic resilience will anticipate these crises and create flexible operational solutions for faster recovery. For example, hotels that had invested in digital guest services before the COVID-19 outbreak were better positioned to provide contactless check-ins and virtual concierge services. Companies with strong operational capabilities frequently have the means and methods to put new ideas into action; nevertheless, those ideas must be informed by a resilient strategic framework that predicts emerging trends. Cotta and Salvador (2020) stress that resilience guarantees that talent management is more than just day-to-day staffing; it is about developing a flexible workforce capable of adjusting to new circumstances. Considering the above, the second research proposition is hereby formulated.

H2: Operational capability positively predicts strategic resilience in the hospitality industry.

***Managerial Capability and Cultural Resilience in the Hospitality Industry***
Cultural resilience is the ability of an organization to sustain its cultural identity and operational ethos in the face of external influences (Edeh et al., 2022). Duchek (2020) argues that cultural resilience is critical in the hotel industry because businesses are built on traditions, service cultures, and local or corporate values. Cotta and Salvador (2020) stated that cultural resilience is frequently challenged during crises such as natural disasters, global health risks, or rapid technological development. Cultural resilience refers to an organization's ability to uphold its fundamental beliefs, traditions, and identity in the face of external challenges such as economic downturns, natural disasters, or societal upheavals (Cotta & Salvador, 2020; Rodríguez-Sánchez et al., 2021).

Managerial capability includes various skills such as strategic thinking, crisis management, emotional intelligence, human resource management, and creativity (Zhang et al., 2022). Rubbio et al. (2020) highlighted the importance of a manager's capacity to synchronize short-term actions with long-term goals for enhancing organizational resilience, particularly in times of crisis. Koh et al. (2024) demonstrated that employees in organizations characterized by resilient cultures exhibit a greater commitment to the company's values, facilitating rapid recovery following disruptions. Rubbio et al. (2020) highlighted that managers who promote an inclusive and culturally aware workplace substantially improve an organization's cultural resilience. Ugboego et al. (2022) posited that an organization's capacity to recognize and integrate diverse cultural norms enhances guest loyalty and employee satisfaction, increasing adaptability during transitional phases. Parker and Ameen (2018) observed that management skills contribute to cultural resilience by offering the leadership and strategic oversight essential for maintaining an organization's identity and operations during challenging periods. A manager's capacity to lead amid a crisis has a direct impact on an organization's cultural resilience (Okechukwu et al., 2023; Zayed et al., 2022). From the above arguments, this study formulates the third research hypothesis as shown below.

H3: Managerial capability positively predicts cultural resilience in the hospitality industry.

***DBT and Business Resilience: The Moderating Role of POS***

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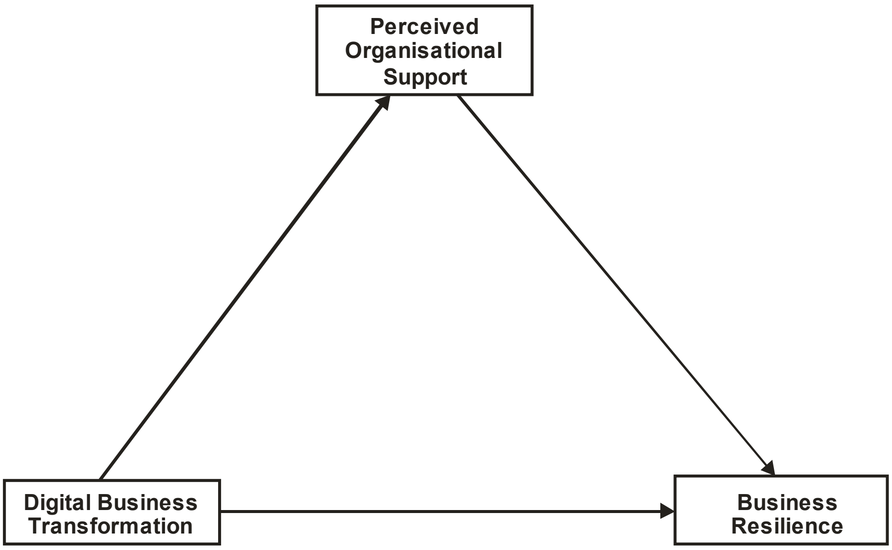
The application and utilization of digital tools for business resilience depend on organizational support. POS refers to available resources evenly distributed by management to functional areas of business for the attainment of specified goals (Arokiasamy & Krishnaswamy, 2021). Chan et al. (2022) elucidate that support from management is crucial because with the required resources being made available, managers can implement their business strategies effectively. Studies have shown that when management fails to provide support especially when it comes to resource allocation that is required to carry out business objectives, the goal is usually not attainable (Joshua et al., 2024; Van Schalkwyk et al., 2011). Ferreira and Gomes (2023) found that POS enhanced the resilience of selected European workers during the COVID-19 pandemic. Recent investigations have shown that support from the organization is a strong determinant of employee engagement, organizational commitment, employee resilience, and sustainability (Ferreira & Gomes, 2023).

Drawing from the above, empirical evidence on the moderating influence of POS has been reviewed to support or disagree with the findings of this investigation. Rehman et al.'s (2021) study demonstrated that POS moderates the relationship between home-work interference and organizational commitment. Wójcik-Karpacz and Karpacz's (2020) result revealed that POS moderated the correlation between employees' entrepreneurial orientation and organizational commitment. Sankar's (2024) findings showed that POS moderated the relationship between overtime and lengthy commutes on work-life balance. Lartey et al.'s (2019) result indicated that POS moderated the correlation between deep acting and organizational commitment. Astuti et al.'s (2023) study indicated that well-being and work engagement were moderated by POS. Ahmad et al.'s (2022) results revealed that human resource professional competencies, human resource professional willingness, and human resource effectiveness were positively moderated by POS. Another examination revealed that well-being, employee resilience, and work engagement were moderated by POS (Chan et al., 2022). Anwar et al.'s (2024) investigation showed that knowledge-sharing intentions and knowledge-sharing were moderated by POS. Lartey et al.'s (2019) study indicated that emotional labor and job attitudes were positively moderated by POS. Joshua et al.'s (2024) result revealed that occupational stress management practices and employee engagement were moderated significantly by POS. In addition, Le et al.'s (2023) result revealed that family member support and psychological capital were significantly moderated by POS. Based on the above review, the fourth research hypothesis is formulated as follows.

H4: POS moderates the relationship between DBT and business resilience.

The framework of this study is presented in Figure 1.

**Figure 1.** Research Framework




## RESEARCH METHOD

This study employed a cross-sectional survey as the research design on the basis that it gives credence to a short period of data collection (Sreejesh et al., 2014). A questionnaire was used for data collection. Validated and confirmed DBT (Masoud & Basahel, 2023; Ukko et al., 2019), and business resilience (Chen et al., 2021; Zayed et al., 2022) instruments were employed.

The target population comprises 22 four-star hotel businesses operating in Abakaliki metropolis, southeastern Nigeria. Simple random sampling was used to select the four-star hotels. The sample frame of the population covered managers, front desk officers, marketers, and housekeepers of selected hospitality businesses in Abakaliki, southeastern Nigeria with a total sample of 266. A sample size of 157 was derived from the sample frame with Krejcie and Morgan's (1970) sample size determination table. Thus, a total of 157 questionnaires were administered but only 148 copies were found valid. Ethical research guidelines such as informed consent, confidentiality, and anonymity were followed to avoid any form of harm to the participants (Bazzano et al., 2021).

Masoud and Basahel (2023) validated customer experience containing eight items was adapted, while Ukko et al.'s (2019) six items containing operational capabilities and managerial capabilities were adapted. Five items each for capital resilience, strategic resilience, and cultural resilience were adapted from the study of Zayed et al. (2022) while the moderating variable POS had six items adapted from the study of Eisenberger et al. (1986). The participants' demographic profiles were analyzed with frequency distribution. The Partial Least Squares-Structural Equation Modeling (PLS-SEM) through SmartPLS 4 was used to analyze the formulated research hypotheses.

## RESULTS

### Demographic Analysis

**Table 1.** Demographic Characteristics of Respondents

| Characteristics | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Gender | Female | 101 | 68.2 | 68.2 | 68.2 |

| | | | | | |
|---|---|---|---|---|---|
| | Male | 47 | 31.8 | 31.8 | 100.0 |
| Marital Status | Married | 44 | 29.7 | 29.7 | 29.7 |
| | Single | 91 | 61.5 | 61.5 | 91.2 |
| | Others | 13 | 8.8 | 8.8 | 100.0 |
| Educational Qualification | PhD/masters | 10 | 6.8 | 6.8 | 6.8 |
| | BSc/HND | 63 | 42.6 | 42.6 | 49.3 |
| | Diploma | 43 | 29.1 | 29.1 | 78.4 |
| | WAEC/SSCE | 9 | 6.1 | 6.1 | 84.5 |
| | Others | 23 | 15.5 | 15.5 | 100.0 |
| Job Position | Managers | 34 | 23.0 | 23.0 | 23.0 |
| | Front Desk Officers | 42 | 28.4 | 28.4 | 51.4 |
| | Marketers | 24 | 16.2 | 16.2 | 67.6 |
| | Housekeepers | 48 | 32.4 | 32.4 | 100.0 |

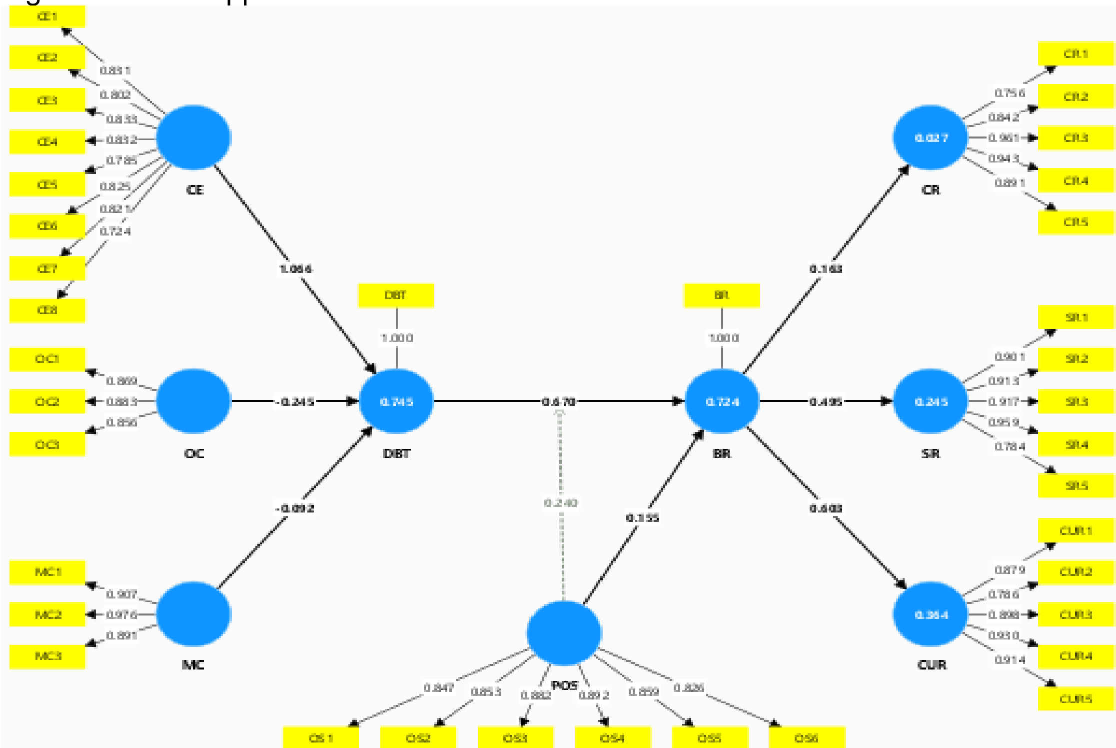
Table 1 revealed important insight into the profile of the respondents. The sample consisted of 101 females (68.2%) and 47 males (31.8%). This gender distribution reveals that there were more females than males, which is a likely reflection of the industrial norm within the hospitality sector in Nigeria.

The marital status distribution showed that 44 respondents (29.7%) were married, 91 respondents (61.5%) were single, and 13 respondents (8.8%) were either divorced or separated. Also, the data revealed that 10 (6.8%) of the respondents were holders of Masters/PhD degrees. 63 (42.6%) held graduate degrees, 43 (29.1%) held Diploma certificates, 9 (6.1%) had obtained senior secondary school certificate examinations, and 23 (15.5%) were categorized as "others." The data revealed that the respondents were relatively well educated, also implying that they have proper knowledge of the concepts being studied.

The respondents were selected from four positions in the hospitality industry. The data revealed that 34 (23%) were managers, 42 (28.4) were front desk officers, 24 (16.2) were marketers, and 48 (32.4) were housekeepers. This distribution shows the vastness of experiences considered in the study.

**Measurement Model Evaluation**

**Figure 2.** Measurement Model (Outer Loadings) for Relationship Between Digital Business Transformation and Business Resilience: Moderating Role of Perceived Organizational Support




Note: CE = Customer Experience; OC = Operational Capability; MC = Managerial Capability, CR = Capital Resilience; SR = Strategic Resilience; CUR = Cultural Resilience; DBT = Digital Business Transformation; POS = Perceived Organizational Support; BR = Business Resilience

Figure 2 revealed that customer experience, operational capability, and managerial capability converged adequately with capital resilience, strategic resilience, and cultural resilience because the Cronbach α values are between 0.070 and 0.90.

**Table 2.** Result Summary for Reflective Measurement Model of Digital Business Transformation

| Indicators | | Convergent Validity | | | Internal Consistency Reliability | |
|---|---|---|---|---|---|---|
| | | Loadings ( β ) ($l_k$) | Indicator Reliability ( $l_k^2$ ) | AVE | Composite Reliability (*rho_c*) | Cronbach's Alpha (α) |
| Thresholds | | >0.70 | >0.50 | >0.50 | >0.70 | >0.70 |
| Customer Experience | CE 1 | 0.831 | 0.6906 | 0.652 | 0.937 | 0.927 |
| | CE 2 | 0.802 | 0.6432 | | | |
| | CE 3 | 0.833 | 0.6939 | | | |
| | CE 4 | 0.832 | 0.6922 | | | |
| | CE 5 | 0.785 | 0.5746 | | | |
| | CE 6 | 0.825 | 0.6806 | | | |
| | CE 7 | 0.821 | 0.6740 | | | |
| | CE 8 | 0.724 | 0.5242 | | | |
| Operational Capability | OC 1 | 0.869 | 0.7551 | 0.756 | 0.903 | 0.846 |
| | OC 2 | 0.883 | 0.7797 | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| | OC 3 | 0.856 | 0.7327 | | | |
| Managerial Capability | MC 1 | 0.907 | 0.8226 | 0.856 | 0.947 | 0.916 |
| | MC 2 | 0.976 | 0.9525 | | | |
| | MC 3 | 0.891 | 0.7939 | | | |

Source: SmartPLS 4.0.9.5 Output of Research Data (2024)

Table 2 summarizes the result of the reflective measurement of DBT dimensioned by customer experience, operational capability, and managerial capability. The outer loadings (β) for all the items indicated satisfactory convergent validity as they surpassed the recommended threshold of 0.70 (Henseler et al., 2016). For the dimension of customer experience the loading was between 0.724 (CE8) and 0.833 (CE3). The result revealed that the indicators passed the threshold and were good measures of the construct. The dimension of operational capability had the lowest loading to be 0.856 (OC3), revealing that the items captured correctly what they were supposed to measure. For managerial capability, the least item loading was 0.891 (MC3), which also exceeds the threshold and further indicates convergent validity. Indicator reliability ($Ik^2$) is calculated by squaring the item loadings, which measure the stability and consistency of items of the instrument. The recommended threshold is >0.50 (Hair Jr et al., 2020). The result reveals that all items passed the threshold. For example, the lowest indicator reliability for customer experience is 0.5242 (CE8), while that of operational capability is 0.7327 (OC3), and that of managerial capability had an exceptionally high reliability of 0.9525 (MC2), confirming that the indicators are capable of consistently measuring what they are supposed to measure.

The AVE of 0.652 for customer experience, 0.756 for operational capability, and 0.856 for managerial capability show that the expected threshold of 0.50 (Fornell & Larcker, 1981) was exceeded. This further ascertained the convergent validity of the model since the result revealed that the majority of the items are positively related and measure their respective latent variables. Composite reliability (rho_c) and Cronbach's alpha (α) were used to evaluate the internal consistency of the model. Both indices have an expected threshold of 0.70 and above (Nunnally & Bernstein, 1994). Customer expectation composite reliability was 0.937, and Cronbach's alpha was 0.927. For operational capability, composite reliability was 0.903, and Cronbach alpha was 0.846, while the values for managerial capability were 0.947 and 0.916 for composite reliability and Cronbach alpha, respectively. The reflective measurement model for DBT showed strong convergent validity and internal consistency reliability, indicating the robustness of the item.

**Table 3.** Result Summary for Reflective Measurement Model of Business Resilience

| Indicators | | Convergent Validity | | | Internal Consistency Reliability | |
|---|---|---|---|---|---|---|
| | | Loadings (β) ($l_k$) | Indicator Reliability ($l_k^2$) | AVE | Composite Reliability (*rho_c*) | Cronbach's Alpha (α) |
| Thresholds | | >0.70 | >0.50 | >0.50 | >0.70 | >0.70 |
| Capital Resilience | CR 1 | 0.756 | 0.5715 | 0.777 | 0.945 | 0.928 |
| | CR 2 | 0.842 | 0.7090 | | | |
| | CR 3 | 0.961 | 0.9235 | | | |
| | CR 4 | 0.943 | 0.8892 | | | |
| | CR 5 | 0.891 | 0.7939 | | | |
| Strategic Resilience | SR 1 | 0.901 | 0.8118 | 0.940 | 0.804 | 0.953 |
| | SR 2 | 0.913 | 0.8336 | | | |
| | SR 3 | 0.917 | 0.8409 | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| | SR 4 | 0.959 | 0.9197 | | | |
| | SR 5 | 0.784 | 0.6147 | | | |
| Cultural Resilience | CUR 1 | 0.879 | 0.7726 | 0.930 | 0.779 | 0.946 |
| | CUR 2 | 0.786 | 0.6178 | | | |
| | CUR 3 | 0.898 | 0.8064 | | | |
| | CUR 4 | 0.930 | 0.8649 | | | |
| | CUR 5 | 0.914 | 0.8354 | | | |

Source: SmartPLS 4.0.9.5 Output of Research Data (2024)

The result in Table 3 summarizes the result of the reflective measurement of business resilience measured by capital resilience, strategic resilience, and cultural resilience. The items indicated satisfactory convergent validity as the outer loadings (β) for all items surpassed the recommended threshold of 0.70 (Henseler et al., 2016). For the measure of capital resilience, the loadings were between 0.756 (CR1) and 0.961 (CR3), indicating that the indicators passed the threshold and were good measures of the construct. The measure of strategic resilience had loadings from 0.784 (SR5) to 0.959 (SR4), revealing that the items measured correctly what they were supposed to measure. For cultural resilience, the loadings ranged between 0.786 (CUR2) and 0.930 (CUR4), which also exceeds the threshold and further indicates convergent validity. Squared loading (lk2) indicated good Indicator reliability, with the least value for capital resilience being 0.5715 (CR1), for strategic resilience, the least value is 0.6147 (SR5) and 0.6178 (CUR2). The results showed adequate indicator reliability as all items exceeded the threshold of >0.50 (Hair Jr et al., 2020). This also implies adequate stability and consistency of items of the instrument. Convergent validity was also explained by means of AVE, which proved that more than 70% (capital resilience = 0.777; strategic resilience = 0.804; cultural resilience = 0.779) of the variation in the indicators was explained by the respective measures, with their AVE exceeding the threshold of 0.50 (Fornell & Larcker, 1981).

Composite reliability (rho_c) and Cronbach's alpha (α) were used to evaluate the internal consistency of the model. Both indices exceeded the expected threshold of 0.70 and above (Nunnally & Bernstein, 1994). Capital resilience composite reliability was 0.945, and Cronbach alpha was 0.928. Similarly, composite reliability for strategic resilience was 0.953, and Cronbach alpha was 0.940. for cultural resilience, composite reliability was 0.946, while Cronbach's alpha was 0.930. The reflective measurement model for business resilience showed strong convergent validity and internal consistency reliability, indicating the fitness of the item.

**Table 4.** Result Summary for Reflective Measurement Model of Organizational Support

| Indicators | | Convergent Validity | | | Internal Consistency Reliability | Internal Consistency Reliability |
|---|---|---|---|---|---|---|
| | | Loadings (β) ($l_k$) | Indicator Reliability ($l_k^2$) | AVE | Composite Reliability (*rho_c*) | Cronbach's Alpha (α) |
| Thresholds | | >0.70 | >0.50 | >0.50 | >0.70 | >0.70 |
| Perceived Organizational Support | OS 1 | 0.847 | 0.7174 | 0.740 | 0.945 | 0.930 |
| | OS 2 | 0.853 | 0.7276 | | | |
| | OS 3 | 0.882 | 0.7779 | | | |
| | OS 4 | 0.892 | 0.7957 | | | |
| | OS 5 | 0.859 | 0.7379 | | | |
| | OS 6 | 0.826 | 0.6823 | | | |

Source: SmartPLS 4.0.9.5 Output of Research Data (2024)

As indicated in Table 4, the results for the moderating variable of POS show strong evidence of convergent validity and reliability. Loadings (β) for the variable indicate viable validity with values ranging between 0.826 (OS6) and 0.892 (OS4). This suggests that each item is a strong indicator of the variable, meaning they effectively capture the essence of the variable of POS. For indicator reliability (Ik2), the values surpassed the threshold of 0.50 (Hair Jr et al., 2020), with the lowest value being 0.6823 (OS6). The results indicate that these indicators contributed significantly to measuring POS. The Average Variance Extracted (AVE) is listed as 0.740, exceeding the recommended minimum of 0.50 (Fornell & Larcker, 1981). This indicates that the items collectively explain significantly the variance in POS, confirming that the items meet the fitness of validity. Composite reliability (rho_c) and Cronbach alpha measure the internal consistency of the items. The result proved that the items measure consistently the variable of POS. The value for composite reliability was 0.945, and Cronbach alpha was 0.930, surpassing the threshold of 0.70 and indicating good reliability (Hair et al., 2010). Overall, the results indicate that the POS variable is both reliable and valid. This shows that the items of the instrument are fit for the study.

**Table 5.** Overview of Discriminant Validity – Fornell-Larcker Criterion

| | CE | CR | CUR | MC | OC | OS | SR |
|---|---|---|---|---|---|---|---|
| CE | 0.807 | | | | | | |
| CR | 0.528 | 0.882 | | | | | |
| CUR | 0.677 | 0.67 | 0.893 | | | | |
| MC | 0.586 | 0.832 | 0.506 | 0.925 | | | |
| OC | 0.74 | 0.764 | 0.537 | 0.914 | 0.869 | | |
| POS | 0.585 | 0.626 | 0.878 | 0.484 | 0.504 | 0.86 | |
| SR | 0.635 | 0.776 | 0.883 | 0.601 | 0.599 | 0.789 | 0.897 |

Source: SmartPLS 4.0.9.5 Output of Research Data (2024)

The discriminant validity test was carried out using the Fornell-Larcker criterion. The result in Table 5 revealed adequate discriminant validity of the model. To obtain the discriminant validity, the square root of AVE (RAVE) for each latent variable is calculated, and it is expected to exceed its correlation with other constructs (Fornell & Larcker, 1981). As shown in Table 5, RAVE is higher than their correlation with other constructs along the horizontal and vertical axis. RAVE is the diagonal value and is shown in bold, all surpassing the minimum of 0.7, which therefore implies that the construct has discriminant validity.

**Hypotheses Testing**

**Table 6.** Summary of Findings

| | Original Sample (O) | Standard Deviation (STDEV) | T Statistics (\|O/STDEV\|) | P Values |
|---|---|---|---|---|
| CE -> CR | 0.626 | 0.139 | 4.49 | 0.000 |
| OC -> SR | 0.493 | 0.105 | 4.687 | 0.000 |
| MC -> CUR | 0.33 | 0.127 | 2.6 | 0.009 |
| OS x DBT -> BR | 0.24 | 0.074 | 3.241 | 0.001 |

Based on Table 6, customer experience and capital resilience were positively and statistically correlated. The T statistic was 4.49, and the P value was 0.000. Since the P value was lower than 0.05, the significance level, the null hypothesis for H1, is hereby rejected, and the alternate alternative accepted. The result, therefore, indicates that there is a moderate statistically significant and positive effect of customer experience on capital resilience in the hospitality industry. The result for operational capability and strategic resilience shows that there is a moderately significant and positive effect of operational capability on strategic resilience as the T statistic was 4.687, and the P value was 0.000 less than the significance level of 0.05. Therefore, the null hypothesis for H2 was rejected, and the alternate was accepted. The null hypothesis for H3 was also rejected, implying that managerial capability predicts cultural resilience in a positive and moderate statistically significant level as the T statistic value read 2.60 and P value 0.009 lower than the significance level of 0.05. H4 revealed that organizational support significantly and positively moderates the effect of DBT on business resilience at a P value of 0.001, less than the significance level of 0.05, and the T statistic was 3.241.

## DISCUSSION

H1 result revealed that there is a significant and positive effect of customer experience on capital resilience. This implies that good customer experience will contribute to the financial stability and flexibility of the organization. Customer experience serves as a critical differentiator and advantage to organizations, leading to loyalty and trust for the brand. This finding is supported by the study of Edeh et al. (2020), which stated that an enhanced customer experience can strengthen capital resilience by increasing revenue and fostering customer loyalty, while a poor customer experience may undermine financial stability. Businesses exhibiting strong capital resilience are capable of absorbing temporary losses, sustaining liquidity, and reinvesting in essential upgrades without compromising their long-term viability (Edeh et al., 2021a).

The result of H2 states that operational capability positively predicts strategic resilience in the hospitality industry. The finding suggests that operational capability enables an organization to effectively carry out its day-to-day business functions, which in the case of the hospitality industry can involve managing guest services, maintaining high food and cleaning standards, optimizing room occupancy, and guaranteeing worker efficiency. Operational capabilities are the actual resources and talents that enable a corporation to provide high-quality services at affordable prices while adjusting to changing client demands, thereby helping the organization gain knowledge on the market, customer, and industry. By attaining this height, the organization is able to bounce back easily or to withstand crisis. This finding correlates with that of Zayed et al. (2022), who submitted that operational competence is fundamental to daily success and contributes to strategic resilience by enabling companies to operate efficiently and be prepared for crises.

Managerial capability positively predicts cultural resilience in the hospitality industry, as revealed by H3. This finding aligns with the study of Parker and Ameen (2018), which found that management skills contribute to cultural resilience by offering the leadership and strategic oversight essential for maintaining an organization's identity and operations during challenging periods. A manager's capacity to lead amid a crisis has a direct impact on an organization's cultural resilience (Okechukwu et al., 2023; Zayed et al., 2022).

H4 finding revealed that organizational support moderates the effect of DBT on business resilience. This implies that the application and utilization of digital tools for business resilience depend on organizational support. Chan et al. (2022) also found that support from management is crucial because with the required resources being made available, managers could implement their business strategies effectively to easily recover from challenges.

## CONCLUSION

This research investigated the moderating role of POS on the effect of DBT on business resilience in emerging business economies, particularly the hospitality industry in Nigeria. The finding revealed a moderate effect of the dimensions of customer experience, operational capability, and managerial capability on the measures of capital resilience, strategic resilience, and cultural resilience. It was also found that POS moderated the effect of DBT on business resilience. The finding further demonstrated that DBT equips organizations with the necessary resources, which in turn helps the organization to be resilient.

One of the implications of this study is that the management of hospitality firms should prioritize providing worthy experiences to their customers, as this will bring about loyalty and capital gain to the organization. Secondly, managers of hospitality enterprises should acquaint themselves with managerial capabilities that enhance resilience consciousness. Thirdly, operational capabilities such as digital guest services, timely delivery of services, and room automation should be embraced in the hospitality sector to save costs and boost customer happiness. Lastly, the management of hospitality businesses such as hotels should provide adequate support to encourage stakeholders to be ready for any uncertainties.

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## DECLARATION OF CONFLICTING INTERESTS

The authors declared no potential conflicts of interest.

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