


AGILE LEADER'S EMOTIONAL RESILIENCE AND THEIR DIGITAL INNOVATIONS AND BUSINESS TRANSFORMATIONS IN A WORKPLACE IN MSME SECTOR (NEW NORMAL) TO MITIGATE COVID-19 & ITS SUCCESSORS

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ARTICLE INFO	<u>ABSTRACT</u>
<p>Article history:</p> <p>Received 08 August 2022</p> <p>Accepted 11 November 2022</p>	<p>Theoretical Framework: During Covid-19, IndCzech invented numerous digital business transformations to maintain its sustainability in the global economy. IndCzech's digital innovations (New normal) through online safety study workshops, business meetings, Factory Acceptance test, 3D Model review, Design review, Quality audit, project implementation and business transformation through work sharing possibilities in different places, integrated work culture, changes in native infrastructure have been analyzed the possibilities to implement. Based on the study, conceptual model proposes with Digital innovation, Business Transformation, Emotional Resilience, Challenges in workplace and Organizational growth.</p>
<p>Keywords:</p> <p>Emotional Resilience; Agile Leaders performance; Digital innovation and Business transformation; MSME workplace; COVID-19.</p>	<p>Design / Methodology/approach: 129 agile leaders in the workplace in MSME sector data's were collected through questionnaire and data analyzed with descriptive analysis, t-test, one way ANOVA, Correlation analysis, Regression analysis through SPSS and SEM model through SPSS AMOS.</p>
	<p>Findings: We found that Digital innovation and business transformation with emotional resilience are positively linked with organizational growth.</p> <p>Research, Practical & Social Implications: The purpose and implication of this empirical study to highlight on one's agile leader's emotional resilience in workplace (IndCzech) and their performance through digital innovations and business transformations and recommend government and MSME to improve organizational growth.</p> <p>Originality / Value: Agile leaders in Engineering service industry and their emotional resilience during pandemic period were not evaluated and it added value in the engineering service sector to mitigate their issues to have better business sustainability and organizational growth.</p> <p>Doi: https://doi.org/10.26668/businessreview/2022.v7i4.e755</p>

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RESILIÊNCIA EMOCIONAL DO LÍDER ÁGIL E SUAS INOVAÇÕES DIGITAIS E TRANSFORMAÇÕES COMERCIAIS EM UM LOCAL DE TRABALHO NO SETOR DE MSME (NOVO NORMAL) PARA MITIGAR A COVID-19 E SEUS SUCESSORES

RESUMO

Estrutura teórica: Durante o Covid-19, a IndCzech inventou inúmeras transformações de negócios digitais para manter sua sustentabilidade na economia global. As inovações digitais da IndCzech (New normal) através de oficinas de estudo de segurança on-line, reuniões de negócios, teste de aceitação de fábrica, revisão de modelo 3D, revisão de projeto, auditoria de qualidade, implementação de projeto e transformação de negócios através de possibilidades de compartilhamento de trabalho em diferentes lugares, cultura de trabalho integrada, mudanças na infra-estrutura nativa foram analisadas as possibilidades de implementação. Com base no estudo, o modelo conceitual propõe com Inovação Digital, Transformação de Negócios, Resiliência Emocional, Desafios no local de trabalho e Crescimento Organizacional.

Design / Metodologia / Abordagem: 129 líderes ágeis no local de trabalho nos dados setoriais da MSME foram coletados através de questionário e dados analisados com análise descritiva, teste t, ANOVA de uma maneira, análise de correlação, análise de regressão através do modelo SPSS e SEM através do modelo SPSS AMOS.

Conclusões: Constatamos que a inovação digital e a transformação empresarial com resiliência emocional estão positivamente ligadas ao crescimento organizacional.

Pesquisa, Implicações Práticas e Sociais: O propósito e a implicação deste estudo empírico para destacar a resiliência emocional do líder ágil no local de trabalho (IndCzech) e seu desempenho através de inovações digitais e transformações empresariais e recomendar o governo e a MSME para melhorar o crescimento organizacional.

Originalidade / Valor: Os líderes ágeis na indústria de serviços de engenharia e sua resiliência emocional durante o período pandêmico não foram avaliados e agregou valor no setor de serviços de engenharia para mitigar seus problemas para ter melhor sustentabilidade empresarial e crescimento organizacional.

Palavras-chave: Resiliência Emocional, Desempenho dos Líderes Ágeis, Inovação Digital e Transformação Empresarial, Local de Trabalho MSME, Covid-19.

LA RESILIENCIA EMOCIONAL DEL LÍDER ÁGIL Y SUS INNOVACIONES DIGITALES Y TRANSFORMACIONES EMPRESARIALES EN UN LUGAR DE TRABAJO EN EL SECTOR DE LAS MIPYMES (NUEVA NORMALIDAD) PARA MITIGAR EL COVID-19 Y SUS SUCESORES

RESUMEN

Marco teórico: Durante Covid-19, IndCzech inventó numerosas transformaciones empresariales digitales para mantener su sostenibilidad en la economía global. Las innovaciones digitales de IndCzech (Nueva normalidad) a través de talleres de estudio de seguridad en línea, reuniones de negocios, prueba de aceptación de fábrica, revisión de modelos 3D, revisión de diseño, auditoría de calidad, implementación de proyectos y transformación empresarial a través de las posibilidades de compartir el trabajo en diferentes lugares, la cultura de trabajo integrada, los cambios en la infraestructura nativa se han analizado las posibilidades de implementar. En base al estudio, se propone un modelo conceptual con la innovación digital, la transformación empresarial, la resiliencia emocional, los retos en el lugar de trabajo y el crecimiento organizativo.

Diseño / Metodología/enfoque: Se recogieron datos de 129 líderes ágiles en el lugar de trabajo en el sector de las MIPYMES a través de un cuestionario y se analizaron los datos con un análisis descriptivo, una prueba t, un ANOVA, un análisis de correlación, un análisis de regresión a través de SPSS y un modelo SEM a través de SPSS AMOS.

Resultados: Encontramos que la innovación digital y la transformación empresarial con resiliencia emocional se vinculan positivamente con el crecimiento organizacional.

Investigación, implicaciones prácticas y sociales: El propósito y la implicación de este estudio empírico para poner de relieve en la resiliencia emocional de un líder ágil en el lugar de trabajo (IndCzech) y su rendimiento a través de las innovaciones digitales y las transformaciones de negocios y recomendar el gobierno y las MIPYME para mejorar el crecimiento organizacional.

Originalidad / Valor: Los líderes ágiles en la industria de servicios de ingeniería y su resiliencia emocional durante el período de pandemia no fueron evaluados y agregó valor en el sector de servicios de ingeniería para mitigar sus problemas para tener una mejor sostenibilidad del negocio y el crecimiento organizacional.

Palabras clave: Resiliencia Emocional, Desempeño de Líderes Ágiles, Innovación Digital y Transformación Empresarial, Lugar de Trabajo de las MIPYMES, Covid-19.

INTRODUCTION

IndCzech is being recovered by agile leader's emotional resilience, digital innovation and business transformation during pandemic period. MSME is rethinking new ideas, innovation and digital transformation to magnetize new customers [21]. IndCzech is a service provider for industrial oil & gas, petrochemicals, refinery plants. This study provides the insights into digital innovation and business transformation happened during the period of pandemic to overcome the challenges with agile leader's emotional resilience[27].

Workplace problem in MSME Sector

During the pandemic period, IndCzech faced new challenges including Covid-19 & its successor's impact in the society, employee and their family health issues, changes in working methodology, changes in infrastructure, and changes in company strategies and so on and could survive with mitigation of digital innovation and business transformation. As an engineering service provider, ultimate goal was to meet client targets by implementing digital innovation and business transformation.

Pandemic Challenges

In India, Covid-19 started from early 2020 and challenges have been facing now and then, due to Covid-19 & its successors to overcome daily challenges in every workplace in MSME sector. Day today activities have got delayed in job delivery, material delivery and resources have got impacted.

New Normal

Due to pandemic challenges with Covid-19 & its successors, engineering service sector have innovated many digital innovations and digital transformations. Before Covid-19, Plant safety studies workshop(HAZOP - Hazard and Operability study), Equipment and instrument Factory acceptance test, Quality audits, Design review Workshops, 3D Model review, Kick off and business meetings, etc., were used to be conducted through physical mode and after Covid-19, Plant safety studies workshop(HAZOP - Hazard and Operability study), Equipment and instrument Factory acceptance test, Quality audits, Design review Workshops, 3D Model review, Kick off and business meetings, etc., are being conducted through online mode. Business is fundamentally getting changed to adapt the challenges during pandemic period and making sustainability to meet targets.

Research Problem

Agile leader's excellence was not adequate during pandemic period. In order to improve existing model with agility, digital innovation and transformation, Robert S.Fleming [21] suggests that to enhance resilience and sustainability of their businesses.

Research Gap

Most of the studies were based on Covid-19 pandemic and its impact. The research objective of the study is to explore and identify the factors specific to digital innovations and business transformations that overcome the challenges due to Covid-19 & its successors in a workplace in MSME sector in Tamilnadu.

RESEARCH DESIGN

Descriptive research design is employed to study the agile leader's emotional resilience and their digital innovation and business transformation to mitigate Covid-19 & its successors. Structured self explained questionnaire with 25 variables in 25 statements, which is used for collecting the responses from 129 respondents. The respondents were selected through convenient sampling technique. The statistical tools used in the study are the descriptive statistics, independent t-test, one way ANOVA, correlation, multiple regression and SEM Model in SPSS and SPSS AMOS.

REVIEW OF LITERATURE

Based on the literature review, twenty five variables were identified in the questionnaire for measuring the organizational improvement and its growth point of view. Detailed review and in-depth interviews have been conducted for the derived variables. Based on the earlier researchers described in section 9.0, the following hypothesis developed.

H1: Digital innovation with emotional resilience are positively linked with organizational growth

H2: Business transformation with emotional resilience are positively linked with organizational growth

ANALYSIS & FINDINGS

Reliability of the variables Emotional Resilience: ER1, ER2, ER3, ER4, ER5, Digital Innovation: DI1, DI2, DI3, DI4, DI5, Business Transformation: BT1, BT2, BT3, BT4,

BT5, Challenges in workplace: CW1, CW2, CW3, CW4, CW5, Organizational Growth: OG1, OG2, OG3, OG4, OG5, were analysed through SPSS.

Tabel-1: Reliability Statistics

Reliability Statistics

Cronbach's Alpha	N of Items
.954	25

The obtained value lies more than 0.9 which implies that the internal consistency of scale is excellent and highly valid.

Tabel-2: Frequencies Statistics

Statistics

	Gender	Age Group	Education	Experience	Nature of Job
N	Valid	129	129	129	129
	Missing	0	0	0	0
Mean		1.14	2.24	2.75	2.97
Std. Deviation		.348	.966	.781	1.218

Among 129 agile leaders (Respondents), 86.0% were male respondents (111) and 14% were female respondents (18).

Tabel-3: Gender Frequency

Gender

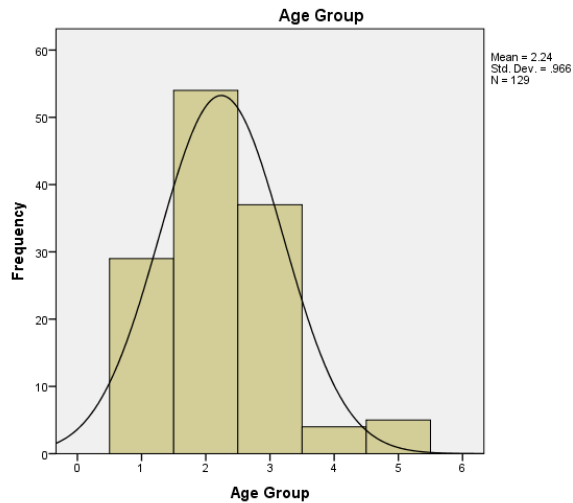
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
	Male	111	86.0	86.0
	Female	18	14.0	100.0
	Total	129	100.0	100.0

Tabel-4: Age Group Frequency

Age Group

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
	20-30	29	22.5	22.5
	30-40	54	41.9	64.3
	40-50	37	28.7	93.0
	50-60	4	3.1	96.1
	60 and above	5	3.9	100.0
	Total	129	100.0	100.0

Chart-1: Age Group Frequency



Tabel-5: Education Frequency

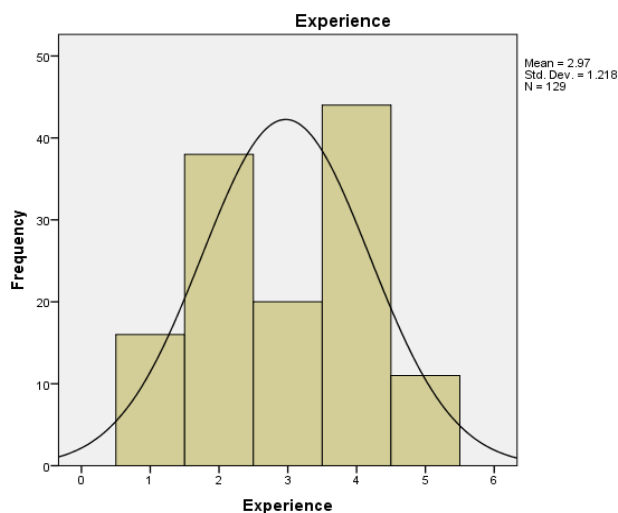
		Education			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	D	59	45.7	45.7	45.7
	G	43	33.3	33.3	79.1
	PG	27	20.9	20.9	100.0
	Total	129	100.0	100.0	

Among 129 agile leaders, 20.9% were post graduates, 33.3% were graduates and 45.7% were diploma holders.

Tabel-6: Experience Frequency

		Experience			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-5	16	12.4	12.4	12.4
	5-10	38	29.5	29.5	41.9
	10-15	20	15.5	15.5	57.4
	15-25	44	34.1	34.1	91.5
	25 and above	11	8.5	8.5	100.0
	Total	129	100.0	100.0	

Chart-2: Age Group Frequency



Different age group among 129 agile leaders were given above.

Tabel-7: Nature of Job Frequency

		Nature of Job			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	FULL TIME	55	42.6	42.6	42.6
	CONTRACT	74	57.4	57.4	100.0
	Total	129	100.0	100.0	

Full time and contract agile leaders’ segregation was given in the above table.

Independent samples test between Gender of respondents and other factors of agile leaders are given below.

With regard DI, BT, CW and OG factors in the workplace, since $p > 0.05$, there is no significance difference between male and female. But for EI, some significance difference observed between male and female, since $p < 0.05$.

Tabel-8: T-Test: Independent samples test

Gender	N	Mean	Std. Deviation	t value	p value	
Emotional Resilience	Male	111	23.02	2.803	4.074	.000
	Female	18	19.72	4.992		
Digital Innovation	Male	111	20.63	3.242	0.096	.924
	Female	18	20.56	1.617		
Business Transformation	Male	111	20.50	1.501	1.396	.165
	Female	18	20.00	0.000		
Challenges in Workplace	Male	111	24.73	1.483	1.327	.187
	Female	18	24.17	2.572		
Organizational Growth	Male	111	21.40	2.253	1.519	.131
	Female	18	20.56	1.617		

There is the significance difference with regard to the Factors of EI, DI, BT, and OG factors, since $P < 0.05$. There is no significance difference between age group with regard to CW, since $P > 0.05$.

Tabel-9: ER, CW, DI, BT, OG - ANOVA

	N	Mean	F	Sig.	
Emotional Resilience	20-30	29	23.97	4.49	0.00
	30-40	54	22.69		
	40-50	37	20.95		
	50-60	4	22.50		
	60 and above	5	25.00		
	Total	129	22.56		
Digital Innovation	20-30	29	20.69	6.19	0.00
	30-40	54	20.83		
	40-50	37	19.32		
	50-60	4	23.75		
	60 and above	5	25.00		
	Total	129	20.62		
Business Transformation	20-30	29	20.00	10.56	0.00
	30-40	54	20.09		
	40-50	37	20.68		
	50-60	4	22.50		
	60 and above	5	23.00		
	Total	129	20.43		
Challenges in Workplace	20-30	29	25.00	0.72	0.58
	30-40	54	24.54		
	40-50	37	24.59		
	50-60	4	23.75		
	60 and above	5	25.00		
	Total	129	24.65		
Organizational Growth	20-30	29	20.69	6.43	0.00
	30-40	54	21.20		
	40-50	37	21.08		
	50-60	4	23.75		
	60 and above	5	25.00		
	Total	129	21.28		

Tabel-10: Correlation between ER, DI, BT, CW and OG.

Correlations					
	ER	DI	BT	CW	OG
Emotional Resilience	1	.431**	.222*	.470**	.347**
Digital Innovation	.431**	1	.438**	.119	.842**
Business Transformation	.222*	.438**	1	.064	.521**
Challenges in Workplace	.470**	.119	.064	1	.123
Organizational Growth	.347**	.842**	.521**	.123	1

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Correlation coefficient between Digital Innovation and Organizational Growth is 0.842, indicating that there are strong positive relationships between DI and OG at the 1% level. The correlation coefficient between business transformation and organizational growth is 0.521, indicating moderately positive relationships between the two variables and significance at the 1% level.

Tabel-11: Multiple Regression

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.860 ^a	.739	.731	1.137

a. Predictors: (Constant), Challenges in Workplace, Business Transformation, Digital Innovation, Emotional Resilience

b. Dependent Variable: Organizational Growth

Tabel-12: Variables in the Multiple Regression Analysis

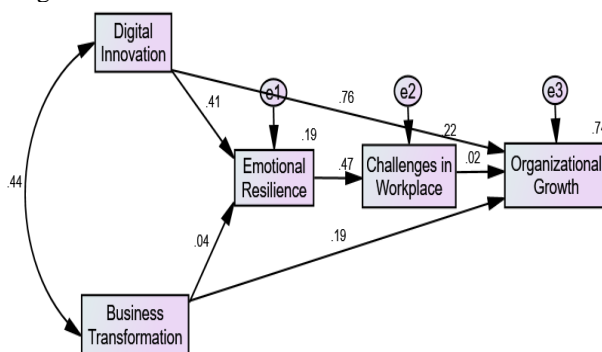
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.189	2.047		1.558	.122
	Emotional Resilience	-.032	.037	-.049	-.854	.395
	Digital Innovation	.554	.040	.775	13.977	.000
	Business Transformation	.296	.080	.189	3.704	.000
	Challenges in Workplace	.054	.068	.042	.797	.427

a. Dependent Variable: Organizational Growth

The coefficient value of 0.860 indicates that the relationship between organizational growth and the four independent variables (ER, DI, BT and CW) is quite strong and positive. R square value is 0.739, i.e., 73.9% of the variation in organizational growth that uses ER, DI, BT, and CW as the independent variables and R square value is significant at 1% level and achieved the organizational growth targets.

Chart-3: SEM model using SPSS AMOS based on standardized coefficient on Organizational Growth



The structural equation modelling was applied through SPSS AMOS. The measurement model / outer model, which includes an explanation of different reliability and validity measures.

Table-13: Factors significance, standardised coefficient and estimate.

			Estimate	S.E.	C.R.	P
ER_TOTAL	<---	BT_TOT AL	0.098	0.213	0.458	0.647
ER_TOTAL	<---	DI_TOT AL	0.456	0.098	4.666	0.000
CW_TOTAL	<---	ER_TOT AL	0.234	0.039	6.029	0.000
OG_TOTAL	<---	CW_TO TAL	0.027	0.06	0.449	0.653
OG_TOTAL	<---	DI_TOT AL	0.541	0.037	14.795	0.000
OG_TOTAL	<---	BT_TOT AL	0.293	0.079	3.722	0.000

Based on Standardised coefficient, DI on OG (0.541) is most influencing path in this SEM model, followed by DI on ER (0.456), and so on.

Tabel-14: Model Fit summary of Structured Equation Model

Indices	Value	Suggested value
DF	3	
P value	0.532	> 0.05 (Hair et al., 1998)
Chi-square value/DF	2.198	< 5.00 (Hair et al., 1998)
GFI	0.993	> 0.90 (Hu and Bentler, 1999)
AGFI	0.966	> 0.90 (Hair et al. 2006)
NFI	0.992	> 0.90 (Hu and Bentler, 1999)
CFI	1.000	> 0.90 (Daire et al., 2008)
RMR	0.145	< 0.08 (Hair et al. 2006)
RMSEA	0.000	< 0.08 (Hair et al. 2006)

From the above table it is found that the values indicated are perfectly fit.

CONCLUSION

Over the past few years we had been facing the challenges from Covid-19 & its successors in workplace in the MSME sector. Implemented digital innovations (New normal) through online safety study workshops, business meetings, Factory Acceptance test, 3D Model review, Design review, Quality audit, project implementation and business transformation through work sharing possibilities in different places, integrated work culture, changes in native infrastructure, etc., Challenges during the pandemic period had mitigated the challenges through emotional resilience and crisis management. This study helped to overcome the present challenges, however lessons learned has to be daily basis and need to improve upon to over the future challenges with future digital innovative ideas and business transformations.

SUGGESTION

Suggestion is to government that to introduce Covid-19 card which can be part of government health card where in chip can be embedded for better monitoring and tracking for agile leader's health and further suggestion to future researchers to innovate new normal digital arena and changes in business transformation massively in the global market to achieve business sustainability through digital innovation and business transformation in the engineering service industry in MSME sector.

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