

The Role of Strategic Leadership on Organizational Culture and Employees Resilience

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DOI Link: <http://dx.doi.org/10.6007/IJARBSS/v15-i7/25993>

Published Date: 29 July 2025

Abstract

This study explores the critical role of strategic leadership in shaping organizational culture and enhancing employee resilience. Strategic leadership, characterized by vision-driven decision-making, adaptability, and long-term focus, significantly influences the values, behaviours, and practices that define an organization's culture. A strong organizational culture fosters a supportive environment that encourages collaboration, innovation, and emotional well-being among employees. This research investigates how strategic leaders create and sustain such cultures, particularly during times of uncertainty and change. The study further examines the relationship between leadership practices and employee resilience. The capacity of employees to adapt, recover, and thrive in the face of challenges. Drawing on a quantitative data from different organizational settings, the findings reveal that strategic leaders who model transparent communication, empowerment, and shared purpose are more likely to cultivate resilient workforces. Additionally, the alignment of strategic goals with employee values improves engagement and psychological safety, which are essential components for resilience. This study concludes that strategic leadership not only steers organizational direction but also serves as a catalyst for building a culture that support adaptability and sustained performance.

Keywords: Strategy, Leadership, Culture, Resilience

Introduction

The significant role of organizational culture, and strategic leadership in adopting organizational resilience approaches in the Oil & Gas sector of Nigeria is unassuming. As such, this study describes the importance of organizational resilience for organizations and the challenges that leaders must confront on the process, as well as the factors that support the deployment of organizational resilience methodologies. This statement presents the literature gaps and future areas of research that highlight the importance of organizational resilience strategies towards any organization's success. Therefore, this study's questions and

objectives are developed according to the established rationales found from the gaps in the existing literatures.

According to (David Collings et al., 2022), Organizational resilience is broadly covered in management literature to gain a competitive edge and enhance firm performance. However, most researchers studied organizational resilience in conjunction with organizational culture and leadership styles (Cormier, 2019; Denison, Daniel, 2014; Duchek, 2020; Lengnick-Hall et al., 2013; Pathiranage et al., 2020; Tawfig & Kamarudin, 2021). This actual role of strategic leadership on organizational in adopting organizational resilience is a relatively new area in academic research. Furthermore, (Santhakumari & Sagar, 2019) pointed out that the concept of organizational resilience needs to be developed further and discussed ways in which a traditional HRM system can adopt modern strategic leadership policies to enhance old or new business operations towards a modern approach. To this regard, (Moussa, 2018) and (samimi, 2020a, 2020b) identified strategic leadership and organizational culture as the two main factors that ensure the implementation of organizational resilience within organizational settings.

Previous studies widely applied three theories, namely social exchange theory, resource-based view theory, and human capital theory, to investigate the concept of organizational resilience (Selden & Sowa, 2015; Wright et al., 2017). However, (Surana et al., 2020), suggested that the resource-based view theory seems more suitable to justify that firms can exploit rare, valuable resources and sustain a competitive edge in the business market, this view was also amplified by (Tawfig & Kamarudin, 2021). In research done by (T. Harrison & Bazy, 2017) suggested that there a need for resilient personnel skilled to execute this idea. Conversely, (Nambiappan et al., 2018) pointed that with an employees' commitment and a determined strategic leadership can ensure the execution of the strategy for organizational resilience (Moussa, 2018; Mubarak et al., 2021; Simsek et al., 2018). These suggestions were made to support the upper echelons theory and explore the leadership role at the macro level for developing policies and managing the resilience of an organization (Forster et al., 2019; samimi, 2020a). as such, the earlier researchers have confirmed in their studies that organizational resilience can support firms in achieving sustainable growth in business (Colligs et al., 2018; Sumanasekera et al., 2020). The implications of culture and organizational resilience in this study is that it may open new doors for practitioners, institutions, and policymakers to seek culture and strategic leadership in articulating vision and operations monitoring.

Table 1

Dimensions of Organizational Resilience	Description
Employee ethics	Design for narrow and broad career paths for employees in the organization
Training and development	Design for need-based training to fulfil short-term and long-term demands for work in the organization.
Participation	Design for encourage voice of employee for improvement in the system
Performance appraisal	Design for assessment of individual, group, business unit performance
Compensation	Design for incentives with emphasis on internal and external equity

Source: (Chen & Huang, 2009; Jackson et al., 2007; Rodríguez-Sánchez & Perea, 2015)

Other studies have opined that the concept of organizational resilience is still challenging height for organizational leaders to attain and sustain (Annarelli & Nonino, 2016; Ma, Guo, et al., 2018; Vakilzadeh & Haase, 2021). Therefore, certain scholarly works failed to combine the resilience framework with the concept of strategic method as explained by (samimi, 2020a). Interestingly, (Sonmez Cakir & Adiguzel, 2020) pointed out that future studies should focus on the attitudes and behaviours of individuals to develop new theoretical concepts and more significant studies related to organizational resilience and leadership styles. Accordingly, Nwachukwu (NWACHUKWU et al., 2021) stated that the relationship between organizational culture and resilience relies on the overall performance of the organization's leadership. Thus, Ordiz-Fuertes and Fernández-Sánchez in some of their studies (Ordiz-fuertes et al., 2014), explained that organizational culture comprises uncontrollable factors that are difficult to change or modify if any organization wishes to adopt organizational resilience approach.

As most studies have already examined the relationship between organizational resilience and organizational culture as an antecedent, mediator, and moderator. Empirically, it highlighted that organizational resilience has a significant impact on firm performance which is driven by the culture of the organization (Harrison & Bazy, 2017), and strategic leadership (Norzailan et al., 2016). Till this day, there has been a limited in body of works that has highlighted the approach and knowledge on strategizing the roadmap to adopt organizational resilience in the oil & gas sector (Harrison & Bazy, 2017; Madanat, 2018; Sawalha, 2015). In addition, the organizational resilience approach was insufficiently discussed by specifying the role of strategic leadership on organizational culture that would be helpful in strategic implementation.

It is therefore challenging to develop the framework to examine the link between organizational culture, strategic leadership, and organizational resilience approach in the oil & gas sector (Al-tarawneh et al., 2020; Tawfig & Kamarudin, 2021). In Reference to the above discussion on theoretical justification, the researcher found that the resource-based view and upper echelons theory would significantly investigate the link between strategic leadership, organizational culture, and organizational resilience. Empirically, few studies studied this theoretical concept in developing countries, particularly Nigeria (Al-tarawneh et al., 2020; Godwin & Amah, 2013). To build the case for the oil & gas sector in Nigeria, the concept of

organizational resilience lacked knowledge and framework that could be useful to make organizations more productive. Ethnicity, traditions, and norms are an integral part of Nigerian culture and has a significant influence on leaders when they interact with coworkers (Posner, 2015).

In this regard, 1) there is a novel stream of research calls for further studies on the organizational resilience approaches; 2) there is scarcity of literature on organizational culture and strategic leadership in the context of the oil & gas sector; 3) to explore the influential role of the oil & gas sector in the economic development of the country; and 4) there is still a limited number of scholars investigating the role of organizational resilience and employees' job satisfaction in predicting the performance of oil & gas sector in Nigeria (Malliet et al., 2020). Therefore, the purpose of this study is to measure the role of strategic leadership on organizational culture and organizational resilience. Specifically, this study covers the perceptives of employees and top managers working in the oil & gas sector of Nigeria.

The scope of the study is to integrate resource-based view theory and upper echelons theory using the concept of role significance of strategic leadership on organizational culture for the organizational resilience in the oil & gas sector of Nigeria. This study emphasizes the issues related to the organizational resilience approaches within the context of the oil & gas sector of Nigeria. To achieve the study objectives, the employees, and top managers of three major companies in oil & gas sector are considered as potential respondents for this study. Both groups are considered because of their greater influence in the operations monitoring and articulating vision for the organization. This study identifies the role of strategic leadership on organizational culture to overcome the challenges that hinder the organizational resilience. The integration and application of both theories to test the model for Organizational Resilience would be supportive of filling the gap in the literature and addressing the future research need of scholars. Hence, human resources or people at work have become essential for organizational success. Organizational resilience according to (Harrison et al., 2018) and (Burnard & Bhamra, 2019) is "a wider organizational dynamic capabilities that support a system's capacity to adapt to new environmental conditions that can improve other dimensions of performance.

However, the resource-based view still seemed more suitable to justify exploiting rare, valuable resources and giving a competitive edge. Although, several studies have examined the relationship between Leadership style and firm performance, competitive advantage, and related outcomes (Carroll et al., 2011; Storey et al., 2019). A strategic viewpoint of organizational resilience differs among companies and sectors and depends on the market conditions. For instance, organizations will be very reactive when looking at the sudden drop in sales and respond with employee termination, cost-cutting, and downsizing. Thus, it is quite difficult for companies to use a strategic approach to manage people. Hence, this philosophical stance needs further investigation and a mature framework to address organizational resilience issues. In support of the above statement, (Turner et al., 2020) argued that employee participation that is driven by organizational resilience should be a new research line, while (samimi, 2020b) stated that organizational resilience is part of strategic management. (John-eke & Bayo, 2021; Seo et al., 2012) gave a supportive statement that a strategic leadership procedure has a direct influence on firm performance moderated through organizational resilience. In conquering this, organizational resilience has diverse

effects on the organization. It varies from case to case and exerts either direct or indirect influence to gain sustainable competitive advantage. There is more literature from the perspective of organizational resilience and performance.

Empirically, there are existing studies which concluded that organizational resilience has significantly attempted to link strategies and leadership style with the organizations' strategic policies and overall performance processes (Zehir & Narcikara, 2016). On the other hand, organizational resilience methodology plays an essential role in selecting, recruiting, and developing strategic training and development plans for the employees (Zehir et al., 2015), which ultimately motivates them to perform appreciably. However, (Chen & Huang, 2009; John-eke & Bayo, 2021) and (Schuler & Jackson, 2014) confirmed that the organizational resilience method should be classified based on five dimensions: i.e. staffing, training, participation, performance appraisal, and compensation.

In conquering this, this study establishes a vertical fit by measuring the strategic role of strategic leaders in adopting organizational resilience method and horizontal fit from the dimension of measuring the organizational resilience methodology (Saqlain et al., 2020; Shahzad et al., 2020; Zehir & Narcikara, 2016). Practically, there is an assumption that organizational resilience creates a proper guidance for top management and leaders in the Oil & Gas sector which enhances the leader's ability to mitigate the unforeseen challenges that are associated with organizational culture. Therefore, this novelty in this study will help to launch modern programs in the Oil & Gas sector which will contribute to the development of diverse business opportunities.

To integrate these theories and unpack the concept of organizational resilience according to (Collings, 2019; Z. Ma, Xiao, et al., 2018; Walker & Cooper, 2018), there must be a conscious and Precise method to address the question on how organizations can execute or apply resilience in their environment where culture plays an integral role in routine business matters. (Autio et al., 2014; Zulkifli et al., 2020) also indicated that organizational resilience is related to strategic management research. However, organizational resilience studies have hardly addressed the role from a strategic leadership perspective by defining the role of strategic leaders to implementation. Therefore, this study examines the strategic role of leaders and culture in adopting organizational resilience method to support the hypothesis in the following sections.

Based on the study rationale, the researcher has found resource-based view and upper echelons theory to validly support this study. Both theories support the study in a way to establish the argument and give a strong theoretical foundation to examine the variables organizational resilience, organizational culture, and strategic leadership. The resource-based view evaluates the organizational performance considering their resources. The main idea is that organizations deal with the challenging situation by utilizing the internal resources and capabilities (Peteraf & Barney, 2003). This theory examines the organizational standing in terms of sustainability in competitive environments (Hoopes & Madsen, 2008), although competitors can also be identified by comparing products, services, resources, scalability, and capabilities (Barney, 1991; Wahyuningsih et al., 2019). Using the resource-based view, organizational culture is a significant strategic resource that can create a competitive advantage to the organization by promoting and sustaining certain behaviors and activities

(Abdelgawad et al., 2013; J. Barney, 1991) Hence, all those resources are put together to strengthen the organizations, which allows them to compete, achieve goals, accomplish mission and vision (Ma, 2006).

Upper echelons theory falls within the responsibility domain of top-level management teams who take necessary decisions for the organization's benefit. The stream primarily describes how top management team influences their organizations via strategic decisions (Abatecola & Cristofaro, 2020) and (Abatecola et al., 2018). The crux of this theory is that management and top leaders' experience, values, and personalities will leave an impact on their choices which will effect on organizational performance (HAMBRICK, 2007; Hambrick & Mason, 1984; Wang et al., 2016). Most organizations prefer to spend money and use a different method to engage the top leader in their organization to have outcomes in the shape of strategic actions. However, this is an expensive investment for organizations to keep track of mission, vision, and scope in alignment to obtain sustainable competitive advantage (Cortes & Herrmann, 2021). In their different studies, (Singh et al., 2023) and (Cortes & Herrmann, 2021) argued that the upper echelons core report is not bound to the actions of top leaders. Moreover, top leaders' fundamental engagement is vision setting for their organization. This leadership characteristic leaves an impact on leader's performance and gives a strong signal in the market in terms of having vision-driven business operations (Ridge et al., 2014). There is a resemblance between the terms 'top leaders' and 'strategic leaders.' The scholarly concept notes and systematic review papers highlighted the strategic leadership term, according to (samimi, 2020b) and (Wang et al., 2016) who stated that strategic leadership is a growing field in research, but also lacking a mature framework or model or theories to study it. Upper echelon theory is aided by the use of demographic characteristics of strategic leaders to test its role.

Within the perspective of organizational resilience, several studies have been conducted to examine the relationship between leadership styles and resilience approaches. According to (Pitelis & Wagner, 2019; Yang & Lew, 2020), which suggested that organizational resilience came within the domain of strategic management research, in which organizations devise plans and goals to strategize HR systems that later support achieving sustainable competitive advantage. The main question raised here is to what extent strategic leaders play as an integral role in activating the processes for adopting organizational resilience; also, to what extent do strategic leaders moderate the execution process between cultural influences on the organizational resilience. Thus, upper echelons theory provides strong theoretical support for this study to measure the independent role of "strategic leadership." The philosophical stance is that the organizational cultural aspect influences strategy implementation. Thus, does the role of strategic leadership provides adequate enablement in support of the execution processes for organizational resilience or not? Prior researches have shown that the strategic leaders make choices, and align processes to effectively improve the organizations performance (Behery & Al-Nasser, 2016; Nwachukwu et al., 2018) and (Masten, 2016).

In another development, the theoretical support for organizational culture, and organizational resilience came from a resource-based view which defined the organization's effectiveness as an act of utilization of resources that leads to competitive advantage. This theory further support establishing the employee-employer relationship and covers the policy

aspect to make the right decisions for staffing, rewards, appraisal, capacity building, and engagement. Going by this theoretical foundational lapses in the empirical examination of the influence of organizational culture on strategic leadership, and its role on organizational resilience, The Integration of upper echelons theory and the resource-based view was obviously missing during the development of the case for role of strategic leadership on organizational culture in organizational resilience (Nyaga, 2021; Schneider & Pulakos, 2022; Tawfig & Kamarudin, 2021; Turner et al., 2020; Turner, 2022). Therefore, the integration of these theories are aimed to know how organizations utilizes its internal resources and capabilities, including organizational culture, to contend the market challenges (Zahra, 2012), strategic leadership (Ray et al., 2004), and organizational resilience (K. Burnard et al., 2018; Cao, 2022; John F. Horne III, 1997).

The resource-based view of the organization emerged from the strategic management and provides the link from business strategy to internal firm resources, such as human, organizational, and physical capital (Barney, 2001; Priem & Butler, 2001). The resource-based view provides the fundamental framework between business strategy and organizational resilience, allowing researchers to examine the effects on firm performance (Barney, 2001). The shift in the RBV to focus more specifically on the effects of internal resources, including human capital, promoted its application by organizational resilience researchers. It can be concluded that both theories logically support examining the role of strategic leadership on organizational culture, in the organizational resilience. Accordingly, the resource-based view has more potential to cover the direct and indirect effects of predictors. In conquering this, both theories are more supportive because it deals with outcomes either horizontally or vertically and allows to test in a different context. For these reasons, both of the philosophical stances are very critical and fall under organizational resilience research; hence, the organizational resilience concept is less likely considered as part of strategic leadership research and is usually addressed from the perspective of performance.

Samimi, (2020b), concluded that strategic leaders play an essential role in achieving the sustainable goals of an organization, the strategic leadership of an organization has considerable strength to interpret the current market trends and assist employees on how to attain such goals effectively (Lee, 2018). Furthermore, (Joyce, 2020) identified that strategic leadership could implement novel strategies in an organization. Recently, (WOLOR et al., 2020) reported that during the COVID-19 pandemic, strategic leadership played an essential role in implementing new strategies that motivate employees to work from home to achieve the business goals in a certain period. Accordingly, (Pongpearchan, 2016) who conducted a quantitative study in Thailand and found that strategic leadership is the best predictor of organizational resilience approaches. Similarly, (Harrison & Bazy, 2017) identified a strong association between organizational culture and organizational resilience. However, (samimi, 2020b) suggested strategic leadership as an essential construct to strategize the organizations' resilience. This suggestion needs robust and empirical investigation. From the perspective of organizational resilience, strategic leadership with a vision articulating methodology can play an integral role in executing the organizational resilience. Thus, this hypothesis is proposed to investigate the direct link between strategic leadership and organizational resilience.

The relationship between organizational culture and organizational resilience has been extensively studied (Botelho, 2023; K. Burnard et al., 2018; Chen & Huang, 2009; T. Harrison & Bazy, 2017; LI-QUN WEI, JUN LIU, YICHI ZHANG, 2008; Molineux, 2013). However, these studies examined the relationship with the other variables of performance, competitive advantage, and sustainable business. Several studies were mentioned by (Panda, 2022) and (Borekci et al., 2014) in which researchers established the positive link between culture and resilience. This logical stance can support organizations in the resilience approaches as per their cultural value and beliefs. This debate is still open in scholarly work (Lee, 2018; Lengnick-Hall et al., 2011; Lengnick-Hall & Beck, 2016; Zhang & Pan, 2020). Several studies mentioned that leaders develop culture (Carroll & Shabana, 2010; samimi, 2020a; Tsui et al., 2006; Zheng et al., 2010). Hence, it follows that strategic leadership can play a vital role in shaping the organizational culture.

The theoretical support from the resource-based view of the organization described culture as a strategic resource for the organization. Thus, a dearth of literature discussed the resource-based view to develop the case for the organizational resilience. Even though an organization puts all the resources together to strengthen the organization, they can compete, achieve goals, and accomplish mission and vision (Barney, 1991). Thus, effective utilization of resources plays an essential role when organizations need to practice change or implement new strategies. Additionally, several scholars found organizational culture as an antecedent to organizational resilience (Botelho, 2020; Kotrba et al., 2012; Naranjo-Valencia et al., 2016; Ramos & Ellitan, 2021).

Upper echelons theory provides support to determine the role of strategic leadership in the organization. The crux of this theory is that leaders' experience, values, and personalities will impact their choices which leaves an effect on organizational resilience (Hambrick & Mason, 1984; Hofstede, 1998; Naranjo-Valencia et al., 2016; samimi, 2020a; Schein, 1990) argued that strategic leadership plays an intermediary role in the event of strategic action. Thereby, the role of strategic leadership is also aligned with the resource-based view of the firm for the perspective of articulating vision and operations monitoring (Abatecola & Cristofaro, 2020). Also, the role of culture through strategic leadership influence on the organizational resilience also needs detailed examination (Harrison & Bazy, 2017; Neher & Miola, 2016; Richard, 2020; Zheng et al., 2020).

In conquering this issue, this study proposed strategic leadership as a moderating variable that impacts organizational culture and organizational resilience for several reasons. First, moderator plays a vital role in ensuring that the mechanism through which guidance are adhered to as a predictor that influences dependent variable (Kenny, 1986). It further supports explaining why or how a relationship exists (Holmbeck, 1997). Second, the mechanism through which organizational culture influences the organizational resilience is still unclear and requires further investigation (samimi, 2020b). Third, the interlink between organizational culture and organizational resilience is thoroughly documented, but strategic leaders play a critical role in strategy execution is overlooked in the literature (Inanlou & Ahn, 2017). Thus, it can be concluded that strategic leadership are shaped by organizational culture and play an integral role in the resilience approaches in an organization.

This study portrays together three primary constructs used by this study: 1) organizational culture, 2) strategic leadership, 3) organizational resilience as presented in Figure 1. Hence, referring to recent empirical studies, strategic leadership, organizational culture (Denison, Daniel, 2014; samimi, 2020b; Turner et al., 2020)), and organizational resilience (Rodríguez-Sánchez & Perea, 2015; Turner et al., 2020) should investigate with other dimensions. the researcher obtained a single moderation mechanism to investigate the complex relationship between organizational culture and the organizational resilience. According to (lok Cheung & Tang, 2010), the moderation model offers a novel perspective to understand the mechanisms through complex models. The study used moderator of strategic leadership with two dimensions (i.e., vision articulating and operations monitoring) while testing the direct impact on the Organizational Resilience. a strong association was found between strategic leadership, and organizational resilience. Although, strategic leadership (Harrison & Bazy, 2017; Mahmood et al., 2019) indirectly impact organizational resilience. Nonetheless, in Nigeria, limited studies investigated that relationship.

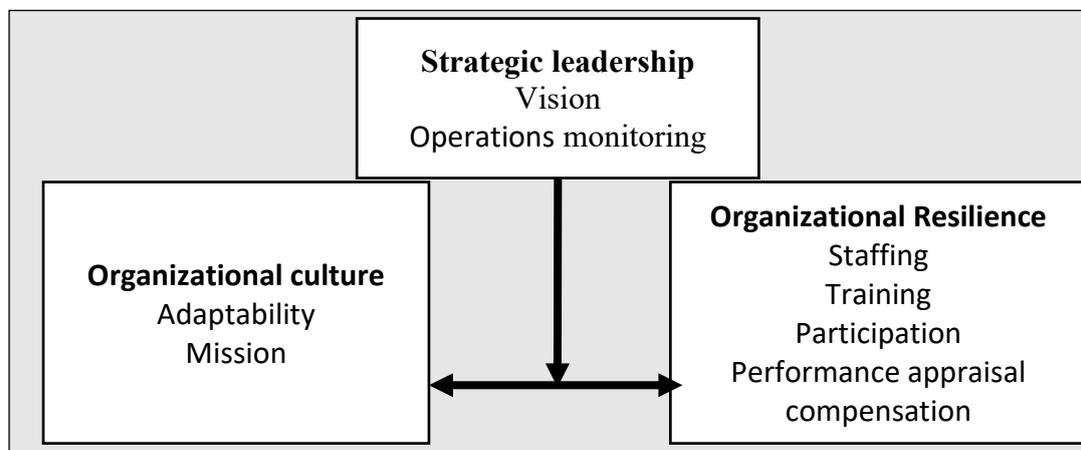


Figure 1: Conceptual framework

The research paradigm is used with the assumptions made by the research subject to the research context. Moreover, the research methods were assigned to examine the research problem and find related outcomes. (Saunders et al., 2018) presented a research onion model that helped the researcher to get a clear picture of selecting the right research design, method, and approach. This study followed the same pattern to finalize the suitable and supportive methods to address the research gap.

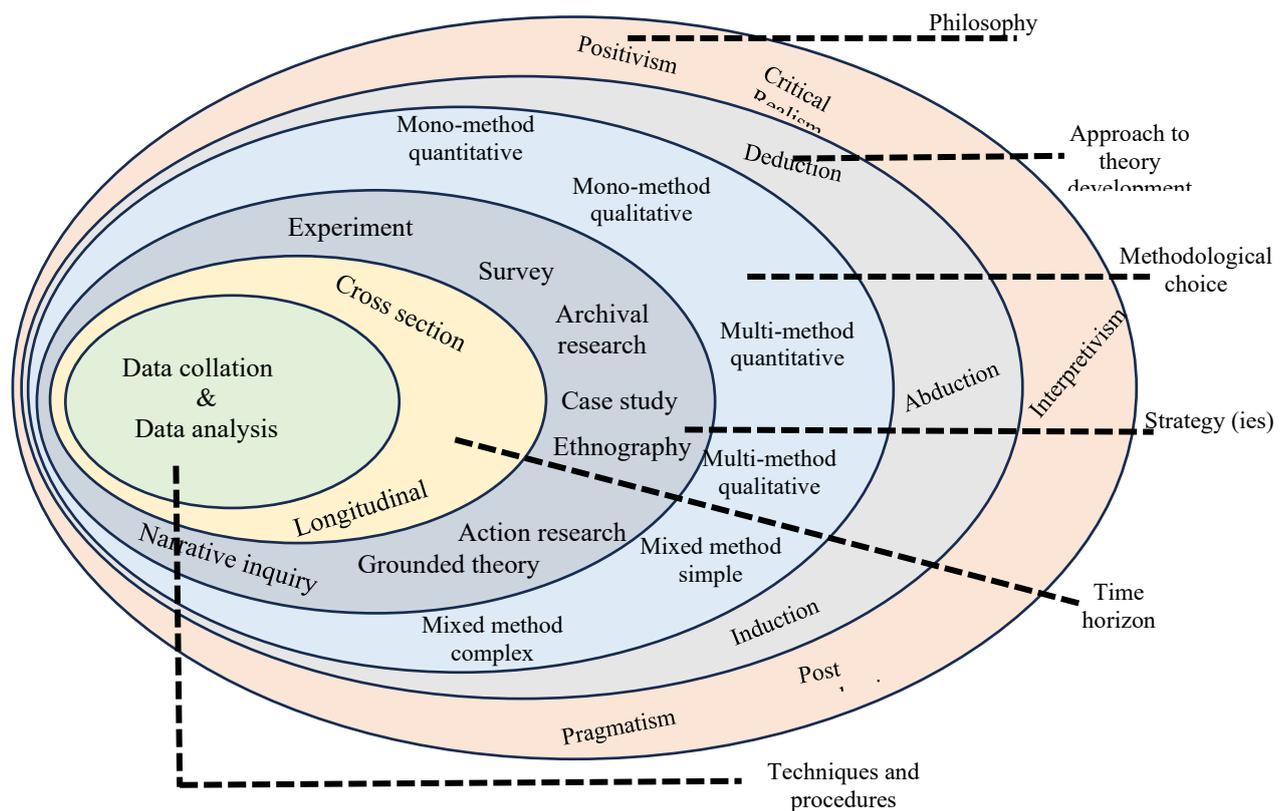


Figure 2: Research (Onion Mode) Source: Saunders et al., 2019)

This study used a deductive approach (i.e., top-down). This theoretical support helped to develop the hypotheses. Further, the research strategy helped to test the model and theory. This approach supports collecting first time information according to (Mohammed & Mohd, 2013; Zikmund, 2015). The question raised on the 'what' scenario rather than classifying the situation using why, when, who, how and where questions (Saunders et al., 2018). Based on the research gap mentioned in the above, to examine the role of strategic leadership, and organizational culture in adopting organizational resilience, this study used a descriptive research design to answer the research questions.

The study purpose and objectives were aligned with the characteristics of quantitative analysis (Table). Most of the previous studies on organizational resilience were primarily conducted using quantitative research and survey methods according to (Almutairi & Alsawalhah, 2020; Bawa, 2020; Jung, 2017; Onuoha, 2020; Zheng et al., 2020). Further, assessment of measurement model and structural model comes in the domain of quantitative research. In this sense, the research questions, objectives, hypotheses, quantitative research design indicated that the survey method was more appropriate for this study.

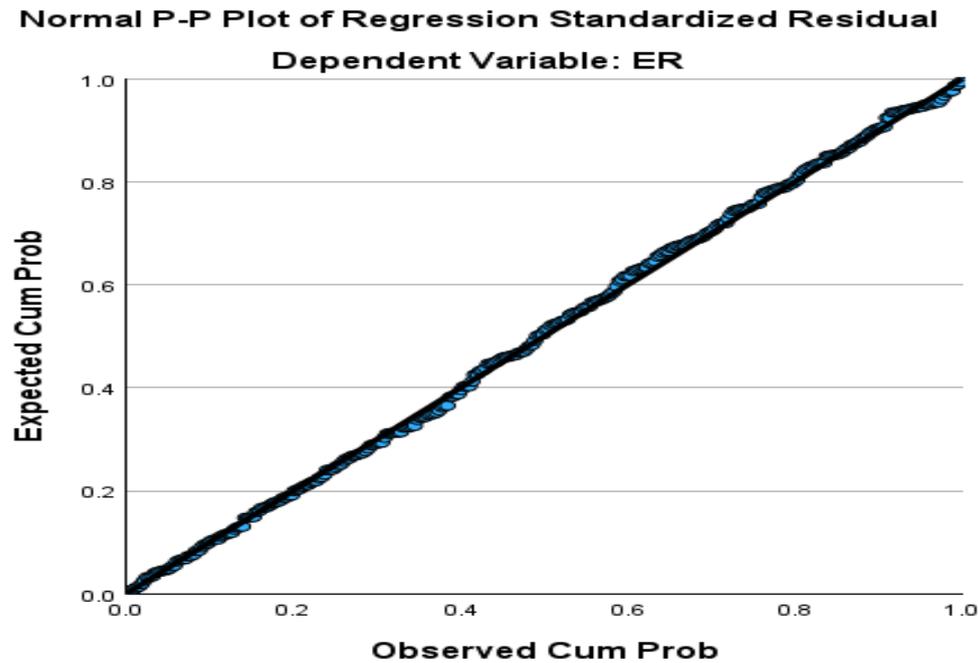


Figure 3: Linearity

Hence, a cross-sectional study was conducted, a one-time data collection to achieve the purpose of the study. This Survey data was collected from the employees who are working in the Oil & Gas sector in Nigeria. The researcher used the deductive approach to use the cross-sectional survey method as part of the research strategy. It was (Zou & Ghauri, 2010) who mentioned that survey as a research strategy is quicker, less expensive, and more reliable in data collection. Survey as a research strategy has also been used by several management studies (Oppel et al., 2016)(Schneider & Pulakos, 2022). This study considered an individual as a unit of analysis, an individual working in the oil & gas sector of Nigeria. The respondents selected conveniently from the oil & gas sector in Nigeria render services to employees in different positions, for example, Logistics managers, branch managers, operation managers. this study collected data from 228 employees, as this approach gives enough power to assess the measurement and structural models (Henseler et al., 2009).

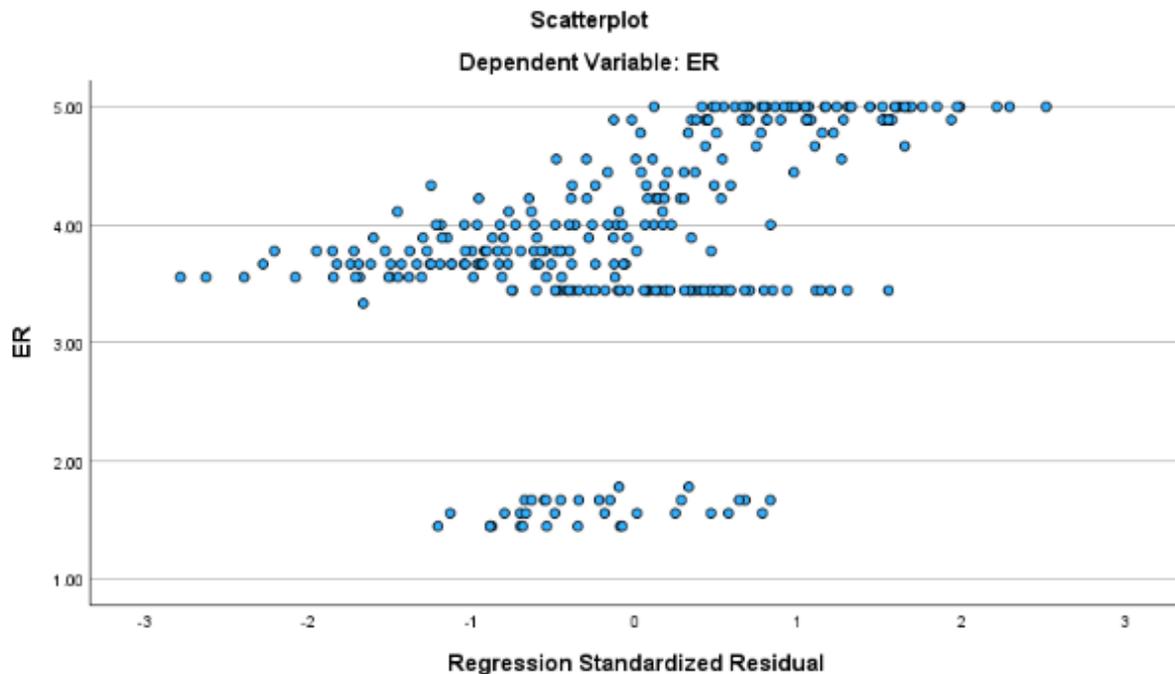


Figure 4: Homodecasticity

In this study, all the items for construct and their dimension were adopted from published studies, using concise, short, and simple sentences. This approach usually helps to get one piece of information at a time (Leung Wai-Chning, 2001) and (Kember & Leung, 2008). This research covered the subjective nature of questions for organizational culture, strategic leadership, and organizational resilience. this study was executed in Nigeria, the medium of communication was primarily English. A total of 28 items was used to measure the three constructs, and all items shall pass through the reliability threshold (i.e., Cronbach's $\alpha \geq 0.60$), discriminant and convergent validity.

In the research study, questionnaires play an essential role in gathering the target population's information and giving meaning to numbers. The study questionnaire comprised three main sections, also known as study construct: organizational culture, strategic leadership, and organizational resilience. This study shall collect quantitative data. Hence, the SPSS version 24 is proposed for data preparation. Data shall be entered in the SPSS with due care to minimize the errors. Descriptive statistics shall be performed to deduce missing values and normality of data. This initial assessment of content includes the screening, feedback, and editing was done before questionnaires is rolled out to the field. The ambiguity in the items and pre-determined answers from the respondents will also be checked.

This study used the PLS-SEM methods to test the relationship among the variables as of resource-based view, and upper echelons theory was used to measure role of strategic leadership and organizational culture in organizational resilience. The structural model evaluation was processed after the model measurement where the hypotheses were tested with specific criteria. a blindfolding procedure was deployed to get the cross-validated redundancy evaluation on the dependent variable.

The Q2 value similar to the f2 value 0.02, 0.15, or 0.35 implies a small, medium, or considerable predictive relevance of IV toward a particular DV (Hair et al., 2014; Henseler et al., 2009).

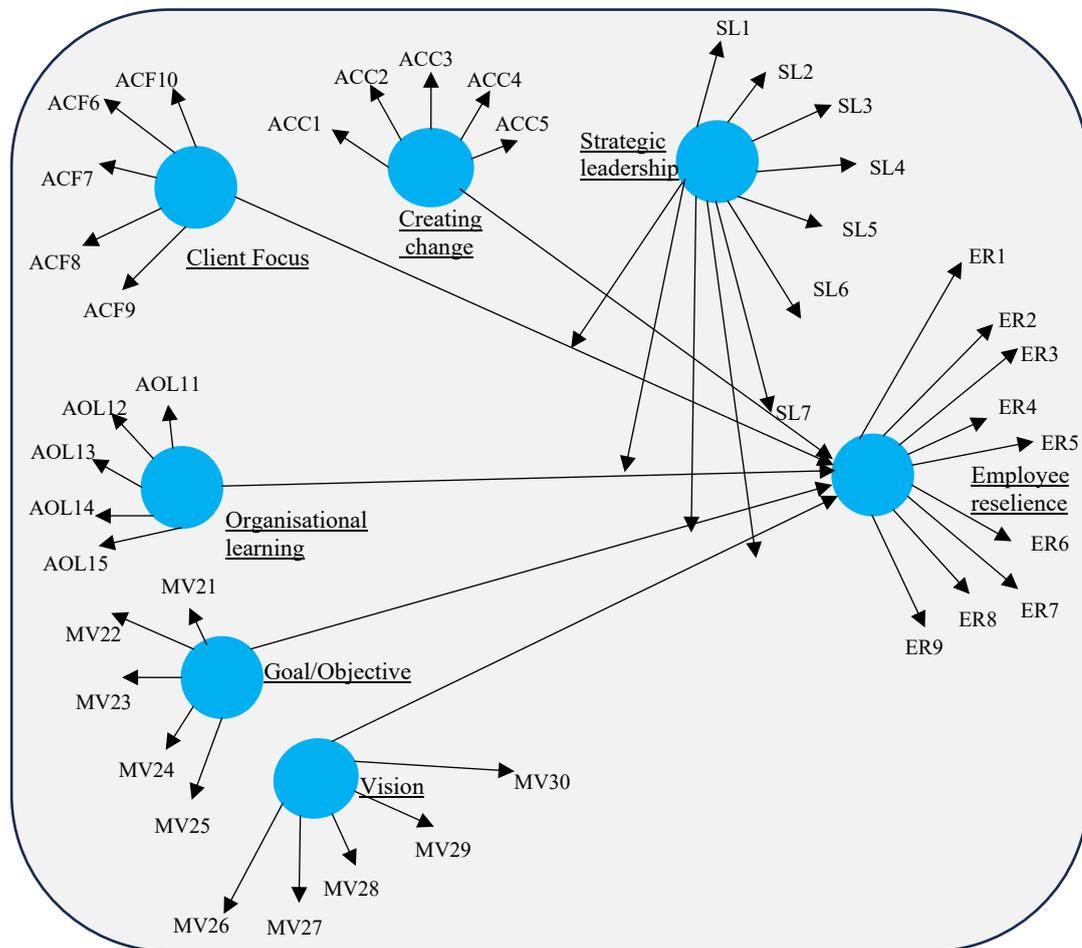


Figure 5: Structural Model of the Study

Evaluation of the path model involves the evaluation of the measurement model and the structural model. During the evaluation of the measurement model, PLS algorithm procedure was performed, which involved the examination of construct reliability and construct validity, in which convergent validity, discriminant validity and loadings of all indicators are examined (Hair et al., 2020). For the evaluation of the structural model, the hypothesized relationships between the constructs were examined using three parameters, namely Coefficient of Determination (R^2) of the endogenous constructs, path coefficients of the hypothesized relationships, and effect size (f^2) from the structural model. hypotheses were examined through the result from the structural model (Henseler et al., 2015; Kotu & Deshpande, 2019; Rasoolimanesh, 2022).

In this study several approaches have been conducted including missing data, straight lining, human error, univariate and multivariate outliers, non-response bias, common method bias and normality. A common issue in research can significantly impact the validity and reliability of findings if not addressed properly (Hair et al., 2020).

Table 2

Common method bias

HTMT	ACC	ER	Focus	MGO	MV	OL	SL
ACC							
ER	0.822						
Focus	0.891	0.841					
MGO	0.582	0.772	0.581				
MV	0.362	0.489	0.345	0.669			
OL	0.53	0.678	0.57	0.882	0.621		
SL	0.056	0.16	0.087	0.105	0.145	0.072	

This bias can significantly undermine the validity and generalizability of the study's findings, as the characteristics, opinions, or behaviors of nonrespondents may differ substantially from those who participate (Cheung et al., 2017; Guyot et al., 2023). Common method bias (CMB) occurs when measurement error is introduced due to the use of a single data collection method, such as surveys, leading to artificially inflated or deflated relationships between variables, thereby compromising the validity of the findings (Kock, 2021; Podsakoff et al., 2024).

Unlike covariance-based SEM, PLS-SEM focuses on maximizing the explained variance of dependent variables and is particularly suited for exploratory research, predictive modelling, and when the data has non-normal distributions or small sample sizes. It operates through a component-based algorithm, estimating path coefficients in the structural model and loadings in the measurement model simultaneously (Hair et al., 2020).

Table 3

Fornell-Lacker	ACC	ER	Focus	MGO2	MV	OL	SL
ACC	0.898						
ER	0.784	0.88					
Focus	0.837	0.801	0.897				
MGO2	0.556	0.778	0.556	0.948			
MV	0.352	0.478	0.337	0.654	0.954		
OL	0.506	0.685	0.544	0.857	0.608	0.946	
SL	-0.049	-0.134	-0.082	0.095	0.134	0.067	0.879

For discriminant validity to be established, the HTMT values should generally be below 0.85 (strict threshold) or 0.90 (liberal threshold). To apply the Fornell-Larcker criterion, researchers compare the square root of a construct's Average Variance Extracted (AVE) with its correlations with other constructs.

Table 4

Construct	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
ACC	306	-1.838	0.139	2.530	0.278
ACF	306	-1.552	0.139	1.650	0.278
AOL	306	-0.537	0.139	-1.345	0.278
MSDI	306	-0.718	0.139	-1.139	0.278
MGO	306	-0.901	0.139	-0.996	0.278
MV	306	-0.473	0.139	-1.661	0.278
SL	306	0.796	0.139	-0.866	0.278
ER	306	-1.013	0.139	0.627	0.278

The Variance Inflation Factor (VIF) values for the paths indicate acceptable levels of multicollinearity, as all values are below the threshold of 5, with the highest VIF being 4.942 for the path **MGO2 -> ER**, suggesting no serious multicollinearity issues among the predictors in the model.

Table 5

Path	VIF
ACC -> ER	3.695
Focus -> ER	3.668
MGO2 -> ER	4.942
MV -> ER	1.833
OL -> ER	4.120
SL -> ER	1.124

The **f-square (f^2)** values indicate the effect sizes of the predictors on the endogenous construct **ER**. In contrast, **SL** ($f^2 = 0.086$) has a small effect, and both **OL** ($f^2 = 0.004$) and **MV** ($f^2 = 0.000$) exhibit negligible or no effect on **ER**. The path analysis reveals that **Goal and Objective** ($\beta = 0.503$, $t = 8.543$, $p < 0.001$), **Focus** ($\beta = 0.333$, $t = 7.778$, $p < 0.001$), and **Creating Change** ($\beta = 0.260$, $t = 5.839$, $p < 0.001$) have positive and significant effects on **Employee Resilience**. In contrast, **Strategic Leadership** ($\beta = -0.122$, $t = 4.090$, $p < 0.001$) shows a significant but negative effect. However, **Vision** ($\beta = -0.011$, $t = 0.283$, $p = 0.777$) and **Organizational Learning** ($\beta = -0.053$, $t = 0.932$, $p = 0.351$) are not significant predictors of **Employee Resilience**, as their p-values are above the standard threshold of 0.05.

Conclusion

Strategic leadership plays a critical role in shaping organizational culture and fostering employee resilience. Leaders who adopt a strategic approach are not only visionaries but also architects of a workplace environment that encourages adaptability, engagement, and a shared sense of purpose. Leadership that establishes a clear mission and values, it creates a culture that aligns with the employees' behaviors with organizational goals, ultimately driving long-term success.

With a strong organizational culture, that is cultivated through strategic leadership, it influences employee's interaction, decision making, and how to respond to challenges. Every Leadership that promotes open communication, inclusivity, and continuous human capital development are eventually building an environment where employees are considered valued and empowered. This sense of belonging and clarity reduces resistance to change, fostering a workforce that is not only productive but also resilient in the face of adversity. When employees trust their leadership and internalize the organization's values, they are more likely to remain committed, even during times of uncertainty.

Employee resilience is another key outcome of effective strategic leadership. In today's fast-changing business environment, employees must be equipped to handle disruptions, either due to technological advancements, economic fluctuations, or unforeseen crises. Strategic leaders cultivate resilience through a clear development of growth mindset, providing opportunities for human capital advancement, by demonstrating empathy. As role models, exhibiting resilience in their own decision-making and inspiring employees to adapt and thrive under pressure. Prioritizing well-being and offering support systems, these mentorship programs must have a flexible work arrangement that will enable leaders facilitate employee's capability to navigate challenges with confidence.

Furthermore, strategic leadership is not a one-size-fits-all approach; it requires adaptability and an awareness of the organization's evolving needs. Leaders must continuously assess the effectiveness of their strategies, seek feedback, and refine their approach to maintain a positive culture and a resilient workforce. By embracing innovation and fostering a learning-oriented culture, they ensure that both the organization and its employees remain agile and prepared for future challenges.

In conclusion, the role of strategic leadership in shaping organizational culture and enhancing employee resilience cannot be overstated. Leaders who prioritize a strong, adaptive culture while investing in their employees' ability to withstand and overcome challenges create a sustainable competitive advantage. In an era marked by rapid change, organizations that embrace strategic leadership will not only survive but thrive, ensuring long-term stability, employee satisfaction, and overall success.

Recommendation

These insights contribute to the growing discourse on leadership effectiveness, offering practical implications for organizations aiming to thrive in dynamic environments. Recommendations include leadership development initiatives focused on emotional intelligence, inclusive decision-making, and cultural alignment strategies. Ultimately, the research underscores that in today's complex business landscape, the synergy between strategic leadership, organizational culture, and employee resilience is vital for long-term success and sustainability.

Motivation and Contribution of the Study

The study is motivated by the growing need for organizations to remain agile, ethical, and innovative in an era marked by rapid technological advancement and complex workplace dynamics. As organizations evolve, success no longer hinges solely on systems or digital tools but rather on the synergy between human judgment and intelligent technology. Therefore,

this research explores how strategic leadership acts as the potential critical bridge between adaptive organizational culture and resilient workforce behavior, ensuring long-term sustainability.

The Contribution

This study in its in-depth examination of how leaders can cultivate a culture that not only withstands disruption but thrives amidst it. By embedding strategy into every department with deliberate human oversight, strategic leaders can ensure organizational practices remain ethically compliant, legally sound, and aligned with core values. This will promote sustainable integrity, transparency, and accountability. These are key factors in maintaining stakeholder trust.

This study equally provides a practical guide for organizational leaders seeking to leverage culture and employee's resilience as a strategic asset. The study also emphasizes on the role of continuous learning and adaptive thinking as fundamental to effective leadership, particularly when addressing emergencies, technological shifts, or policy changes. Through responsible strategic leadership, organizations can unlock employee potential and align it with organizational objectives.

Additionally, this study serves as a valuable resource for academic inquiry and policy development by outlining key frameworks for integrating leadership strategy, organizational culture, and employee's resilience. It further highlights the importance of ethical leadership in shaping policies that foster inclusive, transparent, and agile organizations. Ultimately, the study findings contribute to a sustainable forward-thinking leadership model that blends innovation with humanity, which is pivotal for navigating the evolving business landscape and sustaining organizational success.

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