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## The Role of Organizational Resilience in the Influence of Transformational Leadership and Employee Engagement on Organizational Performance

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**Abstract:** The main objective of this study is to investigate how transformational leadership and employee engagement impact organizational performance in the logistics industry, with organizational resilience as a mediator. Using quantitative method, this study focuses on hypothesis testing. The study population consists of managerial level employees of logistics companies in Batam. Sample selection involved proportional representation of employees across different companies in the industry. Hypothesis testing showed significant relationships between the variables, with support for five of the seven hypotheses, consistent with previous research and offering empirical validation for the relationships examined. R-square values indicate a moderate relationship, suggesting that organizational performance is strongly influenced by organizational resilience, and vice versa, although other factors may also contribute to this dynamic.

**Keywords:** Organizational Resilience, Transformational Leadership, Employee Engagement, Organizational Performance.

### INTRODUCTION

In today's competitive and dynamic world, human resources (HR) are crucial for organizational growth and success. Human resource management (HRM) focuses on improving organizational performance and productivity by aligning HR practices with business goals. Key responsibilities of HR managers, according to (Mahdavi et al., 2023), include staffing, compensation, employee development, health management, change management, technology integration, performance evaluation, and strategic planning. Effective leadership plays an important role in motivating and maximizing human resource productivity in the business world. Conversely, ineffective leadership has the potential to hinder the development of human resources, ultimately lowering productivity levels (Alsayyed et f., 2020). Transformational leadership plays a key role in enhancing

performance by fostering learning and innovation. Additionally, employee engagement significantly impacts organizational performance, influencing the success and profitability of an organization. Engaged employees, especially those involved in decision-making, tend to be more productive, helping companies increase profitability compared to their less engaged counterparts.

Research shows that engaged employees enhance organizational performance, job satisfaction, and reduce turnover rates, with their strong dedication and connection to the organization. This engagement provides a competitive advantage and is increasingly studied in the context of high-performance work systems. (Amahwa, 2020). In logistics, organizational resilience relies on effective transformational leadership and employee engagement, as the efficiency of support staff is critical. However, high work demands can disrupt performance, making it essential for HR managers to prioritize engagement and performance to ensure overall company success. (Sgarbossa et al., 2020).

In logistics, employees are essential for ensuring the continuity and efficiency of delivery processes, with about 80% of activities relying on human labor. Understanding the factors influencing employee performance is crucial, as it reveals the role of transformational leadership and organizational resilience in sustainability. Research by (Tensay & Singh, 2020) shows that effective transformational leaders can enhance employee performance by providing clear guidance, support, and encouragement, enabling employees to excel in their roles. Engaged employees, who are motivated and committed, play a crucial role in building organizational resilience, which is the ability to adapt, recover, and thrive amid challenges. According to (Chen et al., 2022) engaged employees enhance resilience by exhibiting high levels of commitment, innovation, and problem-solving skills, all essential for navigating uncertainties and ensuring operational continuity. The interaction between transformational leadership, employee engagement, and organizational resilience strengthens overall organizational performance. Leaders who effectively engage their employees foster a resilient culture, which leads to improved performance. Researches by (Katou et al., 2022); (Nguyen et al., 2023); (Le & Le, 2021) supports the notion that strong leadership and engaged employees position organizations for superior outcomes.

(Dirani et al., 2020), describes resilience in quality leadership as the ability to think adaptively in unexpected situations and make decisions under pressure. Transformational leaders increase employee motivation and commitment to the organization, which in turn increases organizational resilience as motivated employees will strive to overcome challenges. These leaders also focus on employee development, expanding skills and knowledge within the organization, helping with adaptation to change. However, (Madi Odeh et al., 2023) noted that organizational resilience depends on a variety of factors beyond leadership, including structure, culture, resources, and risk management processes. Thus, although transformational leadership is very important, it is not the only factor that affects organizational resilience. Based on the explanation above, a hypothesis will be generated:

H<sub>1</sub>: Transformational Leadership Implementation has a positive effect on Organizational Resilience.

Employee engagement refers to the level of involvement, motivation, commitment, and satisfaction employees have with their work and the organization they work for (Sentoso & Sang Putra, 2021). There is a strong relationship between employee engagement and organizational resilience. Here are some of the effects of employee

engagement on organizational resilience. Employees who feel engaged and valued by the organization tend to have better psychological resilience (Malik & Garg, 2020). They are able to cope with stress and challenges that arise during critical situations or significant changes. An organization must create a work environment that supports employee engagement, employee performance, and ensures that employees have opportunities to grow in their work (Sentoso & Muchsinati, 2024). High employee engagement is also one of the key factors that help organizations become more resilient to change. Based on the explanation above, a hypothesis will be generated:

H<sub>2</sub>: The implementation of employee engagement has a positive effect on organizational resilience.

(Nguyen et al., 2023) emphasizes that leaders play a critical role in improving company performance by providing direction, understanding the mission, and serving as role models. Transformational leadership positively impacts organizational performance through employee commitment, job satisfaction, and intellectual stimulation. This leadership style enhances organizational culture and vision, encourages creativity and innovation, and results in higher performance. Employees under transformational leadership often exceed expectations, with positive effects on organizational and personal performance outcomes. Effective leadership results in highly qualified employees and outstanding organizational performance (WANASIDA et al., 2021). Based on the explanation above, a hypothesis will be generated:

H<sub>3</sub>: The application of transformational leadership has a positive effect on organizational performance.

High employee engagement correlates with improved customer satisfaction, productivity, and operational performance, making it an important tool for gaining competitive advantage (Dwiyanti & Dudija, 2019). Engaged employees are more customer-focused, contribute to revenue growth, and help reduce production costs. They understand the business context and collaborate to improve organizational performance. A culture of engagement results in enthusiastic and productive employees. Research highlights that organizations with high employee engagement show marked improvements in metrics such as absenteeism, patient safety incidents, and employee turnover compared to organizations with low engagement. (Ahmed et al., 2020). Based on the explanation above, a hypothesis will be generated:

H<sub>4</sub>: The application of employee engagement has a positive effect on organizational performance.

Organizational resilience is critical to organizational performance, as it enables organizations to effectively deal with challenges and uncertainties, and emerge stronger from them. This resilience involves agility, recognition and response to external changes, and is positively correlated with organizational performance. Strong leadership and a supportive organizational culture mediate this positive relationship. Resilient organizations experience reduced emotional exhaustion and greater business success, bouncing back from setbacks with a competitive advantage. (Kim, 2020). To foster resilience, leaders must emphasize knowledge sharing, performance reviews, and innovation at all levels. Forward-looking strategies and strategic resilience are essential to sustain performance, anticipate trends, and survive crises. Based on the explanation above, a hypothesis will be generated:

H<sub>5</sub>: The application of organizational resilience has a positive effect on organizational performance.

Organizational resilience mediates the positive relationship between transformational leadership and organizational performance. Research shows that transformational leadership significantly increases organizational resilience, i.e. the ability to be agile, recognize and respond to external challenges. Strong leadership and a supportive culture contribute to this resilience, which in turn improves organizational performance. Transformational leaders foster resilience by promoting a culture of innovation, encouraging creative thinking, and providing stability and inspiration during crises. Resilient organizations not only recover from setbacks, but also gain competitive advantage, reduce emotional exhaustion and increase business success (Suryaningtyas et al., 2019). Based on the explanation above, a hypothesis will be generated:

H<sub>6</sub>: The application of transformational leadership has a positive effect on organizational performance mediated by organizational resilience.

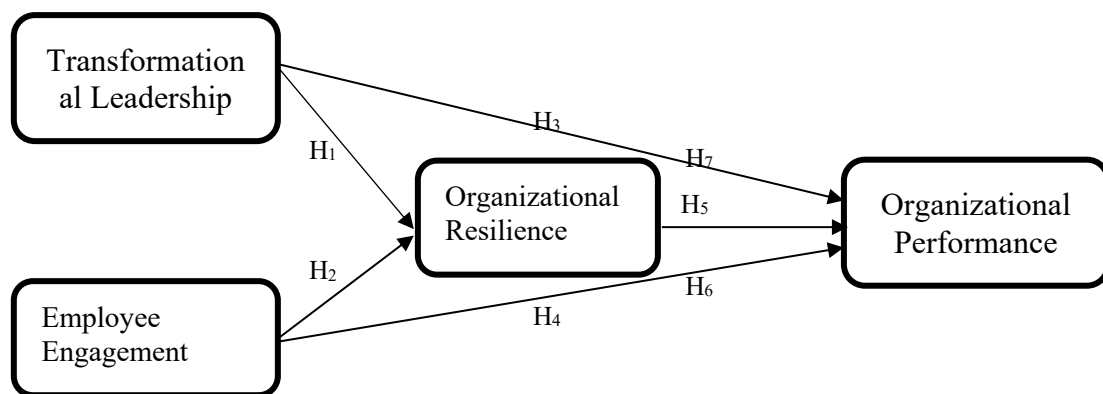


Figure 1. Research Model

Organizational resilience mediates the positive relationship between employee engagement and organizational performance. Research shows that resilience uniquely improves employee engagement and organizational performance.(Tensay & Singh, 2020). Employee engagement, an emotional commitment to perform well, helps employees collaborate effectively and improves organizational outcomes. Resilience enables employees to persevere and overcome challenges, reducing emotional exhaustion and driving business success (Febiola et al., 2024). Resilient organizations not only recover from setbacks, but also gain competitive advantage. To foster resilience, leaders should prioritize knowledge sharing, performance reviews and innovation. Improving employee engagement involves linking engagement initiatives to performance metrics and organizational Key Performance Indicators (KPIs), demonstrating their impact on overall performance (Malik & Garg, 2020). Based on the explanation above, a hypothesis will be generated:

H<sub>7</sub>: The application of employee engagement has a positive effect on organizational performance mediated by organizational resilience.

Many studies demonstrate positive and significant effects of organizational resilience, transformational leadership, and employee performance on organizational performance. However, some studies reveal inconsistencies, finding there is no impact of employee performance on organizational performance, and reporting a non-significant relationship between organizational resilience and performance. To address these gaps, this research aims to clarify these inconsistencies and contribute to the limited discussion on the logistics sector in Batam.

## METHODS

This study adopts a correlational research design, which uses hypotheses to assess the relationship between variables based on previous research findings. The target population consists of consumers, whose number is unknown. Following the guidelines set out by Hair et al. (2019), the minimum sample size required is determined by multiplying by five or ten times the total number of variable items used in the study. With 25 variable items identified in this study, the minimum sample size required was calculated as 25 multiplied by 10, resulting in a requirement of 250 respondents. This sample size is considered sufficient to represent the population under study, meeting the minimum requirements set. The main objective of this study is to investigate the impact of exogenous latent variables on endogenous variables and understand the nature of these relationships (Agustinus Setyawan, 2021). In this context, the exogenous latent variables include knowledge management, which includes dimensions such as creation, transfer, integration, and implementation processes; talent management, which consists of dimensions such as critical position identification, talent recruitment, talent management, and retention; and organizational performance, including dimensions such as financial, employee, and operational performance. On the other hand, the endogenous latent variable is organizational culture, which consists of dimensions such as developmental, team, rational, and hierarchical cultures.

The need for a method to conduct research that will be used by a researcher in reviewing an article, and the research method is a method used by researchers to obtain information and collect data using an investigative approach to the data obtained. The data collection method in this study uses quantitative methods. Qualitative research methods are a reality that cannot be seen partially and separated into several forms of variables because in this method the author views the object as something dynamic where the results of thoughts and interpretations of a phenomenon that is being observed and researched. Because every aspect contains elements of unity that cannot be separated, making researchers need more time in using qualitative research methods when testing data. Therefore, the author chooses to use quantitative methods in this research. The aim of this research is to examine the role of organizational resilience in the influence of transformational leadership and employee engagement on organizational performance. This research uses quantitative methods because the author aims to identify factors that cause an event to occur because it is influenced by existing factors and compare the effects that will be felt by the situation being studied. The variables studied in this article are Organizational Performance as the main variable, the mediating variables using Organizational Resilience, and the independent variables using Employee Engagement and Transformational Leadership.

## RESULT AND DISCUSSIONS

The respondents of this research are logistic SMEs located in Batam City. A total of 272 SMEs were successfully obtained as the sample using a questionnaire in the form of Google Forms.

**Tabel 1. Respondent Demographics**

Characteristics	Quality	Percentage %
<b>Gender</b>		
Male	149	54,8%
Female	123	45,2%
<b>Age</b>		

18-25	179	65.8%
26-35	81	29,8%
36-45	11	4%
>45	1	0,4%
<b>Qualification</b>		
SMA/SMK	171	62,9%
Bachelor	97	35,7%
Postgraduate	4	1,5%
<b>Position</b>		
Staff/Officer	124	45,6%
Manager	23	8,5%
HR	10	3,7%
Director	3	1,1%
Operational Team	104	38,2%
Supervisor	8	2,9%

Source: processed data

The respondents consisted of 149 (54,8%) males and 123 (45,2%) females. A total of 179 (65,8%) were between aged 18-25 years old, 97 (35,7%) had a bachelor's degree and 124 (45,6%) respondents are officer.

### Outer Model Test

The test results indicate the accuracy of the indicators in reflecting the intended latent variable. The principle of convergent validity testing is that the indicators (manifest variables) of a construct should exhibit high correlations.

### Outer Loading

The valid outer loading values considered in assessing convergent validity are >0.6 for research that is analytical or investigative in nature.

**Table 2. Outer Loading**

Variable	Indicator	Outer Loading
Employee Engagement	EE2	.734
	EE3	.801
	EE4	.651
	EE6	.782
Organizational Performance	OP3	.701
	OP4	.711
	OP5	.678
	OP6	.742
Organizational Resilience	OR1	.862
	OR3	.812
Transformational Leadership	TL2	.764
	TL3	.731
	TL4	.762

Source: data that has been processed by the author (2024)

Based on (Hair et al., 2014), the outer loading value can be considered valid if the indicator reaches a value of 0.6 or more than 0.6. Based on the SmartPLS test results above, four indicators do not reach a value of 0.6, so these indicators must be discarded and not included in further analysis; namely, there are indicators EE1, EE5, EE7, EE8,



OP1, OP2, OR2, OR4, OR5, OR6, TL1, TL5. So, the author re-calculates after removing invalid indicators, and the results have shown that all remaining indicators have valid results or can be said to have met the criteria for convergent validity so that further data testing and analysis can be carried out.

**Table 3. AVE Test Result**

	Average Variance Extracted (AVE)
Employee Engagement	0,554
Transformational Leadership	0,502
Organizational Resilience	0,702
Organizational Performance	0,566

Source: data that has been processed by the author (2024)

The test results for Average Variance Extracted (AVE) for the variable Employee Engagement are 0.544, for Transformational Leadership 0.502, for Organizational Resilience 0.702, and for Organizational Performance 0.566. In the AVE test results, data can be considered fulfilled or valid if they meet the criterion of  $>0$ . Therefore, the results for all four variables can be considered valid because they have met the minimum validity threshold (James & Gerbing, 1988).

### Discriminant Validity

In discriminant validity testing, the principle held is that indicators of different constructs should not have a higher correlation with each other than with their own construct. Discriminant validity can be demonstrated using three types of data, namely:

### Cross Loadings

This data indicates correlations among indicators with a minimum value of 0.6.

**Table 4. Test Results of Cross Loadings**

	Employee Engagement	Organizational Performance	Organizational Resilience	Transformational Leadership
EE2	0.733	0.330	0.256	0.370
EE3	0.801	0.403	0.295	0.377
EE4	0.652	0.400	0.251	0.322
EE6	0.782	0.435	0.314	0.316
OP3	0.337	0.708	0.253	0.316
OP4	0.397	0.719	0.312	0.270
OP5	0.334	0.667	0.145	0.333
OP6	0.343	0.736	0.246	0.293
OR1	0.328	0.313	0.865	0.235
OR3	0.302	0.256	0.809	0.107
TL2	0.331	0.301	0.227	0.723
TL3	0.298	0.319	0.019	0.666
TL4	0.314	0.289	0.112	0.739
TL5	0.335	0.276	0.198	0.665

Source: data that has been processed by the author (2024)

Based on the test results, the table above shows that each indicator has met the validity threshold, which is  $>0.6$ .

## Fornell Lacker

**Table 5. Test Results of Fornell Lacker**

	Employee Engagement	Organizational Performance	Organizational Resilience	Transformational Leadership
Employee Engagement	0.744			
Organizational Performance	0.499	0.708		
Organizational Resilience	0.377	0.339	0.838	
Transformational Leadership	0.419	0.404	0.167	0.752

Source: data that has been processed by the author (2024)

The test results above indicate that the correlation values for each indicator do not exceed the correlations between indicators. Therefore, it can be concluded that the Fornell-Larcker test results are valid or fulfilled (Fornell & Larcker, 1981).

## Heterotrait-Monotrait Ratio (HTMT)

In the HTMT discriminant validity test, data is considered valid if the values do not exceed 0.85.

**Table 6. Test Results of HTMT**

	Employee Engagement	Organizational Performance	Organizational Resilience	Transformational Leadership
Employee Engagement				
Organizational Performance	0.704			
Organizational Resilience	0.576	0.540		
Transformational Leadership	0.624	0.631	0.327	

Source: data that has been processed by the author (2024)

Based on the data displayed above, it indicates that the overall correlation values among constructs are below 0.85, therefore, the data meets the criteria for discriminant validity.

## Reliability Test

This examination aims to assess variables serving as indicators of constructs through questionnaire responses. Reliability evaluation in this research employs the Composite Reliability measurement method. The conventional benchmark or threshold value deemed reliable for composite reliability is  $>0.6$ . This criterion serves as the minimum threshold for determining the reliability of a construct, ensuring the adequacy of composite reliability values.

**Table 7. Test Results of Composite Reliability**

	Composite Reliability
Employee Engagement	0.831
Organizational Performance	0.801
Organizational Resilience	0.824
Transformational Leadership	0.797

Source: data that has been processed by the author (2024)



Based on the Reliability Test table above, it can be seen that the results show all constructs have composite reliability values greater than 0.6. Therefore, the test results for these 4 variables are considered reliable.

### Inner Model Test

**Table 8. Direct and Indirect Effects In Inner Model Test**

Hypothesis		Path Coefficients	P-value	T Statistics ( O/STDEV )	Results
Transformational Leadership > Organizational Resilience	H1	0.002	0.905	0.120	Unsupported
Employee Engagement > Organizational Resilience	H2	0.367	0.000	4.242	Supported
Transformational Leadership > Organizational Performance	H3	0.243	0.000	4.186	Supported
Employee Engagement > Organizational Performance	H4	0.330	0.000	4.936	Supported
Organizational Resilience > Organizational Performance	H5	0.173	0.011	2.554	Supported
Employee Engagement > Organizational Resilience > Organizational Performance	H6	0.065	0.046	2.003	Supported
Transformational Leadership > Organizational Resilience > Organizational Performance	H7	0.001	0.910	0.113	Unsupported

Source: data that has been processed by the author (2024)

Among the five direct influences between variables, four variables show a significant influence, namely Employee Engagement on Organizational Performance, Employee Engagement on Organizational Resilience, Organizational Resilience on Organizational Performance, and Transformational Leadership on Organizational Performance. This is indicated by a t statistic value  $> 1.96$  and P-Values  $< 0.05$ . Meanwhile, the relationships between the other latent variables do not have a significant influence.

### H<sub>1</sub>: Impact of Transformational Leadership on Organizational Resilience

The analysis indicates that Transformational Leadership has a negative and

unsignificant impact on Organizational Resilience, with a mean value of 0.002. The T-test value meets the criteria, as the critical value  $>1.96$  is 0.120, and the P-value meets the criteria,  $<0.05$ , being 0.905. Thus, hypothesis 5 can't be accepted, showing that Transformational Leadership doesn't positively affects Organizational Resilience in the organization. This study does not align with the research previously conducted by (Madi Odeh et al., 2023).

### **H<sub>2</sub>: Impact of Employee Engagement on Organizational Resilience**

The analysis reveals that Employee Engagement positively and significantly affects Organizational Resilience, with a mean value of 0.173. The T-test value meets the criteria, as the critical value  $>1.96$  is 4.242, and the P-value meets the criteria,  $<0.05$ , being 0.000. Thus, hypothesis 2 can be accepted, showing that Employee Engagement positively affects Organizational Resilience in the organization. This study aligns with the research conducted by (Malik & Garg, 2020).

### **H<sub>3</sub>: Impact of Transformational Leadership on Organizational Performance**

The analysis findings suggest that Transformational Leadership positively and significantly impacts Organizational Performance, with a mean value of 0.002. The T-test value meets the criteria, as the critical value  $>1.96$  is 4.186, and the P-value meets the criteria,  $<0.05$ , being 0.000. Thus, hypothesis 4 can be accepted, showing that Transformational Leadership positively affects Organizational Performance in the organization. This study aligns with the research conducted by (Kılıç & Uludağ, 2021).

### **H<sub>4</sub>: Impact of Employee Engagement on Organizational Performance**

The findings suggest that Employee Engagement positively and significantly impacts Organizational Performance, with a mean value of 0.330. The T-test value meets the criteria, as the critical value  $>1.96$  is 4.936, and the P-value meets the criteria,  $<0.05$ , being 0.000. Thus, hypothesis 1 can be accepted, showing that Employee Engagement positively affects Organizational Performance in the organization. This study aligns with the research conducted by (Rajapaksha & Tilakasiri, 2021).

### **H<sub>5</sub>: Impact of Organizational Resilience on Organizational Performance**

The analysis findings suggest that Organizational Resilience positively and significantly influences Organizational Performance, with a mean value of 0.367. The T-test value meets the criteria, as the critical value  $>1.96$  is 2.554, and the P-value meets the criteria,  $<0.05$ , being 0.011. Thus, hypothesis 3 can be accepted, showing that Organizational Resilience positively affects Organizational Performance in the organization. This study aligns with the research conducted by (Kim, 2020).

### **H<sub>6</sub>: Impact of Employee Engagement on Organizational Performance mediated by Organizational Resilience**

The analysis findings show that employee engagement positively and significantly affects organizational performance with the mediation of organizational resilience, with a mean value of 0.065. The T-test value meets the criteria, as the critical value is  $>1.96$  at 2.003, and the P-value meets the criteria,  $<0.05$  at 0.046. Thus, hypothesis can be accepted, which shows that employee engagement positively and significantly affects organizational performance with the mediation of organizational

resilience in the organization.

### **H7: Impact of Transformational Leadership on Organizational Performance mediated by Organizational Resilience**

The analysis findings show transformational leadership has a negative and insignificant affects organizational performance with the mediation of organizational resilience, with a mean value of 0.001. The T-test value meets the criteria, as the critical value is  $>1.96$  at 0.113, and the P-value meets the criteria,  $<0.05$  at 0.910. Thus, hypothesis can be accepted, which shows transformational leadership has a negative and insignificant affects on organizational performance with the mediation of organizational resilience in the organization.

### **R Square**

R-square values categorize the strength of relationship between variables in a regression model based on how much of the variance in the dependent variable is explained by the independent variable(s):

R-square  $> 0.75$ : Strong relationship

R-square  $> 0.50$ : Moderate relationship

R-square  $> 0.25$ : Weak relationship

These categories help interpret the strength of the relationship between the variables in the regression model.

**Table 9. R Square and R Square Adjusted in Inner Model Test**

	R Square	R Square Adjusted
Organizational Performance	0.321	0.313
Organizational Resilience	0.142	0.136

Source: data that has been processed by the author (2024)

According to the R-square test results provided, it can be inferred that Organizational Performance is influenced by Organizational Resilience to the extent of 32.1%, indicating a moderate relationship. However, the remaining 68.9% of the variance is influenced by other unaccounted variables. Similarly, Organizational Resilience is influenced by Organizational Performance to the extent of 14.2%, suggesting a weak relationship, with the remaining 85.8% of the variance influenced by other unexplained factors. Overall, both predictions are considered “weak” as they fall below the threshold of 0.50.

## **CONCLUSIONS**

The comprehensive analysis presented in the text provides valuable insights into the validity, reliability, and hypothesis testing of the research study. Firstly, the research appears to be free from common method bias, as indicated by the CMV test results, which fall below the 50% threshold. This suggests that the measurement method used in data analysis is not significantly biased. Secondly, the validity tests, including convergent and discriminant validity assessments, indicate that the indicators accurately reflect the intended latent variables. The outer loadings, AVE test results, cross loadings, Fornell-Larcker test, and HTMT ratios all meet the validity criteria, ensuring the robustness of the data. Thirdly, the reliability test results demonstrate that all constructs exhibit composite reliability values greater than 0.6, confirming the reliability of the test results for the variables studied.

Furthermore, the hypothesis testing reveals significant influences between variables, with four out of five hypotheses supported by the data analysis. These findings align with existing research and provide empirical evidence for the relationships investigated in the study. Lastly, the R-square values indicate moderate relationships between variables, with Organizational Performance being influenced by Organizational Resilience to a significant extent, and vice versa. This suggests that while Organizational Resilience plays a role in explaining Organizational Performance, there are other factors at play influencing both variables. In conclusion, based on the robustness of the validity, reliability, and hypothesis testing results, the study provides valuable insights into the relationships between Employee Engagement, Transformational Leadership, Organizational Resilience, and Organizational Performance. Moving forward, it would be beneficial to explore additional variables that may contribute to the understanding of these relationships. Additionally, implementing strategies to enhance Organizational Resilience could be recommended to improve overall Organizational Performance, based on the significant influence observed in the study.

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