





# “Dynamic resilient leadership: Mediating effects on logistics bureau performance”

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# DYNAMIC RESILIENT LEADERSHIP: MEDIATING EFFECTS ON LOGISTICS BUREAU PERFORMANCE

## Abstract

The majority of new employees come from the millennial generation and are required to know things related to technology and information. On the other hand, the leadership's ability to utilize technology, which is generally not very high, will create a gap between leaders and subordinates, affecting organizational performance. This study seeks to determine whether dynamic resilient leadership can mediate the influence of personality, communication, and work abilities on organizational performance both directly and indirectly. The study sampled logistics bureau office employees in twelve cities of Indonesia. A cross-sectional survey technique with a total sampling method was used to obtain a sample of 527 respondents. Path analysis was employed using the IBM AMOS program. The findings reveal that personality, communication, and work ability directly have a positive and significant effect on dynamic resilient leadership and organizational performance. Personality, communication, and work ability indirectly have a positive and significant effect on organizational performance through dynamic resilient leadership. Thus, it is concluded that dynamic resilient leadership can mediate the influence of personality, communication, and work ability on organizational performance. This study provides contributions and suggestions for policy-makers to improve organizational performance.

## Keywords

communication, dynamic resilient leadership, Indonesia,  
logistics bureau performance, personality, work ability

## JEL Classification

L31, O15, D23

## INTRODUCTION

Leadership that seeks to build collective values in the form of an organizational vision and mission focusing on individuals in their contribution to achieving the best results is effective leadership that will improve performance (Rockstuhl et al., 2023). One form of effective leadership is resilient leadership with performance-oriented strategic thinking, the ability to adapt to change, and emotional intelligence (Howard & Irving, 2021). The combination of transformational leadership style and transactional style is the forerunner of resilient leadership (Dartey-Baah, 2015). Organizational performance is significantly influenced by these two leadership styles (Ashfaq et al., 2023). The existence of a leader is a driving force in building collective awareness in achieving organizational goals. Several studies have found that resilient leadership influences organizational performance. According to Giustiniano et al. (2020), resilient leadership occupies a crucial position in achieving organizational targets. Feranita et al. (2020) found that leadership can improve the performance of SMEs, especially in Indonesia. Lee et al. (2010) discovered a correlation between leadership and organizational performance. Personality, communication, and work abilities strongly influence dynamic resilient leadership and organizational performance. Widakdo (2022) showed that organiza-

tional performance and leadership are positively and meaningfully influenced by work and communication skills. Personality influences organizational performance, although this does not occur with all personality traits (Xu et al., 2019).

The Indonesian Logistics Bureau is a state-owned enterprise that operates in the logistics sector. As one of the state-owned enterprises that has changed its status to become a public company, the Indonesian Logistics Bureau is required to be more adaptable to current developments. East Java Logistics Bureau's work area is not only related to the livelihoods of many people but also requires capabilities from a business perspective. Most new employees are tech-savvy millennials, but their leaders' ability to use technology is generally not that high. Of course, it can disrupt organizational performance, so a type of leadership that can bridge between subordinates and leaders is needed. Apart from the resilience of a leader, dynamism is also needed. Dynamism will give the impression of a non-authoritarian resilient leader. The role of the leader is to take a different approach to the subordinates to improve organizational performance. On the other hand, employees must also be able to prove their personality, be able to communicate well, and work with leadership. The Indonesian Logistics Bureau can improve its organizational performance supported by dynamic resilient leadership.

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## 1. LITERATURE REVIEW

Leadership is said to be tough if a leader has a good approach to dealing with obstacles in the organization that involve high resilience. The toughness of subordinates can be increased with the help of the toughness of a leader (Eliot, 2020; Nielsen et al., 2023). This indicates that a resilient leader is a figure who determines how the organization responds to the problems the organization will face. The expected impact is a positive effect on resilience in facing organizational challenges. The leader in carrying out the performance of an organization has four important roles, namely, a task giver, analyzer, motivator, and vision organizer. Resilient leadership is the implementation of toughness and leadership in one unit (Zheng et al., 2018). A leader with his/her abilities will positively influence the organization, for example, growing and increasing employees' resilience in carrying out their work. Strengths and weaknesses are integrated into resilience intrinsically (Huebner & Zacher, 2023). A leader must be able to take a strategic approach characterized by idealism and carry out a leadership pattern. A leader's ability to motivate employees, to improve performance and achieve organizational targets is often used to assess the effectiveness of leadership (Lai et al., 2018).

Several studies show a correlation between personality, communication, and work abilities with dynamic resilient leadership. Buil et al. (2019) show that personality influences leadership. Willett et

al. (2023) found a correlation between communication and leadership. Baka et al. (2021) show that with good leadership, there will be an increase in different work abilities between non-shift and shift employees. These findings imply a correlation or relationship between resilient leadership and work ability.

The definition of performance is the implementation of programs contained in an organization's strategic planning as the embodiment of the organization's vision, mission, goals, and objectives described as the level of achievement of activity policies or program implementation (Li et al., 2019). Based on this definition, employees have a critical role in implementing all organizational activities in order to build, develop, and maintain the company's existence. The setbacks and progress of an agency or company are also influenced by employee performance. Employee performance can increase effectiveness and efficiency in an organization, for example, with leadership strategies (Gkliati & Saiti, 2022). Thus, the success of an organization in its ability to fulfill its social responsibilities and maintain its existence also begins with employee performance.

Several studies confirm a correlation between personality, communication, work ability, and organizational performance. Highly conscientious and extroverted employees tend to be aware of their work and organization when viewed from their personality traits. Another personality trait re-

lated to organizations is openness to experience, especially individual creative performance (Dayong & Zhan, 2022). Prouska et al. (2023) highlight the role of top-down communication between employees and leaders as an effective human resource practice. This communication will create a positive impression and increase perceptions of leader performance. Employees interact through communication with coworkers and managers to fulfill interpersonal needs. In addition, employees assess face-to-face communication to be of higher quality and improve leadership functions in an organization (Braun et al., 2019). Hasbullah et al. (2023) determined factors, for example work ability, that influence organizational performance. Meanwhile, Widakdo (2022) found that communication and work abilities positively and meaningfully influenced organizational performance.

Leadership influences the success of a project. Project success shows good organizational performance, so the success of this project also shows the achievement of organizational targets or a form of organizational success (Ashfaq et al., 2023). There is a link between leadership and organizational performance at various levels in a supportive work environment (Cakir et al., 2023). In time-sensitive organizations, coordination within a team is necessary for implementing performance and leadership behavior changes over time but remaining focused on effective time management (Siddiquei et al., 2022).

In order to achieve organizational targets, employees will be motivated to carry out work beyond expectations by a resilient leader (Dartey-Baah, 2015). The best approach to meeting organizational needs is to use resilient leadership theory. Regardless of the various conditions that arise, organizations are always required to demonstrate their performance. This increase in organizational performance is greatly assisted by resilient leadership. According to Hoai et al. (2022), the source of adaptation and resilience in an organization is positive leadership behavior.

Research on the correlation between resilient leadership and organizational performance is still limited. However, conceptually, resilient leadership will work well in an organization. Resilient and modern leaders are needed to create a strong

organization. The function of resilient leadership is empowering employees, providing stability, communicating the organization's vision and mission, and responding to various issues and challenges. Organizational positive outcomes are also associated with this form of leadership (Lee et al., 2010; Yazici & Öztirak, 2023). Feranita et al. (2020) found that leadership is important in improving SMEs performance. Förster and Duchek (2017) and Hussain et al. (2023) highlight that resilient leadership can increase resilience in organizational performance. Pavez et al. (2021) stated that members' trust in a team is also related to organizational resilience. Maximizing targets and performance for the growth of an organization must be achieved by instilling resilient leadership (Liyanagamage et al., 2023).

The role of resilient leadership is critical because it is collective and not based on one individual. A resilient leader with a team that has a collaborative and socially supportive culture will guarantee the strength of a team (Giustiniano et al., 2020). On the other hand, Eliot (2020) stated that the entire company's workforce will be a strategic advantage for the company in improving organizational performance, which is greatly influenced by resilient leadership. It is further stated that organizational performance is greatly influenced by leaders with high intelligence who create trust in work teams, which shows organizational resilience (Coronado-Maldonado & Benítez-Márquez, 2023).

Personality, communication, and work abilities of an employee greatly influence organizational performance. Apart from influencing organizational performance, these three things directly affect dynamic resilient leadership. Moreover, dynamic resilient leadership can mediate the influence of personality, communication, and work abilities on organizational performance. Referring to this context, the aim of this study is to analyze the direct influence of personality, communication, and work abilities on organizational performance and dynamic resilient leadership, as well as the indirect influence on organizational performance mediated by dynamic resilient leadership. Based on this description, several hypotheses are formulated:

*H1: Personality has a positive and significant effect on dynamic resilient leadership.*

- H2: *Communication has a positive and significant effect on dynamic resilient leadership.*
- H3: *Work ability has a positive and significant effect on dynamic resilient leadership.*
- H4: *Personality has a positive and significant effect on organizational performance.*
- H5: *Communication has a positive and significant effect on organizational performance.*
- H6: *Work ability has a positive and significant effect on organizational performance.*
- H7: *Dynamic resilient leadership has a positive and significant effect on organizational performance.*
- H8: *Personality has a positive and significant effect on organizational performance through dynamic resilient leadership.*
- H9: *Communication has a positive and significant effect on organizational performance through dynamic resilient leadership.*
- H10: *Work ability has a positive and significant effect on organizational performance through dynamic resilient leadership.*

Figure 1 shows the conceptual framework based on the literature review and the development of hypotheses.

## 2. METHODOLOGY

All Logistics Bureau employees in the cities of Surabaya, Malang, Jember, Banyuwangi, Bojonegoro, Bondowoso, Kediri, Madiun, Tulungagung, Ponorogo, Probolinggo, and the Madura Island area were involved in the analysis. The logistics office was chosen because it is in line with the government’s program for food self-sufficiency, while the twelve locations are logistics office branches in East Java. The Logistics Bureau is a bureau in Indonesia that operates in the logistics sector with the main task of stabilizing the prices of necessities and managing food stocks.

The research sample consisted of 527 logistics bureau employees in twelve locations using a total sampling technique. The logistics bureau in the regional division of East Java, Indonesia, consists of three regional offices, thirteen branch offices and fifty-five warehouses spread throughout the region, which is a large area. Data collection in the form of a questionnaire was conducted using Google Forms, thus allowing researchers to use total sampling.

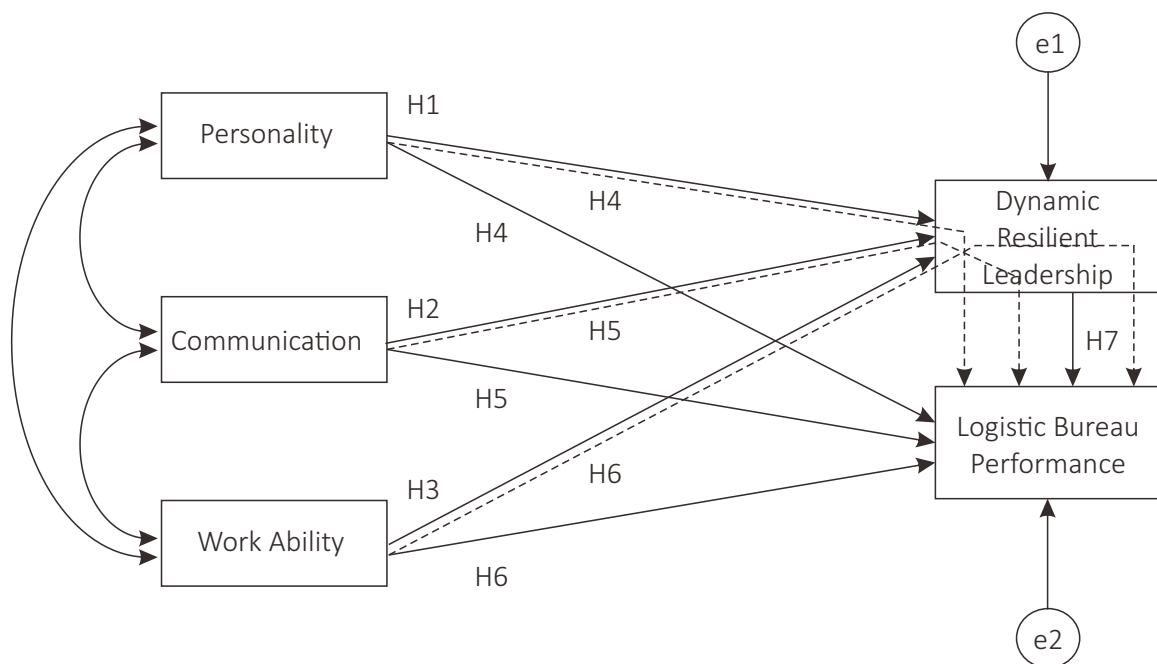


Figure 1. Research framework

The personality variable uses five indicators: neuroticism, conscientiousness, friendliness, extraversion, and openness to new experiences (Nooripour et al., 2023). Communication variable indicators are classified into upward, downward, horizontal, cross-channel, and informal communication (Lenz & Winker, 2020). Furthermore, the work ability indicators are summarized into six indicators: conceptual ability, technical ability, physical ability, attitude ability, intellectual ability, and human relations ability (Baka et al., 2021). Dynamic resilient leadership indicators adapted from Dartey-Baah (2015) consist of six items: strategic thinking, adapting to change, emotional balance, dynamism, results-oriented, and always learning. Finally, the logistics bureau performance indicator, which is none other than organizational performance, was adapted from Strah and Rupp (2022) into eight indicators: productivity, profitability, timeliness, service quality, quick problem resolution, satisfaction with service, responsibility, and organizational reputation.

Data collection was carried out from June to September 2023 using a questionnaire that was filled out online using Google Forms. The data were tested for validity and reliability first using the SPSS computer program; then, path analysis was used using the IBM AMOS computer program.

The distribution of research respondents according to gender, age, level of education, position, and length of service is presented in Figure 2. The majority of respondents are male (72.8%), with an age range of 31-40 years (57.7%), with a

bachelor's degree (37.0%), staff positions (29.8%), and 11-20 years of work experience (53.9%). Figure 2 shows that the majority of employees are included in the late adulthood category. This age range is at the peak of their career, which will then experience a decline in the career. This is in line with the average work period, which is in the range of 11-20 years.

### 3. RESULTS

The results of research on the influence of personality, communication, and work abilities on organizational performance directly and indirectly (mediated by dynamic resilient leadership) include validity and reliability tests and path analysis. Table 1 presents the validity test results using Pearson product moment and the reliability test using Cronbach's Alpha.

Based on the results of the validity test, the  $p$ -value for each question item was  $< \alpha$  (0.05). This shows that the items of personality, communication, work ability, dynamic resilient leadership, and organizational performance are valid. The Cronbach's Alpha values of each variable are more than 0.60, indicating that each variable's data are reliable.

Table 2 presents the results of testing the influence of exogenous (personality, communication, and work ability) on endogenous variables (dynamic resilient leadership and organizational performance). The test results show that all exogenous variables have a positive and significant effect on endogenous variables.

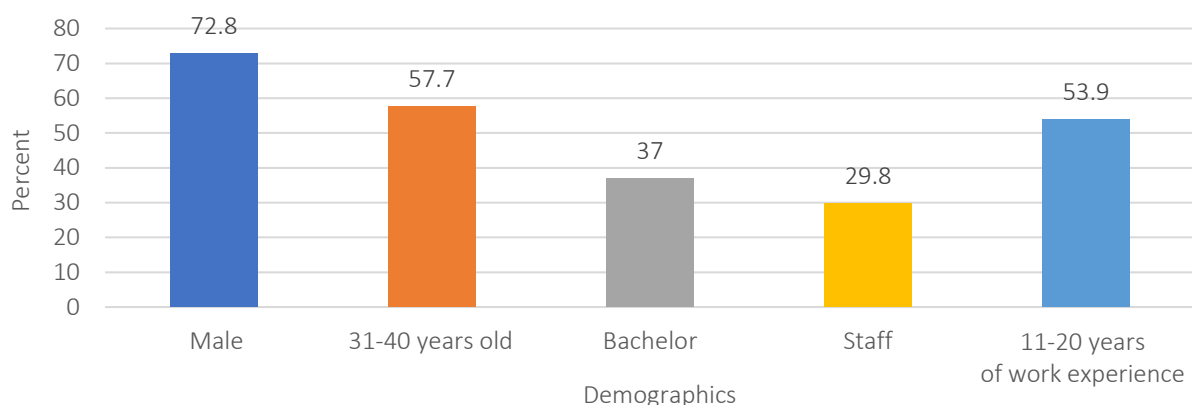


Figure 2. Respondent demographics

**Table 1.** Validity and reliability tests

Variable	Item	Correlation	p-value	Cronbach's Alpha
Personality	Extraversion	0.570	0.000	0.706
	Conscientiousness	0.690	0.000	
	Friendliness	0.533	0.000	
	Openness to new experiences	0.877	0.000	
	Neuroticism	0.749	0.000	
Communication	Upward communication	0.570	0.000	0.682
	Downward communication	0.675	0.000	
	Horizontal communication	0.510	0.000	
	Cross-channel communication	0.870	0.000	
	Informal communication	0.726	0.000	
Work ability	Intellectual ability	0.594	0.000	0.745
	Conceptual ability	0.491	0.000	
	Technical ability	0.810	0.000	
	Physical ability	0.555	0.000	
	Attitude ability	0.747	0.000	
Dynamic resilient leadership	Human relations ability	0.810	0.000	0.784
	Strategic thinking	0.501	0.000	
	Adapting to change	0.603	0.000	
	Emotional balance	0.844	0.000	
	Dynamism	0.552	0.000	
	Results-oriented	0.794	0.000	
	Always learning	0.844	0.000	
Organizational performance	Productivity	0.397	0.000	0.824
	Profitability	0.449	0.000	
	Timeliness	0.817	0.000	
	Service quality	0.711	0.000	
	Quick problem solving	0.468	0.000	
	Satisfaction with services	0.780	0.000	
	Responsibility	0.817	0.000	
	Organizational reputation	0.711	0.000	

**Table 2.** Direct hypotheses testing

Hypothesis	Regression Model	Direct Influence	Critical Ratio	Sig.
H1	Personality → Dynamic resilient leadership	0.213	4.067	0.000**
H2	Communication → Dynamic resilient leadership	0.257	4.636	0.000**
H3	Work ability → Dynamic resilient leadership	0.227	4.938	0.000**
H4	Personality → Organizational performance	0.376	5.715	0.000**
H5	Communication → Organizational performance	0.288	4.117	0.000**
H6	Work ability → Organizational performance	0.280	4.801	0.000**
H7	Dynamic resilient leadership → Organizational performance	0.204	3.770	0.000**

Note: \*\* p-value < 0.01.

Table 3 presents the results of testing the indirect influence of personality, communication, and work ability on organizational performance mediated by dynamic resilient leadership. The results of the indirect influence show a positive and significant influence, meaning that dynamic resilient leadership mediates the influence of personality, communication, and work ability on organizational performance.

A recapitulation of the results of testing the influence of the exogenous variables of person-

ality, communication, and work ability on the endogenous variables of dynamic resilient leadership and organizational performance, which include direct, indirect, and total influences, is presented in Table 4.

The total influence of each exogenous variable for personality is 41.9%, communication 34.0%, and work ability 32.6% (Table 4). Furthermore, Figure 3 shows general results of the path analysis tests.

**Table 3.** Indirect hypotheses testing

Hypothesis	Regression Model	Indirect Influence	Critical Ratio	Sig.
H8	Personality → Dynamic resilient leadership → Organizational performance	0.043	2.733	0.008**
H9	Communication → Dynamic resilient leadership → Organizational performance	0.052	2.898	0.005**
H10	Work ability → Dynamic resilient leadership → Organizational performance	0.046	2.962	0.004**

Note: \*\*  $p$ -value < 0.01.

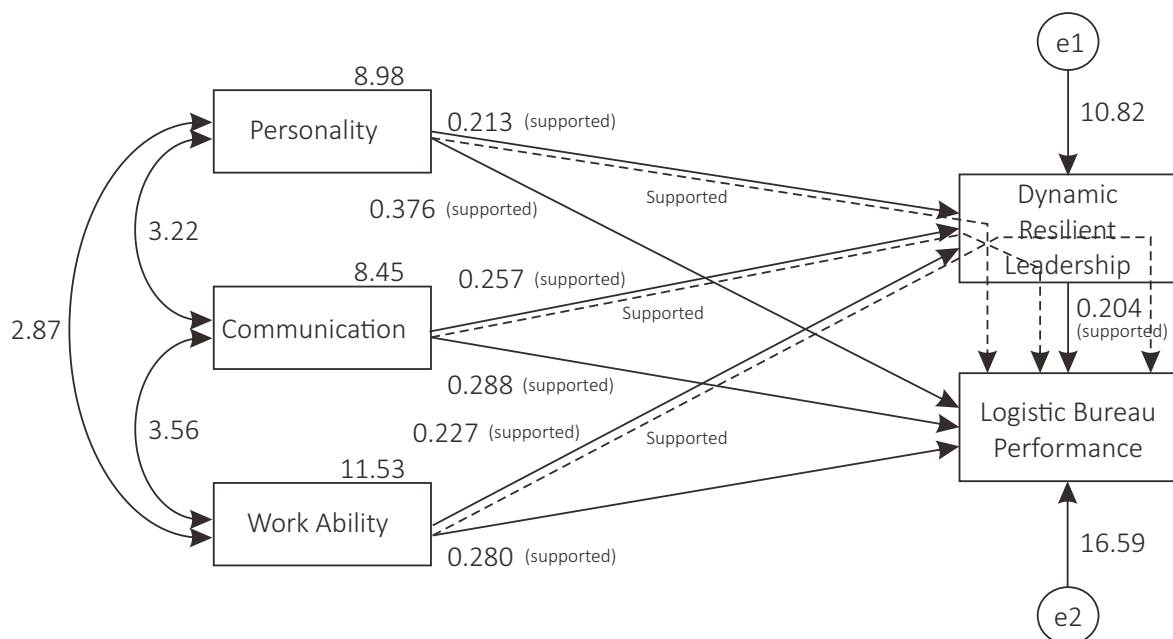
**Table 4.** Direct, indirect, and total influences

Regression Model	Direct Influence	Indirect Influence	Total Influence
Personality → Organizational performance	0.376	0.043	0.419
Communication → Organizational performance	0.288	0.052	0.340
Work ability → Organizational performance	0.280	0.046	0.326

### 4. DISCUSSION

Personality has a positive and significant effect on dynamic resilient leadership; the first hypothesis is accepted. Differences in specific traits in personality characteristics with individual interests in increasing self-esteem are reflected in the existence of individual differences. Meanwhile, differences in the emphasis of the processes and values of a group in the characteristics of social identity are shown in group differences. However, this can also be interpreted as increasing individual self-esteem (Zou et al., 2023). Personality is an invisible character and

becomes the basis of relatively stable behavior to respond to various things from the environment. The form of personality is in the form of actions displayed in the form of behavior. The effectiveness of a leader will be influenced by a charismatic personality (Vergauwe et al., 2018). Leaders who have too high charisma usually do not have operational behavior, while leaders with low charisma do not have strategic behavior and, thus, are less effective. A good personality exhibited by the leader will increase the self-confidence of the subordinate, so the level of self-confidence of the subordinate will also increase.



**Figure 3.** Path analysis results



Communication factors influence dynamic resilient leadership positively and significantly. This shows that there is effective communication. Effective communication between the leader and subordinates will generate a good impression and positive perception of the leader's performance (Yazici & Öztirak, 2023). Good communication, horizontal and vertical, will impact the level of understanding of employees so that employees can understand the message of communication. The impact is that the level of understanding of the position and portion of employees becomes clear. If this is done consistently, the problems faced by the organization will be easily overcome because the organization's capabilities will increase. Furthermore, the mission and performance of the organization will be enhanced by organizations that support leadership activities (Akdere & Egan, 2020).

Work ability influences dynamic resilient leadership positively and significantly. Work ability has an important role in the company and is an individual's ability to do work. Employees are required to have the ability to adapt to changes as the environment and technology continually develop. Training, development, and employee experience can improve these abilities. Adaptation to change is possible by employees who can maintain their work abilities; when these employees are given responsibility in the future, they are likely to become resilient leaders. Thus, effective and efficient conditions occur when employees do their work. Tran (2023) suggests that leaders need work skills in increasingly dynamic work fields to solve organizational problems. A positive impact will be given to all employees due to their work abilities, which will provide strategic benefits for the institution (Eliot, 2020). Understanding the organizational values, teamwork, skills, commitment, and abilities of a leader must be improved to achieve performance targets in the organization. This is critical for leaders and prospective leaders, considering that future challenges in the organization are also dynamic.

Personality has a positive and significant influence on organizational performance. This shows that the personality of each employee will determine organizational performance. This competitive nature is an incentive for team members to

carry out work seriously because the performance of each individual greatly determines the performance of an organization as a whole (O'Neill & Allen, 2011). Organizational performance is also influenced by communication, which has a positive and significant effect on organizational performance. The research results confirm that communication positively and significantly influences organizational performance. Communication is information conveyed by one individual to another individual. This delivery will be able to provide information and change attitudes and opinions. This information can be conveyed directly through verbal means or indirectly through the media. Organizational success is greatly influenced by increased communication within a work team (Wu et al., 2017).

This paper found that work ability positively and significantly influences organizational performance. A person's mental and physical abilities in carrying out work are closely related to a person's work ability. Completing a particular job requires an employee to have special qualifications, because not all individuals have the required skills. This is also related to human resource development. There are two types of human resource development, namely macro and micro. A process of improving the quality of human capacity to achieve nation development goals is a definition of macro resources while planning education, training, and management of personnel or employees to achieve optimal results is a definition of micro resources. This study is similar to that of Zou et al. (2023), who found that work ability positively and significantly influences performance. Tight competition, task demands, an uncomfortable work atmosphere, and relationship problems with other people are some of the problems in every organization, so it is required for employees to have high work abilities. This challenge needs to be prepared early if the organization wants to survive in the competitive landscape.

Dynamic resilient leadership influences organizational performance positively and significantly. Performance improvement will occur with coordination and cooperation between management and staff to realize organizational targets. This relevant increase in performance will tend to be associated with the presence of resilient leader-

ship. Resilient leadership plays a critical role because it is guaranteed by the strength of a collective and not always guaranteed by strong individuals (Giustiniano et al., 2020). Furthermore, the emergence of all solutions to a problem is possible from creative power at all levels of the organization (Vera et al., 2021). This shows that cooperation and coordination in organizations depend on the presence of strong leaders. The impact of the effectiveness and efficiency of communication in the organization will be built by relationships between individuals as a form of resilient leadership. If the effectiveness and efficiency of communication are well established, organizational goals will be achieved.

Personality, communication, and work abilities influence organizational performance mediated by dynamic resilient leadership. Path coefficient analysis shows that the direct influence value is greater than the indirect influence. Communication variables have the greatest direct

influence on dynamic resilient leadership, personality variables have the greatest influence on organizational performance, and communication occupies the next position. This shows that the role of resilient leadership in improving organizational performance cannot be ignored, considering that strong leadership has a positive and significant effect on organizational performance. This supports Schall et al. (2021), who found that resilient leadership mediates organizational performance. Resilience contributes to increasing organizational capacity in problem-solving, although resilience does not directly result in higher organizational performance (Carmeli et al., 2021). In an effort to motivate employees and build an organization, resilient leaders with high goals, values, and integrity are needed (Pulido-Martos et al., 2023). Bahagia et al. (2024) further stated that knowledge as a strength and asset is needed to improve organizational performance. This can be obtained from a leader who has resilience and dynamism when carrying out his duties.

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## CONCLUSION

The aim of the paper is to analyze the direct and indirect relationships (mediated by dynamic resilient leadership) between personality, communication, and work ability on organizational performance. The results of 527 respondents from the Indonesian Logistics Bureau concluded that personality, communication, and work abilities positively and significantly affect dynamic resilient leadership and organizational performance. Furthermore, dynamic resilient leadership has a positive and significant effect on organizational performance. Dynamic resilient leadership can mediate the influence of personality, communication, and work ability on organizational performance.

There are two limitations and suggestions for future research. First, this study involves personality, communication, and work ability factors to improve organizational performance, where dynamic resilient leadership is a mediating variable. Many variables will have an impact on organizational performance, so it is possible to conduct research that involves more variables. Second, this research is based on organizational performance, which is based on employee performance, but there is no comparison between private organizations and government agencies. Future researchers need to carry out comparisons with private organizations and other government agencies.

## AUTHOR CONTRIBUTIONS

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Formal analysis: Raden Andi Sularso, Markus Apriono.

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Resources: Danang Widakdo.

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Visualization: Markus Apriono.

Writing – original draft: Danang Widakdo, Raden Andi Sularso, Markus Apriono.

Writing – review & editing: Raden Andi Sularso, Purnamie Titisari, Markus Apriono.

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