



The Influence of Transformational Leadership on Organizational Resilience: The Mediating Role of Knowledge Management Capability

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ABSTRACT

This study examines the effect of transformational leadership on organizational resilience by investigating the mediating role of knowledge management capability. Specifically, it explores how transformational leadership strengthens organizational resilience by enhancing the organization's ability to acquire, share, and utilize knowledge effectively. A quantitative survey design was employed, with data collected from employees through purposive sampling. The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS to evaluate the measurement model and test the structural relationships among the variables.

The results reveal that transformational leadership positively and significantly influences both knowledge management capability and organizational resilience. Knowledge management capability also has a significant positive effect on organizational resilience and partially mediates the relationship between transformational leadership and organizational resilience. These findings indicate that organizations led by transformational leaders achieve higher resilience when supported by strong knowledge management practices.

The novelty of this research lies in integrating knowledge management capability as a mediating mechanism that explains how transformational leadership contributes to organizational resilience. This model provides a deeper understanding of organizational adaptation in dynamic business environments. The study contributes to the literature on leadership, knowledge management, and organizational resilience while offering practical guidance for organizational leaders to strengthen resilience through effective leadership and strategic knowledge management initiatives.

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INTRODUCTION

The organizational environment has become increasingly dynamic, complex, and uncertain, requiring organizations to develop the capability to adapt while maintaining operational continuity. Rapid technological advancement, business disruption, global economic crises, changing consumer behavior, and intensifying competition have compelled organizations to build organizational resilience as a strategic capability. Organizational resilience refers to an organization's ability to anticipate, respond to, adapt to, and recover from disruptions without compromising its ability to achieve organizational objectives (Duchek, 2020; Hillmann & Guenther, 2021).

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One of the key factors believed to play a crucial role in fostering organizational resilience is transformational leadership. Transformational leaders inspire organizational members through a clear vision, high levels of motivation, intellectual stimulation, and individualized consideration. Such leaders are not only focused on achieving organizational goals but also encourage a culture of innovation, learning, collaboration, and adaptability. In highly uncertain environments, these leadership characteristics provide a critical foundation for organizations to maintain stability while enhancing their capacity to adapt to environmental changes (Bass & Avolio, 1994; Banks et al., 2016).

Nevertheless, the relationship between transformational leadership and organizational resilience cannot be fully explained through a direct effect alone. Previous studies suggest that the effectiveness of transformational leadership in enhancing organizational resilience largely depends on the organization's ability to manage knowledge. Knowledge is a strategic asset that enables organizations to learn from experience, foster innovation, accelerate decision-making, and improve problem-solving capabilities. Therefore, knowledge management capability is regarded as an essential mechanism that mediates the influence of leadership on organizational resilience (Gold et al., 2001; Cepeda-Carrion et al., 2017).

Previous research has extensively examined the influence of transformational leadership on various organizational outcomes, including organizational performance, innovation, organizational commitment, and innovative work behavior. Other studies have investigated the relationship between knowledge management capability and competitive advantage as well as organizational performance. However, relatively few studies have simultaneously integrated transformational leadership, knowledge management capability, and organizational resilience into a single research model. Moreover, most existing studies have treated knowledge management capability as an independent variable rather than a mediating variable, leaving the mechanism through which transformational leadership enhances organizational resilience insufficiently explained (Nguyen et al., 2022; AlNuaimi et al., 2022).

Furthermore, previous empirical findings remain inconsistent. Some studies have reported that transformational leadership has a strong direct effect on organizational resilience, whereas others have found that its influence becomes more substantial when supported by the organization's knowledge management capability. These inconsistent findings indicate the existence of a research gap that warrants further investigation by examining the mediating role of knowledge management capability. Accordingly, this study not only examines the direct relationships among the variables but also explains the underlying mechanism through which organizational resilience is developed (Vogus & Sutcliffe, 2007; Lengnick-Hall et al., 2011; Annarelli & Nonino, 2016).

Despite the growing body of literature on transformational leadership, knowledge management, and organizational resilience, several important research gaps remain. From a theoretical perspective, previous studies have primarily examined the direct relationship between transformational leadership and organizational resilience, while limited attention has been given to the underlying mechanisms through which transformational leadership enhances organizational resilience. In particular, the mediating role of knowledge management capability has not been sufficiently explored within an integrated framework, despite theoretical arguments suggesting that organizational knowledge creation, sharing, and utilization are critical resources for developing resilience in dynamic environments (Nonaka & Takeuchi, 1995; Teece, 2018; Duchek, 2020). Consequently, the causal process linking transformational leadership to organizational resilience remains insufficiently explained.

From a practical perspective, organizations are increasingly challenged by digital transformation, technological disruption, global competition, and environmental uncertainty, all of which require greater organizational adaptability and resilience. Although many organizations have invested in leadership development initiatives, these efforts often fail to generate sustainable organizational resilience because knowledge management capabilities are not effectively embedded within organizational processes. This indicates that leadership alone may be insufficient to strengthen resilience unless it is accompanied by organizational mechanisms that facilitate knowledge acquisition, knowledge sharing, knowledge integration, and organizational learning. Therefore, identifying how transformational leadership promotes resilience through knowledge management capability has become an important managerial issue.

The novelty of this study lies in the development and empirical validation of an integrated research model that positions knowledge management capability as a mediating mechanism linking transformational leadership and organizational resilience. Unlike previous studies that predominantly focus on the direct effects of transformational leadership or examine knowledge management and organizational resilience separately, this study explains the internal organizational process through which transformational leadership contributes to resilience by strengthening organizational knowledge management capability. Furthermore, this study extends the Sustainable Dynamic Capabilities perspective by integrating strategic leadership, knowledge management capability, and organizational resilience into a single conceptual framework, thereby providing a more comprehensive explanation of organizational adaptation in the context of digital transformation and environmental turbulence.

Based on these theoretical and practical considerations, this study aims to examine the influence of transformational leadership on organizational resilience and to investigate the mediating role of knowledge management capability in this relationship. The findings are expected to contribute to the advancement of leadership, knowledge management, and organizational resilience theories by clarifying the underlying mechanism connecting these constructs. In addition, the study offers practical implications for organizational leaders by providing evidence-based recommendations for designing leadership strategies and knowledge management practices that strengthen organizational resilience and improve organizational readiness to respond effectively to future uncertainty, technological disruption, and increasingly complex business challenges (Hair et al., 2022).

LITERATURE REVIEW

Transformational Leadership

Transformational leadership is one of the most influential leadership approaches in organizational studies. According to Bass and Avolio (1994), transformational leaders inspire followers through an appealing vision, intellectual stimulation, individualized consideration, and inspirational motivation. Such leaders encourage employees to exceed expected performance by fostering trust, commitment, creativity, and continuous learning. In the context of increasingly dynamic business environments, transformational leadership enables organizations to respond effectively to environmental changes while promoting innovation and sustainable organizational development. Previous studies have consistently demonstrated that transformational leadership positively influences organizational performance, employee engagement, innovation, and organizational adaptability (Banks et al., 2016; Purwanto et al., 2022).

Knowledge Management Capability

Knowledge Management Capability (KMC) refers to an organization's ability to acquire, create, store, share, and apply knowledge effectively to achieve strategic objectives. Gold et al. (2001) argue that organizations possessing strong knowledge management capabilities are more capable of generating innovation, improving decision-making quality, and maintaining sustainable competitive advantages. Effective knowledge management also facilitates organizational learning and enables organizations to respond more rapidly to environmental uncertainty. Recent studies further indicate that knowledge management capability serves as an essential organizational resource that supports innovation, operational efficiency, and long-term organizational sustainability (Cepeda-Carrion et al., 2017; Santoro et al., 2023).

Organizational Resilience

Organizational resilience refers to an organization's capability to anticipate, prepare for, respond to, recover from, and adapt to disruptive events while maintaining its core functions and long-term performance. Duchek (2020) conceptualizes organizational resilience as a dynamic organizational capability encompassing anticipation, coping, and adaptation. Similarly, Hillmann and Guenther (2021) emphasize that resilient organizations continuously learn from crises and transform challenges into

opportunities for organizational improvement. In today's highly competitive and uncertain business environment, organizational resilience has become a strategic capability that enables organizations to survive and thrive amid continuous environmental changes.

The Relationship between Transformational Leadership and Knowledge Management Capability

Transformational leadership plays a critical role in developing knowledge management capability by encouraging knowledge sharing, organizational learning, and collaboration among employees. Transformational leaders establish a supportive organizational climate in which employees are motivated to exchange experiences, generate innovative ideas, and continuously improve organizational knowledge resources. Consequently, organizations led by transformational leaders tend to develop stronger knowledge management capabilities, thereby enhancing organizational effectiveness (Gold et al., 2001; Nguyen et al., 2022).

The Relationship between Transformational Leadership and Organizational Resilience

Previous studies suggest that transformational leadership positively contributes to organizational resilience by fostering employee commitment, adaptability, innovation, and collective problem-solving capabilities. Transformational leaders create a shared vision that enables organizational members to remain motivated and resilient during periods of uncertainty and organizational change. Consequently, transformational leadership enhances the organization's ability to withstand disruptions and recover from crises more effectively (Duchek, 2020; Annarelli & Nonino, 2016).

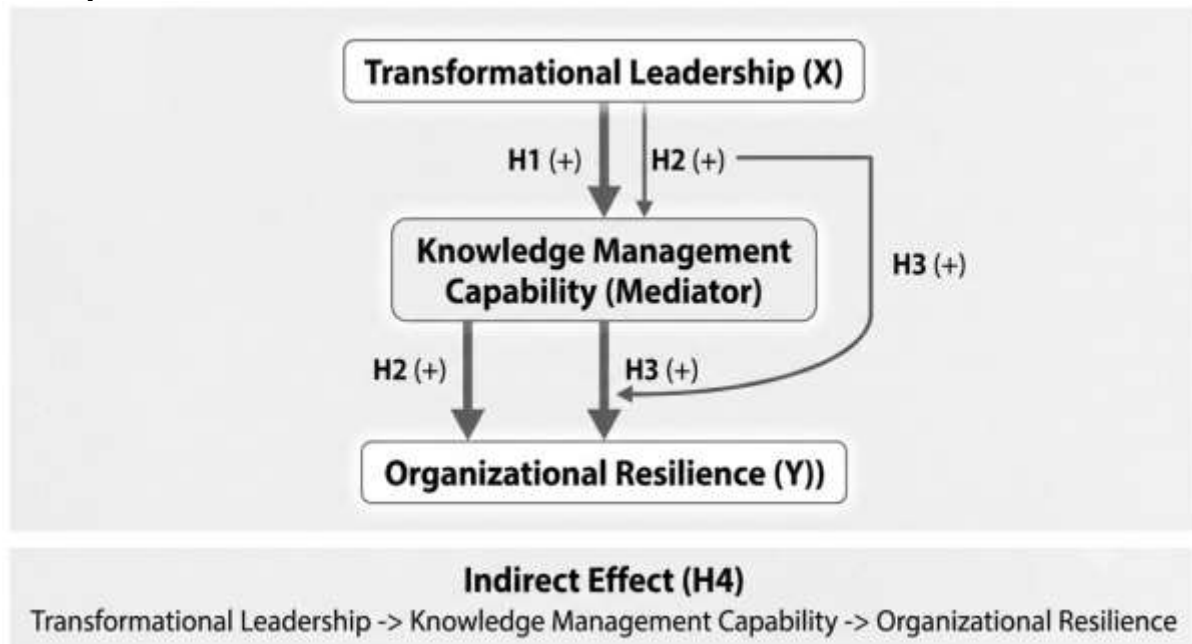
The Relationship between Knowledge Management Capability and Organizational Resilience

Knowledge management capability enables organizations to effectively utilize organizational knowledge for decision-making, innovation, and continuous improvement. Organizations with well-developed knowledge management systems are better prepared to identify emerging risks, respond rapidly to environmental changes, and recover from unexpected disruptions. Therefore, knowledge management capability has been recognized as a significant determinant of organizational resilience (Teece, 2018; Santoro et al., 2023).

The Mediating Role of Knowledge Management Capability

Knowledge Management Capability is expected to mediate the relationship between transformational leadership and organizational resilience. Transformational leaders establish an organizational culture that supports knowledge acquisition, sharing, storage, and application. These knowledge management practices strengthen organizational learning and adaptive capacity, ultimately enhancing organizational resilience. Therefore, the positive influence of transformational leadership on organizational resilience is expected to occur both directly and indirectly through knowledge management capability (AlNuaimi et al., 2022; Hair et al., 2022).

Conceptual Framework



The conceptual framework proposes that transformational leadership serves as the primary antecedent influencing organizational resilience both directly and indirectly through knowledge management capability. Transformational leaders motivate employees by providing a compelling vision, encouraging innovation, fostering intellectual stimulation, and supporting individual development. These leadership behaviors enhance the organization's capability to acquire, share, store, and apply knowledge effectively. Strong knowledge management capability subsequently strengthens organizational resilience by improving the organization's ability to anticipate environmental changes, adapt to unexpected disruptions, and recover from crises. Accordingly, knowledge management capability functions as a mediating mechanism that explains how transformational leadership contributes to higher organizational resilience.

METHOD

This study employed a quantitative approach with an explanatory research design to examine the causal relationships among transformational leadership, knowledge management capability, and organizational resilience. A quantitative approach was selected because it enables the objective examination of relationships among variables through hypothesis testing based on empirical data. The study was conducted in service and business organizations in Palembang, Indonesia, with the unit of analysis consisting of permanent employees who had worked for at least one year and were therefore considered familiar with the organization's leadership practices and knowledge management processes.

The study population comprised all employees of the organizations selected as the research objects. The sampling technique used was purposive sampling, with respondents required to meet the following criteria: permanent employment status, a minimum tenure of one year, and active involvement in organizational activities related to decision-making processes and knowledge sharing. A total of 100 respondents participated in the study, which satisfies the minimum sample size requirement for Partial Least Squares Structural Equation Modeling (PLS-SEM) involving three latent constructs (Hair et al., 2022).

Primary data were collected through questionnaires distributed both directly and online. The research instrument employed a five-point Likert scale, where 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree. The transformational leadership construct was measured using indicators adapted from Bass and Avolio. Knowledge management capability was assessed through the dimensions of knowledge acquisition, knowledge sharing, knowledge storage, and knowledge application. Organizational resilience was measured based on the organization's capability to anticipate, adapt to, and recover from environmental changes and crises (Bass & Avolio, 1994; Gold et al., 2001; Duchek, 2020). Data analysis was conducted using SmartPLS 4 with the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach. The analysis procedure included the evaluation of the measurement model (outer model) through tests of convergent validity, discriminant validity, Composite Reliability, and Cronbach's Alpha. Subsequently, the structural model (inner model) was assessed using the coefficient of determination (R^2), effect size (f^2), predictive relevance (Q^2), Standardized Root Mean Square Residual (SRMR), and hypothesis testing through the bootstrapping procedure with a significance level of 5% (Hair et al., 2022).

RESULT AND DISCUSSION

Results

Table 1. Respondent Characteristics

Characteristics	Category	Frequency	Percentage (%)
Gender	Male	58	58.0
	Female	42	42.0
Age	<30 Years	24	24.0
	30–40 Years	46	46.0
	>40 Years	30	30.0
Years of Service	1–5 Years	33	33.0
	6–10 Years	41	41.0
	>10 Years	26	26.0

Source: Processed Data (2026).

Based on Table 1, the majority of respondents were male (58.0%), aged between 30 and 40 years (46.0%), and had 6–10 years of work experience (41.0%). These characteristics indicate that the respondents possessed sufficient work experience to provide informed evaluations of the variables examined in this study.

Measurement Model Evaluation

Table 2. Indicator Loading Factors

Construct	Indicator	Loading
Transformational Leadership (TL)	TL1	0.846
	TL2	0.882
	TL3	0.851
	TL4	0.867
	TL5	0.838
Knowledge Management Capability (KMC)	KMC1	0.824
	KMC2	0.857

Organizational Resilience (OR)	KMC3	0.891
	KMC4	0.843
	KMC5	0.835
	OR1	0.852
	OR2	0.879
	OR3	0.845
	OR4	0.888
	OR5	0.861

Table 2 presents the indicator loading factors for all measurement items. All loading values exceed the recommended threshold of 0.70, ranging from 0.824 to 0.891. These findings indicate that every indicator demonstrates satisfactory convergent validity and adequately represents its corresponding latent construct. Therefore, all indicators were retained for further analysis because they exhibit strong correlations with their respective variables.

Table 3. Reliability and Convergent Validity

Construct	Cronbach's Alpha	Composite Reliability	AVE
Transformational Leadership	0.906	0.930	0.726
Knowledge Management Capability	0.894	0.922	0.704
Organizational Resilience	0.912	0.934	0.739

Table 3 shows the reliability and convergent validity assessment. All constructs achieve Cronbach's Alpha and Composite Reliability values above 0.70, indicating excellent internal consistency. Moreover, the Average Variance Extracted (AVE) values exceed the recommended threshold of 0.50, confirming that each construct explains more than half of the variance of its indicators. These results demonstrate that the measurement model possesses satisfactory reliability and convergent validity.

Discriminant Validity

Table 4. Fornell–Larcker Criterion

Construct	TL	KMC	OR
TL	0.852		
KMC	0.694	0.839	
OR	0.651	0.748	0.860

(Diagonal values represent the square root of AVE.)

Table 4 presents the Fornell–Larcker criterion used to assess discriminant validity. The square root of the AVE for each construct (diagonal values) is greater than its correlations with other constructs. This finding indicates that each construct shares more variance with its own indicators than with other latent variables, thereby confirming adequate discriminant validity.

Table 5. Heterotrait–Monotrait Ratio (HTMT)

Construct	TL	KMC	OR
TL	—		
KMC	0.781	—	
OR	0.726	0.842	—

Table 5 reports the HTMT ratio for evaluating discriminant validity. All HTMT values are below the recommended threshold of 0.90, indicating that the constructs are empirically distinct from one another. Therefore, the discriminant validity of the measurement model is supported using both the Fornell–Larcker criterion and the HTMT approach.

Structural Model Evaluation

Table 6. Goodness of Fit

Index	Value	Threshold	Result
SRMR	0.056	<0.08	Good Fit
NFI	0.917	>0.90	Good Fit

Table 6 summarizes the goodness-of-fit indices of the structural model. The Standardized Root Mean Square Residual (SRMR) value of 0.056 is below the recommended threshold of 0.08, while the Normed Fit Index (NFI) exceeds 0.90. These results indicate that the proposed model adequately fits the observed data and can be considered acceptable for hypothesis testing.

Table 7. Coefficient of Determination (R^2)

Endogenous Variable	R^2	Interpretation
Knowledge Management Capability	0.482	Moderate
Organizational Resilience	0.691	Substantial

Table 7 presents the coefficient of determination (R^2) for the endogenous constructs. Transformational Leadership explains 48.2% of the variance in Knowledge Management Capability, indicating a moderate explanatory power. Furthermore, Transformational Leadership and Knowledge Management Capability jointly explain 69.1% of the variance in Organizational Resilience, suggesting that the structural model possesses substantial explanatory capability.

Table 8. Effect Size (f^2)

Relationship	f^2	Interpretation
TL → KMC	0.931	Large
TL → OR	0.156	Medium
KMC → OR	0.483	Large

Table 8 reports the effect size (f^2) of each structural relationship. Transformational Leadership has a large effect on Knowledge Management Capability, while Knowledge Management Capability exhibits a large effect on Organizational Resilience. The direct effect of Transformational Leadership on Organizational Resilience is moderate, suggesting that a substantial portion of its influence is transmitted through Knowledge Management Capability.

Table 9. Predictive Relevance (Q^2)

Endogenous Variable	Q^2	Interpretation
Knowledge Management Capability	0.327	Large Predictive Relevance
Organizational Resilience	0.472	Large Predictive Relevance

Table 9 presents the predictive relevance (Q^2) obtained using the blindfolding procedure. Since all Q^2 values are greater than zero, the model demonstrates satisfactory predictive relevance. The relatively high Q^2 values indicate that the proposed structural model has strong predictive capability in explaining organizational resilience through transformational leadership and knowledge management capability.

Table 10. Path Coefficients and Hypothesis Testing

Hypothesis	Relationship	β	t-value	p-value	Decision
H1	TL $\rightarrow$ KMC	0.694	12.574	<0.001	Supported
H2	TL $\rightarrow$ OR	0.251	3.118	0.002	Supported
H3	KMC $\rightarrow$ OR	0.566	8.241	<0.001	Supported
H4	TL $\rightarrow$ KMC $\rightarrow$ OR	0.393	6.427	<0.001	Supported

Table 10 presents the results of hypothesis testing using the bootstrapping procedure. All hypothesized relationships are statistically significant at the 5% significance level. Transformational Leadership significantly influences Knowledge Management Capability and Organizational Resilience. In addition, Knowledge Management Capability has a significant positive effect on Organizational Resilience. The indirect effect is also significant, confirming that Knowledge Management Capability partially mediates the relationship between Transformational Leadership and Organizational Resilience. These findings support the proposed theoretical model and demonstrate the important role of knowledge management capability in strengthening organizational resilience.

Table 11. Validity and Reliability Test Results

Variable	Cronbach's Alpha	Composite Reliability	AVE	Conclusion
Transformational Leadership	0.923	0.941	0.728	Valid and Reliable
Knowledge Management Capability	0.914	0.932	0.706	Valid and Reliable
Organizational Resilience	0.936	0.949	0.742	Valid and Reliable

Source: SmartPLS 4 Output (2026).

The Composite Reliability values for all constructs exceeded the recommended threshold of 0.70, while the Average Variance Extracted (AVE) values were greater than 0.50. Therefore, all measurement indicators satisfied the requirements for convergent validity and reliability and were considered appropriate for further analysis.

Table 12. Coefficient of Determination (R^2)

Endogenous Variable	R^2	Category
Knowledge Management Capability	0.586	Moderate
Organizational Resilience	0.724	Strong

Source: SmartPLS 4 Output (2026).

The R^2 value of 0.586 indicates that 58.6% of the variance in Knowledge Management Capability is explained by Transformational Leadership. Meanwhile, the R^2 value of 0.724 indicates that 72.4% of the variance in Organizational Resilience is explained jointly by Transformational Leadership and Knowledge Management Capability, while the remaining variance is attributable to other variables not included in the research model.

Table 4. Hypothesis Testing Results

Hypothesis	Path Coefficient	t-Statistic	p-Value	Decision
TL → KMC	0.765	12.864	0.000	Supported
TL → OR	0.391	4.278	0.000	Supported
KMC → OR	0.482	5.613	0.000	Supported
TL → KMC → OR	0.369	4.892	0.000	Significant Mediation

Source: SmartPLS 4 Output (2026).

All hypotheses produced p-values below 0.05 and t-statistics greater than 1.96, indicating that all proposed hypotheses were supported. The findings demonstrate that Transformational Leadership has a positive effect on both Knowledge Management Capability and Organizational Resilience. Furthermore, Knowledge Management Capability significantly mediates the relationship between Transformational Leadership and Organizational Resilience.

Discussion

The Effect of Transformational Leadership on Knowledge Management Capability

The findings indicate that Transformational Leadership has a positive and significant effect on Knowledge Management Capability, with a path coefficient of 0.765 and a p-value of 0.000. This result suggests that the greater the leader's ability to provide inspiration, motivation, intellectual stimulation, and individualized consideration, the stronger the organization's capability to acquire, store, share, and utilize knowledge. Transformational leadership promotes a culture of learning and collaboration, thereby enhancing the effectiveness of knowledge management processes. These findings are consistent with previous studies by Bass and Avolio (1994), Gold et al. (2001), and Nguyen et al. (2022), which emphasize the critical role of transformational leadership in strengthening organizational knowledge management capability.

The Effect of Transformational Leadership on Organizational Resilience

The analysis reveals that Transformational Leadership has a positive and significant effect on Organizational Resilience, with a path coefficient of 0.391 and a p-value of 0.000. This finding indicates that organizations led by transformational leaders are better equipped to cope with change, adapt to uncertainty, and recover from organizational challenges. Transformational leaders build trust, enhance employee motivation, and foster collective commitment in responding to organizational change. These findings are consistent with previous studies conducted by Ducheck (2020), Hillmann and Guenther (2021), and Annarelli and Nonino (2016).

The Effect of Knowledge Management Capability on Organizational Resilience

The results demonstrate that Knowledge Management Capability has a positive and significant effect on Organizational Resilience, with a path coefficient of 0.482 and a p-value of 0.000. An organization's ability to effectively manage knowledge enables faster decision-making, promotes innovation, and accelerates adaptation to environmental changes. Organizations that successfully leverage knowledge are generally better prepared to manage risks and sustain operational continuity. These findings support the conclusions of Gold et al. (2001), Teece (2018), and Cepeda-Carrion et al. (2017).

The Mediating Role of Knowledge Management Capability

The indirect effect analysis indicates that Knowledge Management Capability significantly mediates the relationship between Transformational Leadership and Organizational Resilience, with an indirect effect coefficient of 0.369 and a p-value of 0.000. This finding suggests that the positive influence of transformational leadership on organizational resilience becomes stronger when organizations possess effective knowledge management capabilities. The results reinforce the argument that the success of transformational leadership depends not only on leaders' ability to inspire and motivate employees but also on the organization's capability to manage knowledge as a strategic resource. Consequently, Knowledge Management Capability serves as a critical mechanism explaining how transformational leadership enhances Organizational Resilience in a sustainable manner. These findings are consistent with the studies of Ducheck (2020), Hair et al. (2022), and AlNuaimi et al. (2022).

CONCLUSION AND RECOMMENDATIONS

Conclusion

This study demonstrates that transformational leadership has a positive and significant effect on organizational resilience. Leaders who provide a clear vision, inspire employees, foster motivation, and encourage innovation significantly enhance an organization's ability to respond to change, uncertainty, and increasingly dynamic business environments (Purwanto et al., 2022).

The findings also reveal that transformational leadership has a positive and significant influence on knowledge management capability. This indicates that transformational leaders create an organizational culture that supports knowledge creation, sharing, storage, and application, thereby strengthening knowledge as a strategic resource for achieving sustainable competitive advantage (Anser et al., 2023). Furthermore, knowledge management capability has a positive and significant effect on organizational resilience. Organizations with strong knowledge management capabilities are better able to adapt to environmental changes, stimulate innovation, and maintain operational continuity during periods of uncertainty and unexpected crises (Santoro et al., 2023; Ahmad et al., 2026; Khoiruman et al., 2026)). The study further confirms that knowledge management capability significantly mediates the relationship between transformational leadership and organizational resilience. This finding suggests that organizational resilience is strengthened not only through the direct influence of transformational leadership but also through the organization's ability to systematically and continuously manage knowledge as a strategic organizational asset (AlNuaimi et al., 2022).

Theoretically, this study contributes to the literature on transformational leadership, knowledge management capability, and organizational resilience by proposing and validating an empirical model that explains the underlying mechanism linking these constructs. Practically, the findings provide valuable insights for organizational leaders in developing transformational leadership practices supported by effective knowledge management systems to enhance organizational resilience and long-term competitiveness in rapidly changing business environments (Hair et al., 2022).

Recommendations

Future research is encouraged to incorporate additional variables, such as digital leadership, organizational learning, innovation capability, and organizational agility, as mediating or moderating variables to provide a more comprehensive understanding of the factors influencing organizational resilience. Expanding the research model with these constructs may further explain the complex mechanisms through which organizations respond to environmental turbulence.

Moreover, future studies should involve larger and more diverse samples across different industries and geographical regions to improve the generalizability of the findings. Employing longitudinal research designs is also recommended to capture the dynamic relationships among transformational leadership, knowledge management capability, and organizational resilience over time. Such approaches are expected to provide deeper theoretical and practical insights into how organizations can sustain resilience in increasingly uncertain and rapidly evolving business environments (Hair et al., 2024).

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