

THE IMPACT OF DIGITAL RESILIENCE ON EMPLOYEE PERFORMANCE: THE MEDIATING ROLE OF WORKFORCE AGILITY AMONG HOSPITAL EMPLOYEES

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Abstract

The rapid advancement of digital transformation in healthcare organizations has increased the need for employees to adapt to technological changes while maintaining high levels of performance. In this context, digital resilience and workforce agility have emerged as critical capabilities that enable employees to effectively respond to dynamic and technology-driven work environments. This study aims to examine the impact of digital resilience on employee performance and investigate the mediating role of workforce agility among hospital employees. This research employed a quantitative approach using an explanatory survey design. Data were collected from 100 employees of Hospital X through a structured questionnaire distributed to employees who actively utilized digital systems in their daily work activities. The collected data were analyzed using validity and reliability tests, classical assumption tests, multiple linear regression analysis, F-test, t-test, coefficient of determination (R^2), and mediation analysis using the Sobel Test. Statistical analysis was conducted using SPSS version 26. The study concludes that Digital Resilience and Workforce Agility are important determinants of Employee Performance in healthcare organizations. Strengthening employees' digital adaptability and agility can contribute to improved workforce effectiveness and support the successful implementation of digital transformation initiatives in hospitals. These findings provide valuable insights for hospital management in designing strategies aimed at enhancing employee capabilities and organizational performance in the digital era.

Keywords: Digital Resilience, Workforce Agility, Employee Performance

INTRODUCTION

The healthcare sector is currently experiencing an unprecedented wave of digital transformation that has fundamentally changed the way healthcare organizations operate, communicate, and deliver services. The integration of electronic medical records, telemedicine platforms, artificial intelligence-based decision support systems, cloud-based information systems, and digital health technologies has created new opportunities for improving healthcare quality and operational efficiency (Saputra & Indra, 2025). However, alongside these opportunities, healthcare employees face increasing challenges in adapting to rapidly evolving digital environments. The continuous introduction of new technologies often requires employees to learn new skills, modify established work routines, and respond effectively to technological disruptions. Consequently, the ability of employees to remain adaptive and productive amid ongoing digital change has emerged as a critical determinant of organizational performance in healthcare institutions (Rafidah & Qadriah, 2025).

Hospitals, in particular, represent one of the most complex organizational environments undergoing digital transformation. Unlike many industries where technological adoption primarily affects operational efficiency, digitalization in hospitals directly influences patient safety, clinical decision-making, service quality, and organizational sustainability. Healthcare employees are expected not only to perform their traditional responsibilities but also to effectively utilize digital systems in delivering healthcare services. The implementation of Electronic Health Records (EHRs), Hospital Information Systems (HIS), digital registration systems, and various clinical support technologies has significantly increased the dependence of hospitals on digital competencies. While these innovations offer substantial benefits, they also create pressures associated with technological uncertainty, information overload, system complexity, and continuous learning demands (Yulian & Ekhsan, 2023).

Recent studies have demonstrated that digital transformation initiatives frequently encounter challenges related to human adaptation rather than technological limitations. Many organizations invest heavily in advanced

technologies but fail to achieve expected outcomes because employees struggle to adjust to changing digital work environments. This phenomenon is particularly evident in healthcare settings, where resistance to technological change, digital fatigue, and difficulties in integrating new systems into daily workflows can negatively affect employee performance. Therefore, understanding the factors that enable employees to thrive amid digital transformation has become increasingly important for healthcare management researchers and practitioners (Ginting et al, 2025).

One concept that has gained significant attention in recent organizational and information systems literature is digital resilience. Digital resilience refers to an individual's capability to effectively adapt, recover, and maintain performance when facing digital challenges, technological disruptions, and continuous technological changes. Employees with high levels of digital resilience are more likely to embrace new technologies, overcome technical difficulties, learn emerging digital tools, and maintain productivity despite technological uncertainty (Santoso et al., 2025). In digitally intensive workplaces such as hospitals, digital resilience enables employees to manage system failures, software updates, changing digital procedures, and increasing technological complexity without experiencing significant declines in work performance (Muhajir et al., 2023).

The growing relevance of digital resilience can be explained by the dynamic nature of contemporary healthcare systems. Hospital employees are increasingly required to interact with multiple digital platforms simultaneously, often under conditions characterized by high workloads and time-sensitive decision-making. Technical issues, software modifications, cybersecurity threats, and evolving digital policies can create operational disruptions that potentially hinder employee effectiveness (Wulandari et al., 2025). Employees who possess strong digital resilience are better equipped to navigate these challenges, allowing them to sustain performance and contribute positively to organizational objectives. Consequently, digital resilience is increasingly recognized as a strategic human resource capability that supports successful digital transformation and organizational competitiveness (Khatimah et al., 2025).

Despite the theoretical importance of digital resilience, empirical evidence regarding its relationship with employee performance remains limited, particularly within healthcare organizations. Existing studies have predominantly focused on technological acceptance, digital literacy, or digital competence, while relatively little attention has been given to employees' capacity to recover and adapt when confronted with digital adversity (Siagian et al., 2025). Moreover, previous findings suggest that the impact of digital resilience on employee performance may not occur directly but rather through behavioral mechanisms that enable employees to respond effectively to changing work demands (Inchwaniah et al., 2025).

One potential mechanism through which digital resilience influences employee performance is workforce agility. Workforce agility refers to employees' ability to rapidly respond, adapt, and perform effectively in dynamic and uncertain work environments. Agile employees demonstrate flexibility, proactive behavior, continuous learning orientation, and responsiveness to organizational change (Setiyawan et al., 2025). In healthcare organizations characterized by fluctuating patient demands, evolving regulations, and ongoing technological developments, workforce agility has become an essential organizational capability. Agile employees are better able to adjust to changing responsibilities, collaborate across functional boundaries, and implement innovative solutions in response to emerging challenges (Kosasih et al., 2024).

The relationship between digital resilience and workforce agility can be understood through the perspective of adaptive capability theory. Employees who possess strong digital resilience are more capable of managing technological disruptions and learning from digital challenges. This adaptive capacity enhances their flexibility and responsiveness when facing changes in work processes, thereby strengthening workforce agility. In turn, workforce agility enables employees to perform tasks more efficiently, respond effectively to organizational demands, and maintain high levels of productivity. Therefore, workforce agility may function as a mediating mechanism that explains how digital resilience contributes to improved employee performance (Kosasih & Nugroho, 2021).

The importance of workforce agility has become increasingly evident following the acceleration of digital transformation initiatives in healthcare organizations worldwide. Hospitals are continuously adapting to new technologies, changing patient expectations, regulatory requirements, and healthcare innovations. Employees are expected to quickly acquire new competencies, collaborate using digital platforms, and adjust their work practices in response to organizational changes. In such environments, workforce agility is no longer merely a desirable characteristic but rather a fundamental requirement for sustaining organizational effectiveness and service quality.

Although previous studies have independently examined digital resilience, workforce agility, and employee performance, limited research has integrated these variables into a comprehensive framework within the healthcare context. Existing studies often focus on technology-related factors in corporate sectors, manufacturing industries, or

educational institutions, leaving a significant gap in understanding how these constructs interact within hospital environments. Given the unique characteristics of healthcare organizations, including high service complexity, strict regulatory requirements, and critical patient outcomes, findings from other sectors may not be directly applicable to hospital settings.

Furthermore, the healthcare workforce faces distinctive challenges associated with digital transformation. Employees must simultaneously manage clinical responsibilities, administrative tasks, and digital system requirements while maintaining high standards of patient care. These demands create a context in which digital resilience and workforce agility may play particularly important roles in determining performance outcomes (Akbar, 2026). However, empirical evidence examining these relationships among hospital employees remains scarce, especially in developing countries where healthcare digitalization continues to evolve rapidly.

From a practical perspective, understanding the influence of digital resilience on employee performance through workforce agility can provide valuable insights for hospital management. Identifying the mechanisms that enhance employee performance in digital work environments may assist healthcare organizations in designing effective human resource development programs, digital competency initiatives, and organizational change strategies. Strengthening employees' digital resilience and agility may ultimately contribute to improved service quality, operational effectiveness, and organizational sustainability in increasingly digital healthcare systems (Gusri & Mugihartadi, 2024).

Based on the theoretical arguments and empirical gaps identified above, this study aims to examine the impact of digital resilience on employee performance and investigate the mediating role of workforce agility among hospital employees. By exploring these relationships, the study contributes to the growing body of knowledge on digital transformation, human resource management, and organizational behavior within healthcare settings. Additionally, the findings are expected to provide practical recommendations for hospital leaders seeking to enhance workforce effectiveness and organizational performance in the digital era.

LITERATURE REVIEW

Digital Resilience

Digital resilience refers to an individual's ability to adapt, recover, and continue functioning effectively when facing challenges, disruptions, or changes related to digital technologies. The concept originates from the broader theory of resilience, which emphasizes an individual's capacity to withstand adversity and maintain performance under challenging conditions. In the context of digital transformation, resilience extends beyond psychological endurance to include the capability to manage technological uncertainty, learn new digital tools, and respond positively to continuous technological changes (Ika, 2024).

Digital resilience has become increasingly important as organizations rely more heavily on digital systems and technology-driven work processes. Employees are frequently required to adapt to new software, digital platforms, automated systems, and evolving technological infrastructures. Such changes often create challenges that may affect work effectiveness, including technological complexity, information overload, system failures, and cybersecurity risks. Individuals with high digital resilience are able to overcome these challenges while maintaining productivity and work quality.

From an organizational perspective, digital resilience represents a strategic capability that enables employees to remain effective in rapidly changing digital environments. Employees who possess strong digital resilience demonstrate confidence in using technology, willingness to learn emerging digital competencies, adaptability to technological changes, and persistence when encountering digital obstacles. Consequently, digital resilience is increasingly recognized as an essential factor supporting successful digital transformation and organizational sustainability.

Within healthcare organizations, digital resilience is particularly critical due to the growing adoption of electronic medical records, telemedicine, hospital information systems, and various digital health technologies. Healthcare employees must continuously adapt to technological innovations while ensuring patient safety and service quality. Therefore, digital resilience serves as a valuable capability that helps employees navigate technological challenges and maintain optimal performance in digitally intensive healthcare environments.

Workforce Agility

Workforce agility refers to the ability of employees to rapidly adapt, respond, and perform effectively in dynamic and changing work environments. The concept emerged from organizational agility theory, which emphasizes flexibility, responsiveness, and adaptability as critical capabilities for organizations operating in

uncertain environments. At the individual level, workforce agility reflects employees' capacity to adjust their behaviors, skills, and work approaches in response to evolving organizational demands.

Agile employees are characterized by flexibility, continuous learning orientation, proactive behavior, and readiness to embrace change. They are capable of responding quickly to new situations, acquiring new competencies, and modifying work practices when necessary. Workforce agility enables employees to cope with uncertainty and complexity while maintaining effectiveness and productivity.

The increasing pace of technological advancement, globalization, and organizational change has elevated workforce agility as a critical human resource capability. Organizations require employees who can adapt to shifting priorities, technological innovations, and changing customer expectations. Workforce agility facilitates organizational responsiveness and enhances the ability to achieve strategic objectives in competitive environments.

In healthcare settings, workforce agility is essential due to the dynamic nature of healthcare services. Hospital employees frequently encounter changing patient needs, evolving healthcare regulations, technological innovations, and unexpected operational challenges. Agile employees can effectively adapt to these circumstances, collaborate across professional disciplines, and implement innovative solutions to emerging problems. As a result, workforce agility contributes significantly to organizational effectiveness and healthcare service quality.

Employee Performance

Employee performance refers to the degree to which employees successfully accomplish tasks, responsibilities, and organizational objectives assigned to them. It represents one of the most important indicators of organizational effectiveness because the achievement of organizational goals largely depends on the performance of individual employees. Performance encompasses both the quality and quantity of work produced, as well as employees' ability to fulfill job requirements efficiently and effectively.

The concept of employee performance has evolved from a narrow focus on task completion to a broader understanding that includes behavioral contributions, adaptability, and organizational citizenship. Modern organizations increasingly recognize that employee performance involves not only achieving assigned targets but also demonstrating initiative, collaboration, innovation, and responsiveness to organizational change.

Various factors influence employee performance, including individual capabilities, motivation, work environment, leadership, organizational support, and technological resources. In contemporary workplaces characterized by rapid digital transformation, employees are also expected to possess adaptive capabilities that enable them to maintain performance under changing technological conditions. The ability to learn new skills, respond to uncertainty, and embrace innovation has become increasingly important in determining performance outcomes.

In healthcare organizations, employee performance plays a crucial role in ensuring service quality, patient satisfaction, operational efficiency, and patient safety. Hospital employees are responsible for performing complex tasks that directly affect healthcare outcomes. Consequently, maintaining high levels of employee performance is essential for achieving organizational goals and delivering effective healthcare services. As healthcare environments continue to evolve through digital transformation, understanding the factors that enhance employee performance remains a significant concern for both researchers and practitioners.

METHOD

This study employed a quantitative research approach using an explanatory survey design to examine the relationships among Digital Resilience, Workforce Agility, and Employee Performance among hospital employees. The study aimed to investigate both the direct effect of Digital Resilience on Employee Performance and the indirect effect through Workforce Agility as a mediating variable. A quantitative approach was considered appropriate because it enables the measurement and statistical analysis of relationships among variables using standardized instruments. The research was conducted at Hospital X, a healthcare institution that has implemented various digital technologies to support clinical and administrative services, including electronic medical records, hospital information systems, digital registration platforms, and other technology-based healthcare applications. The target population consisted of all hospital employees who actively utilize digital systems in their daily work activities. These included medical personnel, nursing staff, administrative employees, and supporting healthcare workers. A total of 100 respondents participated in the study. The sample was selected using a purposive sampling technique, with respondents meeting the following criteria: Employed at Hospital X for at least one year, Actively use digital systems or technologies in their work and Willing to participate in the study voluntarily. Data analysis was conducted using Statistical Package for the Social Sciences (SPSS) version 26.

RESULTS AND DISCUSSION

Validity Test

The validity test was conducted to determine whether each questionnaire item accurately measured the intended construct. Validity assessment was performed using the Pearson Product Moment Correlation method by correlating each item score with the total score of its respective variable. The analysis involved data collected from 100 hospital employees. An item was considered valid if the calculated correlation coefficient (r-count) exceeded the critical value of $r\text{-table} = 0.1966$ at a significance level of 0.05 ($n = 100$). Additionally, items were deemed valid when the significance value (p-value) was less than 0.05.

Table 1. Validity Test Results

Variable	Number of Items	r-count Range	r-table	Sig. Value	Result
Digital Resilience	10	0.521 – 0.841	0.1966	< 0.05	Valid
Workforce Agility	10	0.487 – 0.825	0.1966	< 0.05	Valid
Employee Performance	10	0.534 – 0.869	0.1966	< 0.05	Valid

Based on Table 1, the validity testing results confirm that all measurement items are statistically valid and suitable for subsequent analyses, including reliability testing, classical assumption testing, regression analysis, and mediation analysis. Therefore, the questionnaire instrument can be considered an appropriate tool for examining the relationships among Digital Resilience, Workforce Agility, and Employee Performance in Hospital X.

Reliability Test

Reliability testing was conducted to assess the consistency and stability of the measurement instrument used in this study. A reliable instrument produces consistent results when measuring the same construct under similar conditions. In this research, reliability was evaluated using Cronbach's Alpha coefficient, which is one of the most widely used methods for assessing internal consistency among questionnaire items. According to commonly accepted statistical standards, a Cronbach's Alpha value greater than 0.70 indicates acceptable reliability, values above 0.80 indicate good reliability, and values above 0.90 indicate excellent reliability. Therefore, constructs with Cronbach's Alpha values exceeding 0.70 are considered reliable and suitable for further analysis.

Table 2. Reliability Test Results

Variable	Number of Items	Cronbach's Alpha	Reliability Standard	Result
Digital Resilience	10	0.887	> 0.70	Reliable
Workforce Agility	10	0.901	> 0.70	Reliable
Employee Performance	10	0.918	> 0.70	Reliable

Based on Table 2, the reliability analysis confirms that the research instrument possesses satisfactory measurement stability and internal consistency. Therefore, all variables meet the reliability requirements and can be utilized in subsequent statistical analyses, including normality testing, linearity testing, regression analysis, and mediation analysis. The findings provide assurance that the collected data accurately and consistently represent the constructs under investigation.

Normality Test

The normality test was conducted to determine whether the data distribution and regression residuals followed a normal distribution. Normality is one of the fundamental assumptions in regression analysis because normally distributed residuals contribute to the accuracy and validity of statistical inference. In this study, the Kolmogorov–Smirnov (K–S) test was used to evaluate the normality of the regression residuals. The decision criteria were as follows:

- If the significance value (p-value) > 0.05, the data are normally distributed.
- If the significance value (p-value) < 0.05, the data are not normally distributed.

Table 3. Kolmogorov–Smirnov Normality Test

Test Statistic	Value
Sample Size (N)	100
Kolmogorov–Smirnov Statistic	0.073
Asymp. Sig. (2-tailed)	0.200
Significance Level	0.05
Conclusion	Normally Distributed

Based on Table 3, the Kolmogorov–Smirnov test produced a significance value of 0.200, which is greater than the required threshold of 0.05. Therefore, the null hypothesis stating that the residuals are normally distributed cannot be rejected. These findings indicate that the residual data in the regression model follow a normal distribution. The Kolmogorov–Smirnov statistic of 0.073 further supports the conclusion that there is no substantial deviation from normality. Consequently, the normality assumption required for regression analysis has been satisfied. To strengthen the assessment, visual inspection of the Normal Probability Plot (P–P Plot) and histogram of standardized residuals was also conducted. The histogram displayed a bell-shaped distribution, while the points in the P–P Plot were distributed closely around the diagonal line, indicating that the residuals approximated a normal distribution.

Multicollinearity Test

The multicollinearity test was conducted to determine whether a high correlation existed among the independent variables included in the regression model. Multicollinearity can affect the stability of regression coefficients and reduce the accuracy of hypothesis testing. Therefore, it is necessary to ensure that the independent variables measure distinct constructs and do not excessively overlap. In this study, multicollinearity was assessed using Tolerance and Variance Inflation Factor (VIF) values. The decision criteria were as follows:

- Tolerance > 0.10 indicates the absence of multicollinearity.
- VIF < 10.00 indicates the absence of multicollinearity.

Table 4. Multicollinearity Test Results

Variable	Tolerance	VIF	Criterion	Result
Digital Resilience	0.612	1.634	Tolerance > 0.10; VIF < 10	No Multicollinearity
Workforce Agility	0.612	1.634	Tolerance > 0.10; VIF < 10	No Multicollinearity

The results presented in Table 4 indicate that both independent variables have a Tolerance value of 0.612, which is substantially higher than the minimum requirement of 0.10. Furthermore, both variables have a VIF value of 1.634, which is well below the maximum acceptable threshold of 10.00. These findings demonstrate that Digital Resilience and Workforce Agility do not exhibit excessive correlations that could distort the regression model. Therefore, the independent variables can be included simultaneously in the regression analysis without causing multicollinearity problems.

Heteroscedasticity Test

The heteroscedasticity test was conducted to determine whether the variance of the residuals remained constant across all levels of the independent variables. In regression analysis, the absence of heteroscedasticity is an important assumption because unequal residual variances may affect the accuracy and efficiency of the estimated regression coefficients. This study employed the Glejser Test to detect heteroscedasticity. The decision criteria were as follows:

- If the significance value (p-value) > 0.05, heteroscedasticity is not present.
- If the significance value (p-value) < 0.05, heteroscedasticity is present.

Table 5. Glejser Test Results

Variable	t-value	Sig. Value	Significance Level	Result
Digital Resilience	1.284	0.202	0.05	No Heteroscedasticity
Workforce Agility	-0.916	0.362	0.05	No Heteroscedasticity

Based on Table 5, the significance value for Digital Resilience is 0.202, while the significance value for Workforce Agility is 0.362. Both values are greater than the significance threshold of 0.05. These results indicate that neither Digital Resilience nor Workforce Agility significantly influences the absolute residual values. Therefore, the regression model does not exhibit heteroscedasticity problems. The residual variance remains relatively constant across different levels of the independent variables. In addition to the Glejser Test, a visual inspection of the scatterplot between standardized predicted values and standardized residuals was performed. The scatterplot revealed that the residual points were randomly distributed around the zero line without forming any clear pattern, such as a funnel shape, wave pattern, or systematic clustering. This visual evidence further supports the conclusion that heteroscedasticity is absent.

Multiple Linear Regression Analysis

Multiple linear regression analysis was conducted to examine the simultaneous effects of Digital Resilience (X_1) and Workforce Agility (X_2) on Employee Performance (Y) among hospital employees. This analysis aims to

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identify the magnitude and direction of the relationship between the independent variables and the dependent variable.

Table 6. Multiple Linear Regression Results

Variable	Unstandardized Coefficient (B)	Standard Error	t-value	Sig.
Constant	8.742	2.164	4.040	0.000
Digital Resilience (X ₁)	0.348	0.081	4.286	0.000
Workforce Agility (X ₂)	0.472	0.083	5.719	0.000

Based on the results, the regression equation can be expressed as:

$$\text{Employee Performance} = 8.742 + 0.348(\text{Digital Resilience}) + 0.472(\text{Workforce Agility})$$

a. Constant (a = 8.742)

The constant value of 8.742 indicates that when Digital Resilience and Workforce Agility are assumed to be zero, Employee Performance would have a baseline value of 8.742. Although such a condition is unlikely to occur in practice, the constant serves as the starting point of the regression model.

b. Digital Resilience ($\beta = 0.348$)

The regression coefficient of Digital Resilience is 0.348, indicating a positive relationship between Digital Resilience and Employee Performance. This means that for every one-unit increase in Digital Resilience, Employee Performance is expected to increase by 0.348 units, assuming Workforce Agility remains constant. The positive coefficient suggests that employees who are better able to adapt to digital changes, recover from technological disruptions, and maintain effectiveness in digital environments tend to demonstrate higher levels of performance.

c. Workforce Agility ($\beta = 0.472$)

The regression coefficient of Workforce Agility is 0.472, indicating a positive influence on Employee Performance. This means that a one-unit increase in Workforce Agility is associated with a 0.472-unit increase in Employee Performance, holding Digital Resilience constant.

Hypothesis Testing

t-Test Results

The t-test was conducted to examine the partial effect of each independent variable on the dependent variable. This analysis aimed to determine whether Digital Resilience and Workforce Agility individually have a significant influence on Employee Performance among hospital employees.

The decision criteria for the t-test were as follows:

- If t-value > t-table and p-value < 0.05, the hypothesis is accepted
- If t-value < t-table and p-value > 0.05, the hypothesis is rejected

Table 6. t-Test Results

Variable	Beta Coefficient (β)	t-value	t-table	Sig.	Result
Digital Resilience → Employee Performance	0.348	4.286	1.984	0.000	Significant
Workforce Agility → Employee Performance	0.472	5.719	1.984	0.000	Significant

Effect of Digital Resilience on Employee Performance (H1)

The t-test results indicate that Digital Resilience has a t-value of 4.286, which is greater than the t-table value of 1.984. Furthermore, the significance value is 0.000, which is below the required significance level of 0.05. These findings indicate that Digital Resilience has a positive and significant effect on Employee Performance. Therefore, Hypothesis 1 (H1) is accepted. The positive regression coefficient ($\beta = 0.348$) suggests that an increase in employees' digital resilience is associated with an improvement in their performance. Employees who are capable of adapting to technological changes, overcoming digital challenges, and maintaining effectiveness during digital transformation tend to perform better in their work responsibilities. This finding supports the view that digital resilience has become a critical capability in modern healthcare organizations. As hospitals increasingly depend on digital systems and technology-based services, employees who can effectively manage technological uncertainty are more likely to maintain productivity and service quality.

Effect of Digital Resilience on Workforce Agility (H2)

The results of the regression analysis indicate that Digital Resilience has a t-value of 7.254, which is greater than the critical value of 1.984. Furthermore, the significance value is 0.000, which is below the significance

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threshold of 0.05. These findings demonstrate that Digital Resilience has a positive and significant effect on Workforce Agility. Therefore, Hypothesis 2 (H2) is accepted. The positive regression coefficient ($\beta = 0.594$) indicates that higher levels of Digital Resilience are associated with higher levels of Workforce Agility among hospital employees. Employees who can effectively adapt to technological changes, recover from digital disruptions, and continuously learn new digital competencies tend to exhibit greater flexibility, responsiveness, and adaptability in their work activities. The result suggests that digital resilience serves as an important foundation for developing workforce agility. Employees who are resilient in dealing with digital challenges are more capable of responding quickly to organizational changes, adjusting work practices, and embracing new technologies introduced within healthcare organizations.

Effect of Workforce Agility on Employee Performance (H3)

The results show that Workforce Agility has a t-value of 5.719, which exceeds the critical value of 1.984. The significance value of 0.000 is also lower than 0.05. Therefore, Workforce Agility has a positive and significant effect on Employee Performance, and Hypothesis 3 (H3) is accepted. The regression coefficient ($\beta = 0.472$) indicates that higher levels of workforce agility lead to better employee performance. Employees who can quickly adapt to changing work conditions, respond effectively to organizational demands, and demonstrate flexibility in performing their duties tend to achieve superior work outcomes. Among the variables examined in this study, Workforce Agility exhibits the largest standardized coefficient, suggesting that it is the strongest predictor of Employee Performance. This finding highlights the importance of adaptability and responsiveness in healthcare environments characterized by continuous technological and organizational change.

F-Test Results

The F-test was conducted to determine whether Digital Resilience and Workforce Agility simultaneously influence Employee Performance among hospital employees. Unlike the t-test, which examines the individual effect of each independent variable, the F-test evaluates the overall significance of the regression model. The decision criteria were as follows:

- If F-value > F-table and p-value < 0.05, the regression model is considered significant.
- If F-value < F-table and p-value > 0.05, the regression model is not significant. For a sample size of 100 respondents, with two independent variables and a significance level of 5%, the F-table value was approximately 3.09.

Table 9. F-Test Results

Source	Sum of Squares	df	Mean Square	F-value	Sig.
Regression	2,845.672	2	1,422.836	68.541	0.000
Residual	2,013.418	97	20.757		
Total	4,859.090	99			

Based on Table 9, the regression model produced an F-value of 68.541, which is substantially greater than the F-table value of 3.09. Additionally, the significance value is 0.000, which is below the required significance level of 0.05. These results indicate that Digital Resilience and Workforce Agility simultaneously have a significant effect on Employee Performance. Therefore, the regression model is statistically significant and suitable for explaining variations in employee performance among hospital employees.

CONCLUSION

This study examined the impact of Digital Resilience on Employee Performance and investigated the mediating role of Workforce Agility among hospital employees. The findings provide empirical evidence that both Digital Resilience and Workforce Agility play important roles in enhancing employee performance within healthcare organizations undergoing digital transformation. The results of the hypothesis testing revealed that Digital Resilience has a positive and significant effect on Employee Performance. Employees who are capable of adapting to technological changes, overcoming digital challenges, and maintaining effectiveness in digitally intensive work environments tend to exhibit higher levels of performance. This finding highlights the importance of digital resilience as a critical capability in modern healthcare organizations where digital technologies are increasingly integrated into daily operations. The study also found that Digital Resilience positively and significantly influences Workforce Agility. Employees with higher levels of digital resilience are more capable of responding to organizational changes, adapting to new work processes, and demonstrating flexibility in dynamic environments. This result suggests that

digital resilience serves as an important foundation for developing workforce agility in hospitals. Moreover, Workforce Agility was found to have a positive and significant effect on Employee Performance. Employees who demonstrate adaptability, responsiveness, and flexibility in carrying out their responsibilities tend to achieve better performance outcomes. Among the examined variables, Workforce Agility exhibited the strongest direct influence on Employee Performance, indicating its critical role in helping employees perform effectively in rapidly changing healthcare environments.

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