The Strategic Contribution of Leadership and Empowerment to Organizational Resilience

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Submitted:
OCTOBER 2025

Accepted:
DECEMBER 2025

ABSTRACT

Rapid technological disruption and increasing uncertainty in the higher education landscape demand that institutions strengthen their organizational resilience through effective leadership, knowledge management, adaptive culture, and empowerment. This study aims to formulate strategies to enhance organizational resilience by examining the direct and indirect effects of visionary leadership as an independent variable and knowledge management, organizational culture, and empowerment as mediating variables. Using a quantitative approach, data were collected from 191 respondents across ten private universities in East Jakarta through multistage random sampling. The study employed survey methods, path analysis, and SITOREM analysis to identify key determinants of resilience. The findings reveal that visionary leadership, knowledge management, organizational culture, and empowerment each have a significant positive influence on organizational resilience. Furthermore, visionary leadership significantly affects knowledge management, organizational culture, and empowerment, which in turn mediate its impact on resilience. These results underscore the importance of integrated leadership practices and adaptive organizational systems in fostering institutional strength amid disruption. The implications of this study highlight the need for policymakers, particularly the Ministry of Education, Culture, Research, and Technology and LLDIKTI Region 3, to support resilience-oriented leadership development and institutional strategies to enhance the quality and sustainability of higher education in Indonesia.

Keywords*: Empowerment, Knowledge Management, Organizational Culture, Organizational Resilience, SITOREM Analysis, Visionary Leadership.*

ABSTRAK

Disrupsi teknologi yang semakin pesat dan ketidakpastian yang meningkat dalam dunia pendidikan tinggi menuntut setiap institusi untuk memperkuat ketahanan organisasinya melalui kepemimpinan yang efektif, manajemen pengetahuan, budaya adaptif, serta pemberdayaan sumber daya manusia. Penelitian ini bertujuan untuk merumuskan strategi dalam meningkatkan ketahanan organisasi dengan menganalisis pengaruh langsung dan tidak langsung kepemimpinan visioner sebagai variabel independen serta manajemen pengetahuan, budaya organisasi, dan pemberdayaan sebagai variabel mediasi. Pendekatan kuantitatif digunakan dengan pengumpulan data dari 191 responden di sepuluh perguruan tinggi swasta di Jakarta Timur melalui multistage random sampling. Metode survei, analisis jalur (path analysis), dan analisis SITOREM digunakan untuk mengidentifikasi faktor-faktor penentu ketahanan organisasi. Hasil penelitian menunjukkan bahwa kepemimpinan visioner, manajemen pengetahuan, budaya organisasi, dan pemberdayaan memiliki pengaruh positif yang signifikan terhadap ketahanan organisasi. Selain itu, kepemimpinan visioner berpengaruh signifikan terhadap manajemen pengetahuan, budaya

JIMKES

Jurnal Ilmiah Manajemen Kesatuan
Vol. 13 No. 6, 2025
pp. 5403-5416
IBI Kesatuan
ISSN 2337 – 7860
E-ISSN 2721 – 169X
DOI: 10.37641/jimkes.v13i6.4339

organisasi, dan pemberdayaan, yang selanjutnya memediasi pengaruhnya terhadap ketahanan organisasi. Temuan ini menegaskan pentingnya praktik kepemimpinan yang terintegrasi dan sistem organisasi yang adaptif dalam memperkuat ketahanan institusi di tengah perubahan. Implikasi penelitian ini mendorong pembuat kebijakan, khususnya Kemendikbudristek dan LLDIKTI Wilayah 3, untuk mendukung pengembangan kepemimpinan visioner dan strategi institusional yang berorientasi pada ketahanan guna meningkatkan kualitas dan keberlanjutan pendidikan tinggi di Indonesia.

***Kata kunci**: Pemberdayaan, Manajemen Pengetahuan, Budaya Organisasi, Ketahanan Organisasi, Analisis SITOREM, Kepemimpinan Visioner.*

INTRODUCTION

Rapid changes in technology, communication, and transportation have transformed the strategic landscape of organizations, including higher education institutions. As centers for scientific advancement and human resource development, universities must proactively adapt their vision and mission in line with these disruptive waves of transformation. In the context of strengthening organizational resilience in higher education, effective leadership plays a crucial role in guiding institutions through turbulent times by fostering innovation, strategic agility, and cross-sector collaboration (Ojo et al., 2021).

Leadership is fundamental to building organizational resilience. Higher education leaders need to develop visionary strategic directions, make data-driven decisions, and promote a culture of continuous innovation and learning (Chumaidah et al., 2021). Transformational and distributed leadership models are particularly relevant as they enable decentralized decision-making, empowering faculties and staff to respond swiftly to external shocks and uncertainties, thus ensuring the institution remains resilient amidst rapid change (Duchek, 2021).

Knowledge Management (KM) serves as a vital backbone for maintaining organizational continuity and fostering adaptive capacity. An effective KM system allows universities to systematically capture, store, and disseminate best practices, research insights, and administrative know-how. Such systems enable the organization to learn from experience, accelerate innovation, and make informed decisions, especially during crises, leading to enhanced agility and resilience (Polanco-Lahoz & Cross, 2023).

Organizational culture that champions inclusivity, adaptability, and a learning orientation is a crucial enabler of resilience. A positive culture promotes openness to change, encourages collaboration, and supports risk-taking (Ahmed et al., 2024). Cultivating this type of environment reinforces collective responses to challenges, boosts psychological safety, and sustains motivation, all of which are essential for organizational endurance during turbulent periods (Sá et al., 2021). Empowering lecturers is an effective strategic approach to strengthening institutional resilience. When lecturers are provided with appropriate training, autonomy, access to resources, and incentives for innovation, they become active agents of change (Thang, 2025). Empowered faculty can rapidly adapt teaching methods, develop relevant curricula, and engage in impactful research, thereby enhancing the institution's capacity to withstand and thrive amidst disruptions (Bartusevičienė et al., 2021).

Synergy among leadership, knowledge management, organizational culture, and lecturer empowerment creates a comprehensive resilience framework. Leadership sets the vision and allocates resources; knowledge management ensures continuous learning; a supportive culture fosters adaptability; and empowered lecturers translate strategies into innovative practices (Duignan, 2017; Ristiani, 2021). This integrated approach transforms potential threats into opportunities for sustainable growth. Operationalizing resilience requires implementing suitable technology solutions that support continuity, risk management, and disaster recovery (Chen et al., 2021). Such tools, such as online learning platforms, knowledge repositories, and collaboration networks, must be user-friendly,

scalable, and integrated. When combined with clear policies and ongoing training, technology enhances an institution's capacity for rapid response, recovery, and long-term sustainability. Strengthening organizational resilience in higher education is a strategic imperative that depends on committed leadership, effective knowledge practices, a supportive culture, and empowered faculty. By fostering these elements in a cohesive manner, universities can transform external turbulence into an engine for innovation, quality improvement, and societal impact, ensuring their relevance and sustainability in an increasingly complex global environment (Shaya, 2023).

Soomro and Khan (2024) and Annisa and Sutjipto (2025) show that visionary leadership strengthens organizational resilience through adaptability and innovation, while knowledge management, culture, and empowerment also enhance resilience by fostering learning, shared values, and engagement. Visionary leadership further influences internal dynamics by improving knowledge management, organizational culture, and empowerment (Madugu & Manaf, 2019; Mustaking & Arifuddin, 2023; Dalimunte, 2021; Nor et al., 2025). However, prior research has largely examined these relationships in isolation, leaving a gap in understanding how these factors interact to build resilience, particularly in Private Higher Education Institutions (PHEIs). Thus, this study aims to analyze the direct and indirect effects of visionary leadership on organizational resilience through knowledge management, organizational culture, and empowerment as mediating variables.

LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT

Variables Affecting Organizational Resilience

Organizational resilience in Private Higher Education Institutions (PHEIs) is vital for sustaining institutional performance amid uncertainty, competition, and rapid change. It reflects an institution's ability to adapt, learn from crises, and innovate to preserve educational quality and reputation. This resilience relies not only on systems and structures but also on visionary leadership, a strong organizational culture, and empowered academic communities. Highly resilient PHEIs can better manage risks, accelerate digital transformation, build partnerships, and maintain public trust to stay relevant in a dynamic education ecosystem. Denyer (2017) defines resilience as the capacity to anticipate, prepare for, respond to, and adapt to disruptions to survive and thrive. Similarly, Wulansari (2022) highlights resilience as a function of vulnerability management, situational awareness, and adaptive capacity within complex systems. Key indicators include effective decision-making, smooth information flow, motivated human resources, and a lean organizational structure that fosters flexibility, efficiency, and long-term adaptability.

Organizational resilience in PHEIs is influenced by several key factors. Visionary leadership drives resilience by providing clear direction and fostering proactive adaptation to change (Soomro & Khan, 2024). Knowledge management strengthens institutional learning and decision-making through the effective use of collective knowledge (Ibrahim et al., 2021; Arfiansyah, 2021). A strong organizational culture supports resilience by promoting shared values, trust, and collaboration (Arfiansyah, 2021; Annisa & Sutjipto, 2025). Meanwhile, empowerment enhances agility by giving individuals authority and confidence to act effectively during uncertainty (van den Berg et al., 2022; Karagozoglu & Ozan, 2022). Together, these elements reinforce the institution's capacity to adapt, recover, and sustain performance amid disruption.

H1: Visionary leadership has a significant effect on organizational resilience.
H2: Knowledge management has a significant effect on organizational resilience.
H3: Organizational culture has a significant effect on organizational resilience.
H4: Empowerment has a significant effect on organizational resilience.

Effect of Visionary Leadership

Visionary leadership plays a crucial role in shaping the internal dynamics of organizations, influencing how knowledge, culture, and empowerment develop. Visionary leaders possess a clear and compelling view of the future and are able to inspire and mobilize others toward achieving that vision. This leadership style emphasizes innovation, creativity, and transformation, enabling organizations to remain adaptable in a rapidly changing environment (Colquitt, 2019). In higher education institutions, visionary leadership is essential for fostering collaboration, driving change, and aligning members toward shared institutional goals.

In relation to knowledge management, visionary leaders encourage learning, knowledge sharing, and continuous improvement. Knowledge management refers to the systematic and strategic process of creating, organizing, storing, and disseminating knowledge to support decision-making and organizational effectiveness (Cheng, 2019; Dalkir, 2020). In the educational context, it enables teachers and staff to use institutional knowledge more effectively and innovatively (Habsyi, 2020). Prior studies have shown that visionary leadership has a positive and significant effect on knowledge management, as leaders inspire individuals to value and utilize knowledge as a strategic asset (Madugu & Manaf, 2019).

Visionary leadership also influences organizational culture, which represents the shared values, beliefs, and behavioral norms that shape how members interact and work toward common goals. Organizational culture acts as the foundation for behavior and decision-making within an institution (Schein, 2017; Murniawati & Achmad, 2024). Leaders with vision play a key role in establishing and reinforcing this culture through their actions, communication, and strategic direction. Empirical evidence supports that visionary leadership positively affects organizational culture by embedding a sense of purpose, trust, and collaboration among members (Dalimunte, 2021; Mustaking & Arifudin, 2021).

Furthermore, visionary leadership contributes to empowerment, which refers to granting employees the authority, trust, and responsibility to make decisions and take initiative in their work. Empowerment enhances individual confidence, motivation, and accountability (Shafira, 2019). Visionary leaders create empowering environments by delegating authority, fostering trust, and encouraging participation in organizational decisions. Nor et al. (2025) highlight that visionary leaders play a vital role in building empowerment by promoting collaboration and confidence among members.

H5: Visionary leadership has a significant effect on knowledge management.
H6: Visionary leadership has a significant effect on organizational culture.
H7: Visionary leadership has a significant effect on empowerment.

The Mediation of Visionary Leadership

Knowledge management, organizational culture, and empowerment play essential mediating roles in strengthening organizational resilience and translating visionary leadership into sustainable institutional performance. Knowledge management serves as a structured mechanism for transforming individual expertise into collective organizational value by creating, organizing, and applying knowledge (Wulandari & Nurisani, 2020; Adityarini, 2021; Aryanti, 2022). Visionary leaders foster an environment that encourages knowledge sharing and innovation, enabling organizations to adapt and respond effectively to change (Madugu & Manaf, 2019). Meanwhile, organizational culture acts as a social framework that shapes members' behavior and strategic choices through shared values, beliefs, and assumptions (Putri, 2020; Balaji, 2020). Visionary leadership reinforces this culture by aligning individual and organizational goals, promoting cohesion, and sustaining long-term identity (Dalimunte, 2021; Mustaking & Arifuddin, 2023). In addition, empowerment reflects the process of granting authority, trust, and responsibility to members, enhancing confidence, motivation, and engagement in achieving organizational objectives (Schermerhorn, 2020). Visionary leaders play a

vital role in cultivating empowerment by recognizing individual capabilities and fostering collaboration (Nor et al., 2025). Together, these three mediating factors create an interconnected system where knowledge sharing, cultural alignment, and empowered participation enhance adaptability, innovation, and resilience, allowing organizations to thrive amid dynamic and uncertain environments.

H8: Knowledge management mediates the effect of visionary leadership on organizational resilience.
H9: Organizational culture mediates the effect of visionary leadership on organizational resilience.
H10: Empowerment mediates the effect of visionary leadership on organizational resilience.

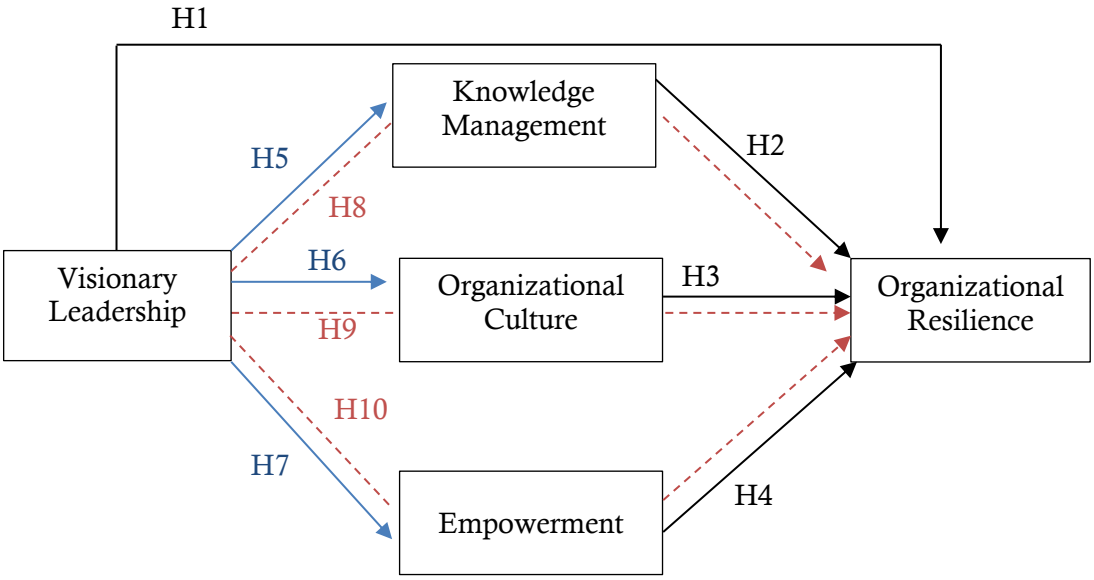

Figure 1. Research Framework

As illustrated in Figure 1, the research framework positions visionary leadership as a key driver of organizational resilience, both directly (H1) and indirectly through knowledge management (H5, H8), organizational culture (H6, H9), and empowerment (H7, H10). These three internal factors also independently strengthen resilience (H2, H3, H4), serving as mediating mechanisms that translate visionary leadership into greater adaptive capacity. The framework integrates leadership, internal organizational dynamics, and resilience into a cohesive model.

RESEARCH METHODS

The object of research is a research variable or a construct that can produce variable characteristics and traits that will be the focus of the researcher's attention. Referring to the aforementioned opinion, the object of research is increasing organizational resilience (Y) through strengthening visionary leadership (X1), knowledge management (X2), organizational culture (X3), and empowerment (X4).

The results of the research survey were analyzed using path analysis to analyze the causal relationships between variables and estimate the coefficients of a number of linear structural equations representing the hypothesized causal relationships. In a linear structural equation, the influence of independent variables on the dependent variable can be direct and indirect. The indirect effect of independent variables on the dependent variable can be tested through intervening variables. The total effect of independent variables on the dependent variable is the sum of the direct and all indirect effects.

SITOREM analysis was then used to strengthen the path analysis results in more detail on the research variable indicators, in order to identify indicators that need immediate improvement, maintenance, or development. These priority indicators are research findings used to develop the Action Plan.

A population is a generalized area consisting of objects and subjects possessing certain qualities or characteristics determined by a researcher to be studied and then conclusions are drawn (Creswell, 2020). In this study, the sampling technique was implemented by dividing the population based on the accreditation of private universities. Private universities with good accreditation were selected. Then, a proportional sample of 50% of the well-accredited private universities was randomly drawn. From the drawing, 10 private universities, representing the accessible population, with 363 lecturers, were selected, representing 50% of the total. The sample size in this quantitative phase of the study used a proportional multistage random sampling technique based on the Taro Yamane Formula. Based on the sampling calculation technique, the sample size was determined to be 191 respondents. Then, the sample size was determined at each university within the sample area by determining the proportion according to the number of study programs.

The data analysis techniques used in this quantitative study were descriptive statistics and inferential statistics. Descriptive statistical analysis is a statistical phase in which research results are described and analyzed within a given group without drawing or drawing conclusions about the larger group (Setyaningsih, 2020). In this study, descriptive statistics include: highest score, lowest score, number of classes, class interval, mean, median, mode, measures of dispersion or variability using standard deviation and score range. Frequency tables and histograms are also displayed.

The analysis of research variable indicators was conducted using the SITOREM method, an abbreviation for "Scientific Identification Theory to Conduct Operation Research in Education Management," a scientific method generally used to identify variables (theories) for conducting "Operation Research" in the field of Education Management (Hardhienata, 2017).

RESULTS

All variables show outer loading values above 0.70, confirming strong convergent validity across constructs. Visionary leadership (X1) ranges from 0.709 to 0.892, with X1.2 as the strongest indicator. Knowledge management (X2) ranges from 0.785 to 0.891, dominated by X2.3. Similarly, organizational culture (X3), empowerment (X4), and organizational resilience (Y) also meet the reliability threshold, indicating that all measurement items effectively represent their respective latent variables. Figure 2 shows the path analysis model.

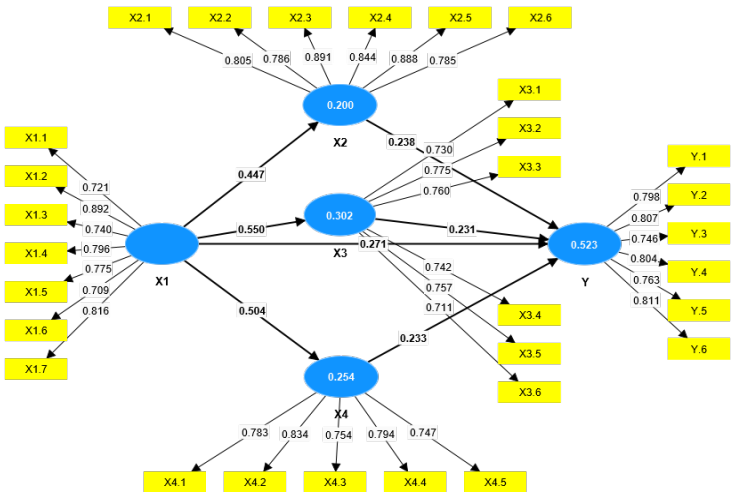

Figure 2. Path Analysis Model

PLS Predict is a model validation stage that aims to evaluate the extent to which the proposed PLS model has optimal predictive power. Model strength evaluation is performed by comparing the PLS algorithm with the regression values from the Linear Model (LM) using the Root Mean Square Error (RMSE), Mean Absolute Error (MAE), and Q2_predict criteria. The following table shows the Root Mean Square Error (RMSE), Mean Absolute Error (MAE), and Q2_predict values from the PLS and linear models (LM).

Table 1. Predictive PLS and LM Models on Endogenous Variable Indicators

Endogenous Indicators	Q^2predict	PLS Model		LM Model	
		PLS SEM_RMS E	PLS SEM_MAE	LM_RMS E	LM_MAE
X2.1	0.101	0.954	0.733	0.985	0.772
X2.2	0.027	0.991	0.792	1.018	0.826
X2.3	0.119	0.944	0.759	0.976	0.781
X2.4	0.210	0.895	0.717	0.912	0.691
X2.5	0.193	0.904	0.713	0.919	0.716
X2.6	0.053	0.979	0.791	1.007	0.814
X3.1	0.166	0.919	0.671	0.936	0.677
X3.2	0.191	0.905	0.730	0.916	0.733
X3.3	0.153	0.926	0.740	0.911	0.726
X3.4	0.174	0.915	0.737	0.887	0.692
X3.5	0.161	0.920	0.707	0.937	0.706
X3.6	0.115	0.945	0.763	0.951	0.758
X4.1	0.141	0.932	0.699	0.921	0.682
X4.2	0.144	0.931	0.710	0.951	0.721
X4.3	0.247	0.873	0.661	0.861	0.567
X4.4	0.116	0.945	0.717	0.975	0.741
X4.5	0.041	0.984	0.757	0.999	0.782
Y.1	0.244	0.876	0.679	0.893	0.698
Y.2	0.121	0.942	0.731	0.953	0.747
Y.3	0.164	0.918	0.667	0.949	0.694
Y.4	0.278	0.855	0.677	0.825	0.647
Y.5	0.308	0.837	0.653	0.850	0.663
Y.6	0.260	0.865	0.687	0.887	0.698

Based on Table 1, it can be seen that the RMSE and MAE values in the PLS model are mostly lower compared to the RMSE and MAE values in the LM model, where if seen the lower RMSE is 18, while the RMSE in LM is only 5. Then the MAE in PLS is mostly lower at 15, while the MAE in LM is only 8. Meanwhile, the Q2_predict value in the PLS model is greater than 0 or has a positive value. So it can be concluded that the power of the model in predicting or the power to predict is at a strong level. This finding indicates that the PLS model is not only valid as a structural representation, but is also able to provide better predictive power, strengthening the reliability of the model in an applicative context.

Table 2. Hypothesis Test

Hypothesis	Path Coefficient	Statistical Test	Conclusion
Visionary Leadership (X1) on Organizational Resilience (Y)	0.271	$H_0 : \beta y1 \leq 0$ $H_1 : \beta y1 > 0$	Direct Positive Impact
Knowledge Management (X2) on Organizational Resilience (Y)	0.238	$H_0 : \beta y2 \leq 0$ $H_1 : \beta y2 > 0$	Direct Positive Impact
Organizational Culture (X3) on Organizational Resilience (Y)	0.231	$H_0 : \beta y3 \leq 0$ $H_1 : \beta y3 > 0$	Direct Positive Impact
Empowerment (X4) on Organizational Resilience (Y)	0.233	$H_0 : \beta y4 \leq 0$ $H_1 : \beta y4 > 0$	Direct Positive Impact
Visionary Leadership (X1) towards Knowledge Management (X2)	0.477	$H_0 : \beta X1X2 \leq 0$ $H_1 : \beta X1X2 > 0$	Direct Positive Impact

Hypothesis	Path Coefficient	Statistical Test	Conclusion
Visionary Leadership (X1) towards Organizational Culture (X3)	0.550	$H_0 : \beta X1X3 \leq 0$ $H_1 : \beta X1X3 > 0$	Direct Positive Impact
Visionary Leadership (X1) towards Empowerment (X4)	0.504	$H_0 : \beta X1X4 \leq 0$ $H_1 : \beta X1X4 > 0$	Direct Positive Impact
Visionary Leadership (X1) on Organizational Resilience (Y) through Knowledge Management (X2)	0.106	$H_0 : \beta x12y \leq 0$ $H_1 : \beta x12y > 0$	Indirect Positive Impact
Visionary Leadership (X1) on Organizational Resilience (Y) through Organizational Culture (X3)	0.127	$H_0 : \beta x13y \leq 0$ $H_1 : \beta x13y > 0$	Indirect Positive Impact
Visionary Leadership (X1) towards Organizational Resilience (Y) through Empowerment (X4)	0.118	$H_0 : \beta x14y \leq 0$ $H_1 : \beta x14y > 0$	Indirect Positive Impact

Based on Table 2, the hypothesis testing results demonstrate that all proposed relationships are supported, indicating significant positive effects among the studied variables. visionary leadership (X1), knowledge management (X2), organizational culture (X3), and empowerment (X4) each have a direct positive influence on organizational resilience (Y). Furthermore, visionary leadership shows strong direct effects on knowledge management, organizational culture, and empowerment, confirming its central role in driving internal organizational factors. The indirect paths also reveal that visionary leadership positively affects organizational resilience through knowledge management, organizational culture, and empowerment, indicating that these three variables function as effective mediators in strengthening organizational resilience. These findings highlight visionary leadership as a key driver that enhances resilience both directly and through the development of knowledge, culture, and empowerment within higher education institutions.

The results of the indicator classification analysis include determining groups of indicators that need immediate improvement and groups of indicators that should be maintained or developed in the future. This is done in the same manner as in the table above for other research variables. Furthermore, based on the ranking of indicators for each research variable, the priority of indicators that need immediate improvement or enhancement, and those that need to be maintained or developed, can be determined. The results of the SITOREM analysis are as follows.

Table 3. Determination of SITOREM Analysis Results

Variable		Indicators in Initial Condition		Indicators after Expert Weighting	Indicator Value (IV)
Visionary Leadership ($\beta y_1 = 0.271$) (Rank.I)	1	Openness and creativity of thought	1st	Aligning vision with organizational targets (15.68%)	3.90
	2	Clarity in formulating a vision for the future	2nd	Clarity in formulating a future vision (15.68%)	3.73
	3	Aligning the vision with organizational targets	3rd	Developing coalitions for the organization's future progress (13.99%)	3.79
	4	Courage to act in achieving goals	4th	Directing members to achieve future progress (13.98%)	4.01
	5	Continuous learning	5th	Courage to act in achieving goals (13.98%)	3.68
	6	Directing members to achieve future progress	6th	Continuous learning (13.56%)	3.96
	7	Developing coalitions for the future progress of the organization	7th	Openness and creativity of thought (13.14%)	3.98
	1	Knowledge acquisition	1st	Knowledge	4.01

Variable		Indicators in Initial Condition		Indicators after Expert Weighting	Indicator Value (IV)
				utilization/application (17.49%)	
Knowledge Management (βy2 = 0.238) (Rank.II)	2	Knowledge collection	2nd	Knowledge processing into new knowledge (17.49%)	3.90
	3	Knowledge storage	3rd	Knowledge storage (17.04%)	4.13
	4	Knowledge processing into new knowledge	4th	Knowledge acquisition (17.04%)	4.06
	5	Knowledge utilization/application	5th	Knowledge sharing and distribution (15.69%)	4.04
	6	Knowledge sharing and distribution	6th	Knowledge collection (15.25%)	3.99
Organizational Culture (βy3 = 0.231) (Rank.IV)	1	Encourage innovation at work	1st	Encouraging innovation at work (17.96%)	3.68
	2	Be results-oriented	2nd	Results-oriented (16.99%)	3.97
	3	Work team-oriented	3rd	Empowering human resources within the organization (16.99%)	3.84
	4	Empower human resources within the organization	4th	Adapting to change (16.51%)	3.74
	5	Be consistent with established rules	5th	Team-oriented work (16.03%)	3.81
	6	Adapt to change	6th	Consistent adherence to established rules (15.54%)	3.92
Empowerment (βy4 = 0.233) (Rank.III)	1	Delegation of authority	1st	Individual competency Improvement (21.76%)	3.71
	2	Exemplary behavior from the individual's superiors	2nd	Exemplary leadership from the individual's superior (21.18%)	3.75
	3	Individual Competence Enhancement	3rd	Support from leadership (20.59%)	4.00
	4	Support from leadership	4th	Confidence in task success (18.82%)	3.89
	5	Confidence in task success	5th	Delegation of authority (17.65%)	3.68
Teacher Organizational Resilience (Y)	1	Understanding the situation	1st	Policy implementation (17.58%)	3.97
	2	Policy formulation	2nd	Monitoring and evaluation of policy implementation (17.58%)	3.95
	3	Policy implementation	3rd	Policy formulation (17.58%)	3.90
	4	Empowering organizational components	4th	Understanding the situation (16.21%)	4.00
	5	Monitoring and evaluation of policy implementation	5th	Empowerment of organizational components (16.21%)	3.81
	6	Reformulating inappropriate policies	6th	Reformulation of inappropriate policies (14.84%)	3.84

Based on Table 3, the results of the SITOREM analysis, visionary leadership (β = 0.271) was identified as the most influential factor in strengthening organizational resilience, followed by knowledge management (β = 0.238), empowerment (β = 0.233), and organizational culture (β = 0.231). Expert weighting further emphasized that the most critical indicators for improvement include "aligning vision with organizational targets" (15.68%) under visionary leadership, "knowledge utilization and processing into new knowledge" (17.49%) under knowledge management, "individual competency improvement" (21.76%) under empowerment, and "encouraging innovation at work" (17.96%) under organizational culture. The indicator values ranged from 3.68 to 4.13, indicating that most dimensions are in a good category but still require strategic strengthening, particularly in areas related to collaboration, innovation, and consistent

application of organizational values to enhance overall resilience. Table 4 shows the results of the SITOREM analysis, which are seen from the priority order of indicators that will be strengthened and maintained by the indicators.

Table 4. SITOREM Analysis Result

Priority Order of Indicators to be Strengthened		Retained Indicators	
1st	Aligning vision with organizational targets	1	Guiding members to achieve future progress
2nd	Clarity in formulating a vision for the future	2	Utilization/application of knowledge
3rd	Developing coalitions for the organization's future progress	3	Knowledge storage
4th	Courage to act in achieving goals	4	Knowledge acquisition
5th	Continuous learning	5	Knowledge sharing and distribution
6th	Openness and creativity of thought	6	Support from leadership
7th	Processing knowledge into new knowledge	7	Understanding of the situation
8th	Gathering knowledge		
9th	Individual competence enhancement		
10th	Example role models from superiors		
11th	Confidence in success in tasks		
12th	Delegation of authority		
13th	Encouraging innovation at work		
14th	Result-oriented work		
15th	Empowering human resources within the organization		
16th	Adapting to change		
17th	Team-oriented work		
18th	Consistent with established rules		
19th	Policy Implementation		
20th	Monitoring and evaluation of policy implementation		
21st	Policy formulation		
22nd	Empowerment of organizational components		
23rd	Reformulation of inappropriate policies		

DISCUSSION

This study reveals that visionary leadership, knowledge management, organizational culture, and empowerment are fundamental drivers of organizational resilience in PHEIs. Each factor contributes uniquely to the institution's ability to adapt, recover, and sustain performance amid constant uncertainty and change. The findings are consistent with previous research and provide deeper insight into how leadership and organizational systems interact to build resilience in academic environments (Gustyan & Anggarani, 2024).

The analysis shows that visionary leadership is the most influential factor ($\beta = 0.271$) in strengthening resilience. This result reinforces the idea that forward-looking and inspirational leadership enables organizations to anticipate challenges, align strategic goals, and motivate collective action (Soomro & Khan, 2024). In the context of PHEIs, visionary leaders not only set a clear direction but also inspire academic communities to embrace innovation and continuous learning. The SITOREM analysis highlights that aligning vision with organizational targets and clarity in formulating a vision for the future are top priorities for improvement, suggesting that leadership effectiveness depends on how well vision translates into measurable actions. Furthermore, visionary leadership indirectly strengthens resilience through its influence on knowledge management, organizational culture, and empowerment, confirming its central and integrative role within the institutional ecosystem.

The study also confirms that knowledge management significantly enhances organizational resilience ($\beta = 0.238$). Effective management of knowledge, acquiring, processing, storing, and utilizing information, enables institutions to learn, innovate, and respond effectively to change (Ibrahim et al., 2021; Arfiansyah, 2021). Key indicators such as knowledge utilization and processing knowledge into new knowledge demonstrate that

resilience is strengthened when institutions are able to transform information into actionable insights and innovative practices. Visionary leaders play a key role in fostering this process by cultivating a culture of knowledge sharing and learning , allowing institutions to remain adaptive and competitive in a rapidly evolving educational landscape (Madugu & Manaf, 2019).

In addition, organizational culture (β = 0.231) was found to have a direct and positive impact on resilience. A cohesive and adaptive culture creates shared values and behavioral norms that guide members through periods of change (Arfiansyah, 2021; Annisa & Sutjipto, 2025). The results emphasize the importance of encouraging innovation and maintaining a results-oriented mindset as key elements of a resilient culture. As Schein (2017) explains, culture represents the collective learning of an organization, shaping how members interpret and respond to challenges. In this regard, visionary leaders play an essential role in embedding adaptability, trust, and collaboration within institutional culture, thereby fostering long-term stability and growth.

Meanwhile, empowerment (β = 0.233) also contributes significantly to resilience by promoting confidence, accountability, and proactive behavior among members. Empowerment ensures that individuals have the autonomy and motivation to act effectively, especially in dynamic or uncertain situations (van den Berg et al., 2022; Karagozoglu & Ozan, 2022). The priority indicator, individual competency improvement, reflects that empowerment is most effective when accompanied by continuous skill development and supportive leadership. Visionary leaders nurture this empowerment through delegation, trust, and encouragement (Nor et al., 2025), enabling faculty and staff to participate actively in achieving institutional goals.

These findings suggest that resilience in PHEIs emerges from the interplay of leadership, knowledge systems, culture, and empowerment. Visionary leadership acts as the catalyst that integrates and amplifies the effects of the other factors, creating a holistic framework for organizational adaptability and sustainability. Institutions that successfully align visionary direction with strong knowledge management, a collaborative culture, and empowered human resources are more capable of navigating disruption and leveraging change as an opportunity for renewal.

This study underscores that building organizational resilience in PHEIs requires not only effective systems and strategies but also leadership that inspires, empowers, and unites. Strengthening these four elements collectively can help higher education institutions sustain excellence, foster innovation, and thrive in an increasingly complex and competitive environment.

CONCLUSION

The results show that visionary leadership, knowledge management, organizational culture, and empowerment each have a significant positive influence on organizational resilience. Among these, visionary leadership plays the most dominant role, directly strengthening resilience while also enhancing knowledge management, culture, and empowerment. Although these three variables partially mediate the relationship, their indirect effects remain weaker than the direct influence of leadership. Overall, strengthening visionary leadership and its related factors collectively enhances the adaptability, learning capacity, and sustainability of PHEIs in facing dynamic environmental challenges.

The findings emphasize the strategic importance of visionary leadership in strengthening organizational resilience within PHEIs. Leaders who foster effective knowledge management, a collaborative culture, and employee empowerment can enhance institutional adaptability and long-term performance. These results imply that leadership development programs focusing on vision alignment, innovation, and participatory management should be prioritized to build resilient academic organizations. However, this research was conducted only in Private Colleges under the LLDIKTI Region 3 Jakarta, which limits the generalizability of the findings to other regions or institutional types. Additionally, the cross-sectional design restricts the ability to capture

dynamic changes in resilience over time. Future studies are recommended to employ longitudinal or comparative methods and include other variables such as digital readiness, organizational learning, or environmental uncertainty to provide a more comprehensive understanding of organizational resilience in higher education contexts.

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