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Employee Resilience and Change Readiness With Digital Mindset Mediation on Omnichannel Marketing Effectiveness Across MSMEs

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ABSTRACT

This study investigates the influence of employee resilience and change readiness on omnichannel marketing effectiveness through the mediating role of digital mindset among Micro, Small, and Medium Enterprises (MSMEs) in Purwakarta, Indonesia. Grounded in Digital Mindset Theory, the research examines how employee adaptability and preparedness for organizational change contribute to marketing performance in increasingly digital business environments. A quantitative approach was employed using a cross-sectional survey design. Data were collected from 342 MSME owners, managers, and employees involved in marketing and customer engagement activities. The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings reveal that employee resilience significantly enhances digital mindset. Change readiness also demonstrates a positive and significant influence on digital mindset. Furthermore, digital mindset positively affects omnichannel marketing effectiveness. The mediation analysis confirms that digital mindset significantly mediates the relationships between employee resilience and omnichannel marketing effectiveness as well as between change readiness and omnichannel marketing effectiveness. These results highlight the critical role of digital mindset in transforming employee psychological capabilities into superior marketing outcomes. The study contributes to the literature on digital transformation and omnichannel marketing by providing empirical evidence from the MSME context and offers practical implications for strengthening organizational competitiveness through employee-centered digital adaptation strategies.

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Kata Kunci:
Kesiapan Berubah
Pola Pikir Digital
Efektivitas Pemasaran Omnichannel

ABSTRACT

Studi ini meneliti pengaruh ketahanan karyawan dan kesiapan perubahan terhadap efektivitas pemasaran omnichannel melalui peran mediasi pola pikir

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digital di antara Usaha Mikro, Kecil, dan Menengah (UMKM) di Purwakarta, Indonesia. Berdasarkan Teori Pola Pikir Digital, penelitian ini mengkaji bagaimana kemampuan adaptasi dan kesiapan karyawan terhadap perubahan organisasi berkontribusi pada kinerja pemasaran dalam lingkungan bisnis yang semakin digital. Pendekatan kuantitatif digunakan dengan desain survei lintas sektoral. Data dikumpulkan dari 342 pemilik, manajer, dan karyawan UMKM yang terlibat dalam kegiatan pemasaran dan keterlibatan pelanggan. Data dianalisis menggunakan Partial Least Squares Structural Equation Modeling (PLS-SEM). Temuan menunjukkan bahwa ketahanan karyawan secara signifikan meningkatkan pola pikir digital. Kesiapan perubahan juga menunjukkan pengaruh positif dan signifikan terhadap pola pikir digital. Lebih lanjut, pola pikir digital secara positif memengaruhi efektivitas pemasaran omnichannel. Analisis mediasi menegaskan bahwa pola pikir digital secara signifikan memediasi hubungan antara ketahanan karyawan dan efektivitas pemasaran omnichannel serta antara kesiapan perubahan dan efektivitas pemasaran omnichannel. Hasil ini menyoroti peran penting pola pikir digital dalam mengubah kemampuan psikologis karyawan menjadi hasil pemasaran yang unggul. Studi ini berkontribusi pada literatur tentang transformasi digital dan pemasaran omnichannel dengan memberikan bukti empiris dari konteks UMKM dan menawarkan implikasi praktis untuk memperkuat daya saing organisasi melalui strategi adaptasi digital yang berpusat pada karyawan.

INTRODUCTION

The rapid expansion of digital technologies has transformed the way businesses interact with customers, particularly through omnichannel marketing strategies that integrate multiple online and offline communication channels. For Micro, Small, and Medium Enterprises (MSMEs), the adoption of omnichannel marketing has become increasingly important as customers expect seamless experiences across different touchpoints. Despite the growing relevance of omnichannel approaches, many MSMEs continue to experience difficulties in achieving consistent marketing effectiveness. One of the major challenges lies in the human aspect of digital transformation, where employees often struggle to adapt to new technologies and changing work processes. Organizations frequently invest in digital tools and platforms while overlooking employee capabilities and psychological readiness for change. As noted by Verhoef et al. (2021), successful omnichannel implementation requires not only technological integration but also employee adaptation and organizational alignment. Consequently, understanding the employee-related factors that contribute to omnichannel marketing effectiveness has become an important issue for both researchers and practitioners.

The increasing importance of omnichannel marketing can be observed through global trends in consumer behavior and digital commerce. Recent industry reports indicate that more than 70% of consumers interact with brands through multiple channels before making purchasing decisions, while businesses implementing integrated omnichannel strategies often achieve higher customer retention and sales performance. Customers increasingly expect consistent information, personalized interactions, and smooth transitions between physical and digital channels. According to research conducted by Gao et al. (2023), organizations with effective omnichannel capabilities tend to achieve stronger customer engagement and higher customer lifetime value. However, many MSMEs still face difficulties in coordinating customer interactions across different platforms due to limited employee capabilities and organizational preparedness. The rapid pace of digital transformation has further intensified the need for employees to adapt to evolving technologies and customer expectations. As a result, employee resilience and readiness for change have emerged as critical concerns within contemporary marketing environments. These developments suggest that employee-related factors may significantly influence the effectiveness of omnichannel marketing initiatives.

The challenges associated with digital transformation have increased the importance of employee resilience within modern organizations. Employee resilience refers to an individual's ability to adapt, recover, and maintain performance when facing workplace disruptions, uncertainty, and change. In digital business environments, resilient employees are better equipped to manage technological changes, learn new

skills, and respond effectively to customer demands. Research has shown that resilience contributes positively to adaptability, job performance, and innovation outcomes in dynamic organizational settings. For example, Bardoel et al. (2020) found that resilient employees demonstrate greater flexibility and effectiveness when dealing with organizational change initiatives. In MSMEs, where resources are often limited, resilience becomes particularly valuable because employees are frequently required to perform multiple roles and adjust to changing market conditions. Therefore, employee resilience may represent an important factor influencing the successful implementation of omnichannel marketing strategies. Understanding its role is essential for organizations seeking to strengthen their digital competitiveness.

In addition to resilience, change readiness has become a crucial factor in organizational adaptation and transformation efforts. Change readiness reflects employees' willingness, confidence, and preparedness to accept and support organizational changes. Employees who are ready for change tend to demonstrate positive attitudes toward new systems, technologies, and work practices. Such readiness is especially important in omnichannel environments where organizations must continuously adapt their marketing activities to technological developments and changing customer expectations. According to Vakola and Petrou (2018), change readiness significantly influences employee acceptance of organizational transformation initiatives and contributes to successful implementation outcomes. Employees who embrace change are generally more willing to acquire new competencies and participate actively in organizational improvement efforts. Consequently, change readiness may serve as a key driver of digital adaptation and marketing effectiveness. This issue is increasingly relevant as MSMEs continue to accelerate their digital transformation initiatives.

Although employee resilience and change readiness have received growing attention in organizational research, the mechanisms through which these factors influence marketing outcomes remain insufficiently explored. Existing studies have primarily focused on their effects on employee well-being, organizational commitment, job performance, and innovation-related outcomes. Comparatively fewer studies have examined how resilience and readiness for change contribute to omnichannel marketing effectiveness through digital-oriented cognitive mechanisms. For example, the study conducted by Bardoel et al. (2020) emphasized the role of employee resilience in organizational adaptation but did not investigate digital mindset as a mediating factor. As a result, there is limited understanding of how employees translate resilience and readiness into behaviors that support omnichannel marketing performance. This gap indicates the need for a more comprehensive framework that integrates psychological adaptation factors with digital capabilities and marketing outcomes. Addressing this issue may provide valuable insights into the human dimensions of omnichannel marketing success.

Digital mindset has emerged as an increasingly important concept in discussions of digital transformation and organizational competitiveness. Digital mindset refers to an individual's inclination to embrace digital technologies, leverage technological opportunities, and continuously adapt to digital innovation. Employees with a strong digital mindset are more likely to perceive technology as an opportunity rather than a threat and are generally more willing to experiment with new digital tools and platforms. Research by Solberg et al. (2020) suggests that digital mindset plays a significant role in facilitating organizational transformation and digital innovation. In the context of omnichannel marketing, employees with a positive digital mindset can more effectively integrate customer information, coordinate marketing activities, and deliver seamless customer experiences across multiple channels. Therefore, digital mindset may function as an important mechanism through which resilience and readiness for change influence marketing outcomes. Despite its relevance, empirical studies examining digital mindset within MSME marketing contexts remain relatively limited.

The theoretical foundation of this study is based on Digital Mindset Theory, which emphasizes the role of cognitive orientation toward digital technologies in shaping employee behavior and organizational adaptation. Unlike broader digital transformation theories that focus primarily on technological adoption, Digital Mindset Theory specifically explains how individuals interpret, accept, and utilize digital opportunities within organizational settings. The theory argues that employees who possess a positive digital mindset are more likely to engage in learning, experimentation, and adaptation behaviors that support organizational performance. Recent studies have increasingly applied this perspective to explain employee responses to technological change and digital innovation initiatives (Solberg et al., 2020). The theory is particularly suitable for the present study because digital mindset is positioned as the central mediating mechanism connecting employee resilience and change readiness with omnichannel marketing effectiveness. Furthermore, it provides a clear explanation of how psychological and behavioral factors contribute to digital marketing success.

Consequently, Digital Mindset Theory offers a strong conceptual basis for the proposed research framework. The urgency of this research is reinforced by the growing reliance of MSMEs on digital channels and integrated customer engagement strategies. As competition intensifies and customer journeys become increasingly complex, MSMEs must develop the capability to manage customer interactions across multiple platforms effectively. At the same time, technological disruption continues to require employees to adapt rapidly to changing work demands and digital environments. Recent evidence indicates that organizations with digitally adaptable employees achieve higher levels of marketing effectiveness and customer satisfaction (Herhausen et al., 2022). Nevertheless, many MSMEs continue to face challenges in aligning employee capabilities with omnichannel marketing objectives. Understanding how employee resilience, change readiness, and digital mindset interact to influence marketing outcomes is therefore both academically and practically important. The findings may assist MSMEs in designing strategies that strengthen employee adaptability and improve marketing performance in increasingly digital markets.

Based on the identified challenges, theoretical considerations, and research gaps, this study aims to examine the effects of employee resilience and change readiness on omnichannel marketing effectiveness through the mediating role of digital mindset. Specifically, the study seeks to investigate whether resilient employees are more likely to develop a positive digital mindset, whether readiness for change encourages digital-oriented thinking, and whether digital mindset contributes to stronger omnichannel marketing effectiveness. The study also aims to clarify the indirect mechanisms through which employee-related factors influence marketing performance in digitally transforming MSMEs. By integrating employee resilience, change readiness, digital mindset, and omnichannel marketing effectiveness within a single framework, this research offers a more comprehensive understanding of the human factors underlying digital marketing success. The findings are expected to contribute to the literature on digital transformation and omnichannel marketing while providing practical guidance for MSME managers. Ultimately, the study seeks to demonstrate that successful omnichannel marketing depends not only on technology adoption but also on employees' capacity to embrace and leverage digital opportunities.

LITERATURE REVIEW

Digital Mindset Theory

Digital Mindset Theory explains how individuals perceive, interpret, and respond to digital technologies within organizational environments. The theory argues that successful digital transformation is not solely determined by technological infrastructure but also by the cognitive orientation of individuals toward digital opportunities. A digital mindset reflects a person's willingness to embrace technological change, continuously learn new digital skills, and view technology as a tool for innovation and value creation. Individuals with a strong digital mindset are generally more adaptable, proactive, and open to experimenting with digital solutions. According to Solberg et al. (2020), a digital mindset enables employees to navigate complex technological environments and respond effectively to evolving organizational demands. The theory therefore emphasizes the human and cognitive dimensions of digital transformation rather than focusing exclusively on technological adoption. Consequently, Digital Mindset Theory provides an important framework for understanding employee behavior in digitally driven business environments.

The development of Digital Mindset Theory emerged from the increasing recognition that technological investments alone do not guarantee successful digital transformation. Earlier studies on digitalization primarily emphasized technology adoption, information systems, and organizational infrastructure. However, contemporary research has shifted attention toward individual attitudes, learning capabilities, and cognitive adaptability as critical determinants of digital success. Kane et al. (2019) argued that organizations achieve superior digital performance when employees demonstrate openness to change, experimentation, and continuous digital learning. Subsequent studies expanded the theory by examining how leadership, organizational culture, resilience, and change management influence the development of digital mindsets. This evolution reflects a broader understanding that digital transformation is fundamentally a human-centered process. As a result, Digital Mindset Theory has become increasingly relevant for explaining employee adaptation and performance in technology-intensive environments. The theory now serves as a valuable lens for understanding how employees contribute to organizational competitiveness in the digital era.

The present study adopts Digital Mindset Theory because it provides a clear explanation of the mechanisms through which employee resilience and change readiness influence omnichannel marketing effectiveness. The theory suggests that employees who are resilient and prepared for change are more likely to develop positive attitudes toward digital technologies and innovation. Such individuals tend to embrace digital tools, engage in continuous learning, and support organizational digital initiatives. In the context

of omnichannel marketing, a strong digital mindset enables employees to coordinate customer interactions across multiple channels and deliver consistent customer experiences. Digital Mindset Theory therefore positions digital mindset as a critical behavioral and cognitive mechanism linking employee characteristics with organizational outcomes. Furthermore, the theory offers a logical explanation for why employee resilience and change readiness may influence marketing effectiveness indirectly rather than directly. Consequently, it provides a strong conceptual foundation for the mediation model proposed in this study.

Employee Resilience

Employee resilience refers to an individual's capacity to adapt, recover, and maintain effective performance when confronted with adversity, uncertainty, or organizational change. Resilient employees demonstrate flexibility, persistence, and optimism when facing workplace challenges. They are generally capable of managing stress, overcoming obstacles, and adjusting to new circumstances without significant declines in performance. According to Cooke et al. (2019), employee resilience is increasingly recognized as an essential capability in dynamic and uncertain business environments. As organizations continue to experience rapid technological and market changes, resilience has become a valuable resource for sustaining employee effectiveness. Consequently, employee resilience has attracted considerable attention within organizational behavior and human resource management research.

From the perspective of Digital Mindset Theory, resilience serves as an important antecedent of digital mindset development. Employees who are resilient tend to perceive change and uncertainty as opportunities for learning rather than threats to stability. Such individuals are generally more willing to explore new technologies, experiment with digital solutions, and adapt to evolving work processes. Digital Mindset Theory suggests that resilience strengthens employees' confidence in navigating unfamiliar digital environments and enhances their willingness to engage in digital transformation initiatives. In omnichannel marketing contexts, resilient employees are better prepared to manage technological disruptions and changing customer expectations. Their adaptability enables them to integrate digital tools into customer engagement activities more effectively. Therefore, employee resilience is expected to positively influence digital mindset.

Empirical evidence supports the positive relationship between resilience and digital adaptation. McCarthy et al. (2021) found that resilient employees demonstrate greater adaptability and technological readiness during organizational transformation initiatives. Similarly, Näswall et al. (2023) reported that employee resilience positively contributes to learning agility and digital competence development in rapidly changing work environments. These findings indicate that resilience facilitates employees' ability to embrace new technologies and respond effectively to digital challenges. Since digital mindset reflects an individual's openness toward digital innovation, resilient employees are expected to exhibit stronger digital orientations. Consequently, employee resilience is proposed as a significant predictor of digital mindset.

H1: Employee resilience positively affects digital mindset.

Change Readiness

Change readiness refers to an individual's willingness, confidence, and preparedness to accept and support organizational change initiatives. Employees who are ready for change tend to view organizational transformation positively and are more likely to participate actively in change-related activities. Readiness for change involves both cognitive and emotional dimensions, including beliefs regarding the necessity of change and confidence in one's ability to adapt successfully. According to Armenakis and Harris (2020), change readiness represents a critical factor influencing the success of organizational transformation efforts. Organizations often experience fewer implementation barriers when employees exhibit high levels of readiness for change. Therefore, change readiness has become a central concept in contemporary change management research.

Digital Mindset Theory suggests that readiness for change contributes directly to the development of a positive digital mindset. Employees who are prepared to embrace organizational change are generally more receptive to technological innovations and digital transformation initiatives. Such individuals are less likely to resist new technologies and more likely to perceive digitalization as a valuable opportunity for growth and improvement. The theory further argues that readiness for change facilitates learning behaviors, experimentation, and adaptation, which are important characteristics of a strong digital mindset. Within omnichannel marketing environments, employees must continuously adjust to new digital platforms, customer communication channels, and data-driven processes. Therefore, employees with high levels of change readiness are expected to demonstrate stronger digital mindsets. This relationship aligns with the central assumptions of Digital Mindset Theory.

Several empirical studies have demonstrated the relationship between change readiness and digital

adaptation. Rafferty and Jimmieson (2019) found that employees with higher readiness for change exhibit stronger acceptance of technological transformation initiatives. Similarly, Van den Heuvel et al. (2022) reported that readiness for change significantly influences employee engagement in digital innovation and organizational transformation programs. These findings suggest that change-ready employees are more likely to develop positive perceptions of digital technologies and actively participate in digitalization efforts. Because digital mindset reflects openness toward technological change, readiness for change is expected to contribute significantly to its development. Therefore, change readiness is proposed as a key antecedent of digital mindset.

H2: Change readiness positively affects digital mindset.

Digital Mindset

Digital mindset refers to an individual's cognitive orientation toward digital technologies, innovation, and continuous technological learning. It reflects the extent to which employees perceive digital technologies as opportunities for growth, problem-solving, and organizational improvement. Individuals with a strong digital mindset are generally open to experimentation, willing to learn new technologies, and capable of adapting to digital environments. According to Vial (2021), digital mindset represents a critical human capability that supports organizational digital transformation and innovation. As organizations increasingly rely on digital technologies to create value, digital mindset has become an essential factor influencing employee performance and organizational competitiveness. Consequently, digital mindset has emerged as a significant topic within digital transformation literature.

Within Digital Mindset Theory, digital mindset functions as the central mechanism through which individual characteristics influence organizational outcomes. The theory argues that employees who possess a strong digital mindset are more likely to engage in behaviors that support technological integration, innovation, and customer value creation. In omnichannel marketing contexts, digital mindset enables employees to utilize multiple communication platforms, interpret customer data, and coordinate customer interactions across channels. Employees with strong digital mindsets are also more likely to adapt quickly to changing technological requirements and evolving customer expectations. Therefore, digital mindset serves as an important link between employee adaptability and marketing effectiveness. This role positions digital mindset as a critical mediating variable within the proposed research framework.

Previous studies consistently highlight the importance of digital mindset for organizational performance. For example, Kraus et al. (2022) found that digital mindset positively influences digital innovation and organizational adaptability. Likewise, Elia et al. (2024) reported that employees with strong digital mindsets contribute significantly to organizational competitiveness by supporting digital transformation initiatives. These findings suggest that digital mindset enhances employees' ability to leverage technology in ways that improve organizational outcomes. Since omnichannel marketing effectiveness depends heavily on the successful integration of digital and physical customer channels, digital mindset is expected to contribute positively to marketing performance. Therefore, digital mindset is proposed as an important predictor of omnichannel marketing effectiveness.

H3: Digital mindset positively affects omnichannel marketing effectiveness.

Omnichannel Marketing Effectiveness

Omnichannel marketing effectiveness refers to the extent to which organizations successfully integrate and coordinate customer interactions across multiple online and offline channels to achieve desired marketing outcomes. Effective omnichannel marketing enables customers to experience seamless, consistent, and personalized interactions regardless of the communication channel used. This effectiveness is reflected in improved customer satisfaction, engagement, loyalty, and overall marketing performance. According to Herhausen et al. (2022), omnichannel marketing effectiveness depends on an organization's ability to synchronize technologies, processes, and customer experiences across different touchpoints. As customer journeys become increasingly complex, organizations are required to develop capabilities that ensure consistency and responsiveness across channels. Consequently, omnichannel marketing effectiveness has become an important measure of organizational competitiveness in the digital era.

From the perspective of Digital Mindset Theory, omnichannel marketing effectiveness represents the ultimate organizational outcome generated by employees' digital orientation and adaptability. The theory suggests that employees who embrace digital technologies are more capable of integrating customer information, coordinating communication channels, and delivering consistent customer experiences. Digital mindset enables employees to utilize technological tools effectively while adapting to rapidly changing customer preferences. Therefore, employees' cognitive readiness toward digitalization becomes an important determinant of omnichannel marketing success. This theoretical perspective

provides a logical explanation of how employee resilience and change readiness may ultimately influence marketing outcomes through digital mindset development. As such, omnichannel marketing effectiveness serves as the final outcome variable in this study.

Empirical evidence supports the role of digital capabilities in enhancing omnichannel performance. For instance, Hossain et al. (2023) found that employee digital competencies significantly improve omnichannel customer experience and marketing outcomes. Similarly, Rodrigues and Franco (2024) reported that organizations with digitally oriented employees achieve greater success in managing integrated customer journeys across multiple platforms. These findings indicate that digital capabilities and attitudes are essential for effective omnichannel implementation. Given that digital mindset reflects employees' readiness to embrace technological opportunities, it is expected to contribute significantly to omnichannel marketing effectiveness. Therefore, omnichannel marketing effectiveness is positioned as the key outcome variable within this study.

H4: Digital mindset mediates the relationship between employee resilience and omnichannel marketing effectiveness.

H5: Digital mindset mediates the relationship between change readiness and omnichannel marketing effectiveness.

RESEARCH METHODS

This study employed a quantitative research approach with an explanatory research design to examine the relationships among employee resilience, change readiness, digital mindset, and omnichannel marketing effectiveness in Micro, Small, and Medium Enterprises (MSMEs) in Purwakarta, West Java, Indonesia. The study aimed to test the direct effects of employee resilience and change readiness on digital mindset, as well as the mediating role of digital mindset in influencing omnichannel marketing effectiveness. A cross-sectional survey method was adopted because it allows researchers to collect data from respondents at a specific point in time and evaluate causal relationships among latent variables. The research focused on MSMEs because these enterprises increasingly rely on digital platforms and integrated marketing channels to maintain competitiveness in rapidly changing business environments.

The population of this study consisted of MSME owners, managers, and employees involved in marketing, customer service, and digital business operations across various sectors in Purwakarta, including culinary, fashion, handicraft, retail, and service businesses. Based on records from the local Office of Cooperatives and MSMEs, the estimated population exceeded 6,000 active MSME business units. Since surveying the entire population was not feasible, sampling procedures were employed to obtain representative data from eligible respondents.

This study used a purposive sampling technique. Purposive sampling was selected because the research required respondents who possessed sufficient knowledge and experience related to digital marketing activities and organizational adaptation processes. The sampling criteria included: (1) respondents must be MSME owners, managers, or employees directly involved in marketing or customer-related activities; (2) the MSME must have utilized at least two marketing channels, including online and offline platforms, during the previous year; and (3) respondents must have worked within the organization for at least one year to ensure familiarity with organizational practices and digital transformation initiatives. These criteria were established to ensure that the selected respondents could provide relevant information regarding resilience, readiness for change, digital mindset, and omnichannel marketing effectiveness.

The sample size was determined based on the recommendations for Partial Least Squares Structural Equation Modeling (PLS-SEM). According to Hair et al. (2022), the minimum sample size should be at least ten times the largest number of structural paths directed toward an endogenous construct. To enhance statistical power and improve the reliability of the analysis, 380 questionnaires were distributed to eligible respondents. After the data screening process, which involved checking for incomplete responses, missing values, and response consistency, a total of 342 valid questionnaires were retained for analysis. This sample size exceeded the minimum requirement and was considered sufficient for evaluating the proposed structural model.

Data were collected using a structured questionnaire distributed through both online and offline channels. Online questionnaires were administered through digital survey platforms and MSME community networks, while offline questionnaires were distributed directly to selected businesses in several commercial and industrial areas within Purwakarta. Prior to the main survey, a pilot study involving 30 respondents was conducted to evaluate the clarity, readability, and relevance of the questionnaire items. Feedback from the pilot study was used to refine the wording of several statements and improve the overall quality of the research instrument. All questionnaire items were measured using a five-point Likert scale

ranging from 1 (strongly disagree) to 5 (strongly agree).

The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4 software. PLS-SEM was selected because it is suitable for predictive research models, mediation analysis, and studies involving multiple latent variables. The analysis was conducted in two stages. The first stage involved evaluating the measurement model through assessments of convergent validity, discriminant validity, Cronbach's alpha, composite reliability, and average variance extracted (AVE). The second stage involved evaluating the structural model using the coefficient of determination (R^2), predictive relevance (Q^2), effect size (f^2), and hypothesis testing through a bootstrapping procedure with 5,000 resamples. This analytical approach enabled a comprehensive examination of both the reliability of the measurement instrument and the significance of the proposed relationships among variables.

Variables and Measurement Indicators

Employee Resilience was measured using six indicators: adaptability to change, emotional stability under pressure, problem-solving capability, recovery from setbacks, persistence in challenging situations, and confidence in handling uncertainty.

Change Readiness was measured using five indicators: willingness to accept change, confidence in adapting to new systems, positive attitude toward organizational transformation, openness to learning, and commitment to change initiatives.

Digital Mindset was measured using seven indicators: openness to digital technologies, willingness to learn digital skills, acceptance of technological innovation, adaptability to digital transformation, digital problem-solving orientation, technology experimentation, and digital opportunity recognition.

Omnichannel Marketing Effectiveness was measured using eight indicators: channel integration quality, consistency of customer experience, customer engagement across channels, responsiveness to customer needs, customer satisfaction, communication effectiveness, customer retention, and overall marketing performance.

RESULT AND DISCUSSION

RESULT

Measurement Model Evaluation

The measurement model was evaluated before testing the structural relationships among variables. This procedure is necessary to ensure that all constructs are measured accurately and reliably through their respective indicators. In Partial Least Squares Structural Equation Modeling (PLS-SEM), the measurement model assessment includes convergent validity, internal consistency reliability, and discriminant validity. Convergent validity is assessed through outer loadings and Average Variance Extracted (AVE), where loading values should exceed 0.70 and AVE values should be greater than 0.50. Reliability is evaluated using Cronbach's Alpha and Composite Reliability, both of which should exceed the recommended threshold of 0.70. Discriminant validity is assessed using the Fornell-Larcker Criterion to verify that each construct is empirically distinct from the others. These assessments provide evidence regarding the quality of the measurement instrument. Therefore, the measurement model was evaluated prior to examining the structural model and testing the proposed hypotheses.

Convergent Validity

Convergent validity refers to the extent to which indicators measuring the same construct share a high proportion of variance. Indicators with strong outer loading values demonstrate that they adequately represent their underlying latent variables. According to Hair et al. (2022), outer loadings should be above 0.70, while AVE values should exceed 0.50. Constructs that meet these criteria indicate satisfactory convergence among indicators. Convergent validity is important because it confirms that the indicators collectively capture the theoretical construct they are intended to measure. Failure to achieve adequate convergent validity may indicate measurement problems that require item modification or removal. Therefore, convergent validity was assessed using outer loadings and AVE values. The results are presented in Tables 1 and 2.

Table 1. Outer Loadings

Construct	Indicator	Loading
Employee Resilience	ER1	0.836
	ER2	0.849
	ER3	0.825
	ER4	0.854
	ER5	0.832
	ER6	0.818
Change Readiness	CR1	0.841
	CR2	0.857
	CR3	0.845
	CR4	0.829
	CR5	0.852
Digital Mindset	DM1	0.848
	DM2	0.862
	DM3	0.856
	DM4	0.843
	DM5	0.835
	DM6	0.847

Construct	Indicator	Loading
	DM7	0.854
Omnichannel Marketing Effectiveness	OME1	0.861
	OME2	0.875
	OME3	0.847
	OME4	0.858
	OME5	0.869
	OME6	0.844
	OME7	0.856
	OME8	0.872

Table 2. Average Variance Extracted (AVE)

Construct	AVE
Employee Resilience	0.701
Change Readiness	0.716
Digital Mindset	0.721
Omnichannel Marketing Effectiveness	0.744

The results indicate that all indicator loadings exceed the minimum threshold of 0.70, ranging from 0.818 to 0.875. Similarly, all AVE values are above the recommended value of 0.50, with values ranging from 0.701 to 0.744. These findings demonstrate that the indicators adequately represent their respective constructs and explain a substantial proportion of indicator variance. Therefore, all constructs satisfy the criteria for convergent validity and are suitable for further analysis.

Reliability Assessment

Reliability assessment was conducted to evaluate the internal consistency of the measurement scales. Internal consistency refers to the degree to which indicators associated with a construct consistently measure the same concept. Cronbach's Alpha and Composite Reliability are commonly used to assess reliability in PLS-SEM studies. Values exceeding 0.70 indicate acceptable reliability, while values above 0.80 reflect strong reliability. Reliable measurement instruments contribute to the accuracy and credibility of subsequent structural model analyses. High reliability values indicate that respondents interpreted and answered the measurement items consistently. Therefore, reliability testing was performed for all constructs included in the model. The results are presented in Table 3.

Table 3. Reliability Results

Construct	Cronbach's Alpha	Composite Reliability
Employee Resilience	0.915	0.932
Change Readiness	0.901	0.926
Digital Mindset	0.936	0.948
Omnichannel Marketing Effectiveness	0.956	0.962

The reliability assessment demonstrates that all constructs exceed the recommended threshold values. Cronbach's Alpha values range from 0.901 to 0.956, while Composite Reliability values range from 0.926 to 0.962. These results indicate strong internal consistency among the indicators used to measure each construct. Therefore, the measurement instrument is considered reliable for assessing employee resilience, change readiness, digital mindset, and omnichannel marketing effectiveness.

Discriminant Validity

Discriminant validity evaluates whether each construct is empirically distinct from the other constructs included in the model. This assessment ensures that indicators measure their intended constructs rather than overlapping substantially with other variables. The Fornell-Larcker Criterion requires the square root of AVE for each construct to be greater than its correlations with other constructs. Establishing discriminant validity is important because overlapping constructs may reduce the accuracy of structural relationship estimates. Adequate discriminant validity demonstrates that each variable captures a unique conceptual domain. Therefore, this assessment was conducted before proceeding to structural model evaluation. The results are presented in Table 4.

Table 4. Fornell-Larcker Criterion

Construct	ER	CR	DM	OME
Employee Resilience	0.837			
Change Readiness	0.621	0.846		
Digital Mindset	0.704	0.688	0.849	
Omnichannel Marketing Effectiveness	0.602	0.587	0.781	0.863

The results show that the square root of AVE for each construct exceeds the correlations between constructs. Employee Resilience achieved a value of 0.837, Change Readiness 0.846, Digital Mindset 0.849, and Omnichannel Marketing Effectiveness 0.863. Since all diagonal values are greater than the corresponding inter-construct correlations, discriminant validity has been established. These findings indicate that all constructs are empirically distinct and suitable for structural model analysis.

Coefficient of Determination (R^2)

The coefficient of determination (R^2) measures the proportion of variance explained by predictor variables within the structural model. R^2 values provide an indication of the model's explanatory power and predictive capability. According to Hair et al. (2022), values of 0.25, 0.50, and 0.75 may be interpreted as weak, moderate, and substantial explanatory power, respectively. Evaluating R^2 allows researchers to determine how effectively endogenous constructs are explained by their antecedents. Higher R^2 values indicate stronger predictive accuracy. Therefore, R^2 assessment was conducted to evaluate the explanatory capability of the proposed model. The results are shown in Table 5.

Table 5. R^2 Results

Endogenous Variable	R^2
Digital Mindset	0.638
Omnichannel Marketing Effectiveness	0.610

The results indicate that Employee Resilience and Change Readiness jointly explain 63.8% of the variance in Digital Mindset. Furthermore, Digital Mindset explains 61.0% of the variance in Omnichannel Marketing Effectiveness. These values indicate moderate-to-substantial explanatory power and demonstrate that the model possesses satisfactory predictive capability for the endogenous constructs.

Predictive Relevance (Q^2)

Predictive relevance was assessed using the blindfolding procedure to evaluate the model's predictive capability. The Q^2 statistic indicates whether the model can accurately predict observed values for endogenous constructs. Values greater than zero suggest that the model has predictive relevance, whereas values less than or equal to zero indicate limited predictive capability. This assessment complements the R^2 evaluation by providing additional evidence regarding model quality. Strong predictive relevance indicates that the model is capable of generating meaningful predictions beyond the sample data. Therefore, Q^2 analysis was conducted for all endogenous variables. The results are presented in Table 6.

Table 6. Predictive Relevance (Q^2)

Endogenous Variable	Q^2
Digital Mindset	0.447
Omnichannel Marketing Effectiveness	0.458

The Q^2 values for Digital Mindset and Omnichannel Marketing Effectiveness are 0.447 and 0.458, respectively. Since both values are substantially above zero, the model demonstrates satisfactory predictive relevance. These findings indicate that the proposed model is capable of predicting the endogenous constructs effectively and supports the robustness of the structural relationships.

Effect Size (f^2)

Effect size analysis was performed to determine the relative contribution of each predictor variable to the endogenous constructs. The f^2 statistic measures the change in explained variance when a predictor is removed from the model. According to Hair et al. (2022), values of 0.02, 0.15, and 0.35 indicate small, medium, and large effects, respectively. This assessment provides additional information regarding the practical significance of the structural relationships. Larger effect sizes indicate stronger contributions to the endogenous variable. Therefore, f^2 analysis was conducted to complement the hypothesis testing results. The findings are presented in Table 7.

Table 7. Effect Size (f^2)

Relationship	f^2
ER → DM	0.341
CR → DM	0.299
DM → OME	0.792

The results indicate that Employee Resilience has a medium-to-large effect on Digital Mindset (f^2 = 0.341), while Change Readiness demonstrates a medium effect (f^2 = 0.299). Digital Mindset exhibits a large effect on Omnichannel Marketing Effectiveness (f^2 = 0.792). These findings suggest that Digital Mindset is the strongest predictor within the structural model.

Hypothesis Testing

Hypothesis testing was conducted using the bootstrapping procedure with 5,000 resamples. The significance of each structural path was evaluated using path coefficients (β), t-statistics, and p-values. A relationship is considered significant when the t-statistic exceeds 1.96 and the p-value is below 0.05. Bootstrapping provides robust estimates of significance and is widely used in PLS-SEM studies. This procedure enables researchers to evaluate both direct and indirect effects without relying on strict distributional assumptions. Therefore, all proposed hypotheses were tested using the bootstrapping approach. The results are presented in Table 8.

Table 8. Direct Effects

Hypothesis	Relationship	β	T-Statistic	P-Value	Result
H1	ER → DM	0.451	8.235	0.000	Supported
H2	CR → DM	0.389	7.012	0.000	Supported

Hypotheses	Relationship	β	T-Statistic	P-Value	Result
H3	DM → OME	0.781	16.547	0.000	Supported

The results indicate that Employee Resilience positively influences Digital Mindset ($\beta = 0.451$, $p < 0.001$). Change Readiness also exerts a positive and significant effect on Digital Mindset ($\beta = 0.389$, $p < 0.001$). Furthermore, Digital Mindset positively affects Omnichannel Marketing Effectiveness ($\beta = 0.781$, $p < 0.001$). Since all p-values are below 0.05 and all t-statistics exceed 1.96, H1, H2, and H3 are supported.

Mediation Analysis

Mediation analysis was performed to examine the indirect effects of Employee Resilience and Change Readiness on Omnichannel Marketing Effectiveness through Digital Mindset. The significance of indirect effects was assessed using the bootstrapping procedure. Significant indirect effects indicate that Digital Mindset serves as an intervening mechanism linking the independent and dependent variables. This analysis provides a deeper understanding of how employee-related factors influence marketing effectiveness. Therefore, mediation testing was conducted following the evaluation of direct effects. The results are shown in Table 9.

Table 9. Indirect Effects

Hypotheses	Relationship	β	T-Statistic	P-Value	Result
H4	ER → DM → OME	0.352	6.181	0.000	Supported
H5	CR → DM → OME	0.304	5.637	0.000	Supported

The mediation results reveal that Digital Mindset significantly mediates the relationship between Employee Resilience and Omnichannel Marketing Effectiveness ($\beta = 0.352$, $p < 0.001$). Likewise, Digital Mindset significantly mediates the relationship between Change Readiness and Omnichannel Marketing Effectiveness ($\beta = 0.304$, $p < 0.001$). These findings indicate that employee resilience and readiness for change contribute to omnichannel marketing effectiveness through the development of a positive digital mindset. Therefore, H4 and H5 are supported.

DISCUSSION

The results demonstrate that employee resilience has a positive and significant effect on digital mindset, supporting H1. This finding suggests that resilient employees are more capable of embracing digital technologies and adapting to technological changes within their organizations. Employees who possess resilience tend to respond positively to uncertainty, recover more effectively from challenges, and maintain confidence when confronted with new digital demands. In the context of MSMEs, where digital transformation often occurs under resource constraints and rapidly changing market conditions, resilience becomes an essential capability for sustaining adaptation. Digital Mindset Theory explains that individuals who successfully cope with change are more likely to perceive technological developments as opportunities rather than threats. Consequently, resilient employees tend to engage more actively in learning digital skills and adopting innovative technological solutions. This finding is consistent with McCarthy et al. (2021), who reported that employee resilience contributes positively to adaptability and readiness for digital transformation initiatives. Similarly, Näswall et al. (2023) found that resilient employees exhibit stronger learning agility and greater willingness to develop digital competencies. The present study extends these findings by demonstrating that resilience contributes specifically to the development of digital mindset among MSME employees, reinforcing the importance of psychological adaptability in digital business environments.

The findings further reveal that change readiness positively influences digital mindset, supporting H2. This result indicates that employees who are willing and prepared to embrace organizational change tend to develop stronger orientations toward digital technologies and innovation. Readiness for change reflects an employee's confidence in adapting to new systems, processes, and work practices, which are all critical elements of digital transformation. According to Digital Mindset Theory, individuals who possess positive attitudes toward change are more likely to engage in learning behaviors and technology adoption activities that strengthen their digital capabilities. Employees who perceive change as beneficial are generally less resistant to technological innovation and more willing to explore new digital opportunities. The finding supports the argument that successful digital transformation depends not only on technology investments but also on employees' psychological preparedness to adapt. This result aligns with the findings of Rafferty and Jimmieson (2019), who demonstrated that readiness for change significantly enhances employee acceptance of organizational transformation initiatives. Likewise, Van den Heuvel et al. (2022) reported that employees with high levels of change readiness exhibit stronger engagement in digital innovation programs. The present study

therefore confirms that readiness for change functions as a critical antecedent of digital mindset, particularly within MSMEs that are increasingly dependent on digital business practices.

The analysis also indicates that digital mindset has a strong positive effect on omnichannel marketing effectiveness, supporting H3. This finding suggests that employees who possess positive attitudes toward digital technologies are more capable of managing integrated customer interactions across multiple channels. A strong digital mindset enables employees to utilize digital tools effectively, coordinate information across platforms, and deliver consistent customer experiences. Digital Mindset Theory proposes that individuals who embrace technology are more likely to leverage digital opportunities in ways that enhance organizational performance. Within omnichannel marketing environments, customer journeys frequently involve interactions across online and offline channels, requiring employees to demonstrate technological competence and adaptability. Employees with strong digital mindsets are therefore better equipped to support seamless customer experiences and improve marketing outcomes. The finding is consistent with Kraus et al. (2022), who found that digital mindset contributes positively to organizational adaptability and digital innovation. Similarly, Elia et al. (2024) reported that employees with strong digital orientations significantly enhance organizational competitiveness and digital performance. The present result extends these findings by demonstrating the importance of digital mindset for omnichannel marketing effectiveness, highlighting its strategic value in managing integrated customer experiences.

The mediation analysis demonstrates that digital mindset significantly mediates the relationship between employee resilience and omnichannel marketing effectiveness, supporting H4. This finding suggests that resilience alone does not directly translate into improved omnichannel marketing outcomes; rather, resilient employees enhance marketing effectiveness through the development of a positive digital mindset. Employees who possess resilience are more likely to adapt to technological change, acquire digital competencies, and utilize digital tools effectively, which subsequently improves omnichannel marketing performance. Digital Mindset Theory provides a clear explanation for this mechanism by emphasizing that employee adaptability influences organizational outcomes through digital cognitive orientations. The finding indicates that resilience contributes to marketing effectiveness when it encourages employees to embrace digital technologies and integrate them into customer engagement activities. This result also expands previous research by demonstrating the indirect pathway through which resilience influences marketing-related outcomes. While earlier studies largely focused on the effects of resilience on well-being, performance, and adaptability, the present study highlights its role in supporting digital marketing success. Consequently, digital mindset emerges as a crucial mechanism linking employee resilience with omnichannel marketing effectiveness. These findings underscore the importance of developing both psychological resilience and digital orientation within MSMEs seeking to strengthen their competitive position.

The results further confirm that digital mindset significantly mediates the relationship between change readiness and omnichannel marketing effectiveness, supporting H5. This finding indicates that employees who are prepared for organizational change contribute to marketing effectiveness primarily through their willingness to adopt and utilize digital technologies. Change-ready employees are generally more open to learning new digital tools, experimenting with innovative marketing approaches, and adapting to evolving customer expectations. Digital Mindset Theory suggests that readiness for change fosters cognitive flexibility and technological openness, which subsequently influence organizational outcomes. The significance of the mediation effect implies that readiness for change contributes to marketing performance only when it is transformed into digital-oriented attitudes and behaviors. This result supports previous studies emphasizing the importance of employee adaptability in digital transformation processes. Employees who embrace change are more likely to leverage technological opportunities that improve customer engagement and channel integration. Furthermore, the finding highlights the central role of digital mindset in connecting employee psychological readiness with practical marketing outcomes. Therefore, organizations seeking to improve omnichannel marketing effectiveness should focus on strengthening both change readiness and digital mindset development among employees.

Taken together, the findings provide strong empirical support for Digital Mindset Theory by demonstrating that employee resilience and change readiness influence omnichannel marketing effectiveness through digital mindset. The results reveal that both resilience and readiness for change function as critical antecedents of digital mindset, while digital mindset serves as the primary driver of omnichannel marketing effectiveness. These findings suggest that employee-related factors play a central role in determining the success of digital marketing initiatives, particularly in MSMEs undergoing digital transformation. The study

contributes to the growing literature on digital transformation by integrating psychological adaptability, change readiness, digital mindset, and marketing performance within a single conceptual framework. Unlike previous studies that examined these constructs independently, the present research provides a more comprehensive explanation of how employee capabilities are translated into marketing outcomes. From a practical perspective, the findings indicate that MSME managers should invest in resilience development programs, change management initiatives, and digital competency enhancement activities. Such efforts can strengthen employees' digital mindset and improve their ability to support integrated customer experiences across multiple channels. Ultimately, organizations that successfully cultivate digitally oriented and adaptable employees are more likely to achieve superior omnichannel marketing effectiveness in increasingly competitive digital markets.

CONCLUSION

This study examines the relationships among employee resilience, change readiness, digital mindset, and omnichannel marketing effectiveness within MSMEs in Purwakarta, Indonesia. The findings demonstrate that employee resilience and change readiness significantly contribute to the development of digital mindset. Employees who are capable of adapting to challenges and who possess positive attitudes toward organizational change are more likely to embrace digital technologies and develop the competencies required in contemporary business environments. These results emphasize the importance of psychological adaptability and change-oriented attitudes as foundational elements supporting digital transformation initiatives within MSMEs.

The study further reveals that digital mindset significantly enhances omnichannel marketing effectiveness. Employees with stronger digital orientations are better able to integrate customer interactions across multiple channels, utilize digital tools efficiently, and support seamless customer experiences. This finding highlights the strategic role of digital mindset as a critical organizational capability that transforms technological opportunities into tangible marketing outcomes. In increasingly competitive digital markets, organizations that foster digital-oriented thinking among employees are more likely to achieve superior marketing performance and customer engagement.

A major contribution of this research is the identification of digital mindset as a significant mediating mechanism. The results indicate that employee resilience and change readiness influence omnichannel marketing effectiveness indirectly through digital mindset. These findings extend Digital Mindset Theory by demonstrating how employee psychological characteristics are translated into marketing performance through digital cognitive orientations. The study therefore provides a more comprehensive explanation of the pathways through which employee capabilities contribute to organizational competitiveness in digitally transforming environments.

From a managerial perspective, MSME owners and managers should prioritize initiatives that strengthen employee resilience, enhance readiness for change, and cultivate positive digital mindsets. Training programs, digital skill development initiatives, and organizational support systems that encourage adaptability may significantly improve omnichannel marketing effectiveness. Future research may incorporate additional organizational and technological variables, explore different industrial sectors, and employ longitudinal research designs to provide deeper insights into the dynamic relationships among employee capabilities, digital transformation, and marketing performance.

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