

Asset Structure, Managerial Ownership and Growth Opportunity Against Capital Structure and Profitability as Moderation

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Abstract :

This research was carried out with the objective (1). To find out and analyze the influence of Ambidextroous Leadership, HR Orchestration, and Bureaucratic Isomorphism on Adaptation Capacity in City Regency Governments in South Sulawesi. (2). To find out and analyze the influence of Ambidestrous Leadership, HR Orchestration, and Bureaucratic Isomorphism on Organizational Resilience in City Regency Governments in South Sulawesi. (3). To find out and analyze the influence of Adaptation Capacity on organizational resilience in City Regency Governments in South Sulawesi (4). To determine the Influence of Ambidextroous Leadership, HR Orchestration, and Bureaucratic Isomorphism on Organizational Resilience through Adaptation Capacity in City Regency Governments in South Sulawesi. Data collection was conducted using a questionnaire of 384 respondents, with the data analysis method used in this study being descriptive analysis and SEM (structural Equation Modeling) analysis with the help of the AMOS program. The results of the study show that (1). Ambidextroous Leadership, HR Orchestration, and Bureaucratic Isomorphism have a positive and significant effect on the adaptation capacity of city district governments in South Sulawesi (2). Ambidextrous leadership has a direct effect on the organizational resilience of the city district government in South Sulawesi. (3). HR orchestration, and Bureaucratic Isomorphism have a direct positive effect on organizational resilience. 4). Adaptation capacity has a significant effect on organizational resilience. (5). Ambidextroous Leadership, HR Orchestration, and Bureaucratic Isomorphism have a positive and significant effect on organizational resilience through adaptation capacity.

Keywords : *Ambidextrous; HR Crkestrasi; bureaucratic isomorphism; Resilience; Adaptability.*

1. Introduction

In the midst of the dynamics of global and national changes that are increasingly rapid and uncertain, local government organizations are encouraged to also face and feel great challenges in responding to ongoing environmental changes (Firdaus, 2022). In an era characterized by complexity, volatility, ambiguity, and acceleration of change or known as the VUCA (Volatility, Uncertainty, Complexity, Ambiguity) era, organizations are not only required to be able to adapt, but also must have the capacity and resources to be free from disruptions and maintain operational flexibility and sustainability consistently (Bawany, 2016; Nibedita et al., 2017; Krawczyńska-Zaucha, 2019; Rimita, Hoon, & Levasseur, 2020; Ofoegbu & Onuoha, 2018; Teece, Peteraf, & Leih, 2016).

Azahari et al. (2021), the constant changes in the VUCA era create a variety of complex managerial pitfalls, which is also reinforced in the findings of Millar and Mahon (2018), Uyun (2018), and Simone (2021). These studies are rooted in the theories of Resource-Based View (RBV) and Dynamic Capabilities, which emphasize the importance of internal resources and an organization's ability to navigate the challenges of uncertainty. However, studies on organizational resilience in the local government sector are still relatively rare and mostly focus on the private sector or private organizations, with a diversity of methodological approaches and empirical contexts (Fahami et al., 2017; Gatt et al., 2020; Darvishmotevali et al., 2020; Gao et al., 2020; Horák & Špaček, 2024; Ekpouko et al., 2025; Lee et al., 2020; Lim et al., 2020; Ploughman et al., 2020; Mayordomo et al., 2016; Perna et al., 2020; Xu et al., 2020; Rivaldan, 2022; Walpita & Arambepola, 2020; Liesto et al., 2020; MacLeod et al., 2016; Ran et al., 2020; Emmons, 2013; Ashmore, 2020; McManus, 2008; Utami & Helmi, 2017; Rejeki, 2018; Manzano, 2014; Harms et al., 2018; Aldianto et al., 2021; Limon, Dilekçi, & Demirer, 2021; Wajdi et al., 2024; Zapłata & Matyjaszczyk, 2025).

The concept of organizational resilience then emerged as a strategic foundation, both in the public and private sectors, including in the context of local governments facing fiscal pressures, regulatory dynamics, and public service demands in the midst of complex political situations (Gherasim, 2025). Madani and Parast (2023) even emphasized that resilience simply adapting is no longer adequate; Organizations must be able to build capacity to respond to unexpected disruptions in order to survive and thrive in an increasingly difficult governance environment. Organizational

resilience is interpreted as the ability of institutions to absorb pressures, challenges and adapt to external dynamics, thereby enabling the continuity of organizational functions even in crisis situations. A resilient organization is not only able to survive, but also thrive under pressure and uncertainty. This resilience also comes from the capacity of individuals within the organization. Dwiastuti et al. (2021) emphasized that employees' personal resilience in the face of pressure and failure is an important foundation for forming collective resilience. In this context, Horák and Špaček (2024) and Alves (2021) explain that resilience is not only limited to structural or systemic aspects, but also includes the personal and cultural dimensions of the organization.

Global phenomena such as the COVID-19 pandemic, and on a national-regional scale after the simultaneous election of Regional Heads, further emphasize the urgency of strengthening resilience, not only in the institutional aspect but also in the individual perception of social stability and organizational flexibility. Nechitailo and Alieva (2024), in their study in the education sector in Ukraine, show that organizational resilience is strongly influenced by an individual's perception of social norms and applicable rules. This shows that resilience is not solely an institutional product, but also the result of the internalization of adaptive values by organizational actors.

Theoretically, Muhlis (2025) traces the evolution of the concept of resilience that has evolved from a behavioral approach to a more systemic organizational approach. Wajdi et al. (2024) added that cultural factors and psychological behavior also form the level of resilience, both at the individual (employee) and organizational levels. Nevertheless, there is a conceptual gap in the literature that discusses the relationship between individual resilience and the resilience of organizations as collective entities. This gap reflects the disconnect between micro (psychological) and macro (organizational) approaches within the theoretical framework and management practices in public organizations today.

Furthermore, ambiguity in the source of resilience theory also reinforces the gap between internal flexibility and systemic support. For example, Emmons (2013), Ashmore (2020), Rejeki (2018), McManus (2008), Butkus et al. (2023), and Fabbrini (2025) view that adaptability is the key to achieving resilience, but has not explicitly linked the positions of individuals and organizations within a single integrated time and space frame. Fabbrini (2025) even stated that resilience has developed from a mere normative concept to a legal framework in supranational governance. This

shows the need to understand resilience as a combination of institutional design and organizational responsiveness to external pressures. Borgheto et al. (2025) reinforce this argument by asserting that resilience is not only the result of policy design, but is also a product of dynamic domestic political processes.

Furthermore, gaps in organizational resilience research, both partial through variable differences and methodological approaches, can be mapped as a basis to strengthen the urgency of this research. Zapłata and Kwiatek (2023) note a significant increase in academic publications related to organizational resilience over the past three years, reflecting the growing practical need across various sectors to understand and implement this concept effectively.

Leaders in public sector organizations, especially local governments, (Governors, Regents, Mayors) after the elections, and the simultaneous inauguration were full of euphoria and were in a strategic position in their regions. However, after the President announced budget efficiency, it then became a psychological pressure for the regions which was very crucial. They are required to continue to carry out their functions in the midst of financial crisis, economic uncertainty, and limited human and technological resources. Some studies that highlight this context include Natoli et al. (2024), Park et al. (2022), and Lustrilanang (2024) who specifically developed a resilience model for local governments in Indonesia. In his research, Lustrilanang identified eight main dimensions of regional resilience, namely: risk management practice, leadership capabilities, information technology capabilities, alliance management capabilities, strategy formulation capabilities, new product and service development capabilities, organizational resilience, and organizational financial resilience.

The eight dimensions can be categorized into two main groups, namely: (1) managerial factors related to the role and capacity of leaders; and (2) organizational factors that include development capabilities, institutional resilience, and financial resilience. These indicators reflect a blend of theoretical approaches from Resource-Based View (RBV) and Dynamic Capabilities, as well as the values of New Public Management (NPM) theory and public sector human resource management (HRM) strategies.

Within this framework, organizational resilience is transformed into the ability of institutions to maintain public service functions in the midst of limitations and operational disruptions. Some of the key indicators adapted in this study include: the ability to

recover quickly, learning from the crisis, leadership commitment, culture of resilience, and innovation in response to challenges. The role of leaders in building a spirit of never giving up, openness to change, and encouraging an adaptive organizational culture are fundamental elements in creating a resilient organization.

By integrating these dimensions, this research contributes to expanding the scope of the organizational resilience literature, especially in the context of local governments that have bureaucratic and complex characteristics (Gherasim, 2025). Historically, the concept of resilience in regional contexts has been introduced since the 1970s, initially to describe the ability of urban areas to respond to environmental stresses, such as natural disasters. Nevertheless, as theory and practice have evolved, resilience has become part of the strategic framework of modern organizations across sectors and disciplines. Today, resilience is understood not only as endurance, but also as a transformative force capable of turning challenges into opportunities.

In the context of local government, the study of organizational resilience is still relatively limited compared to the study of business organizations. Research in the private sector generally focuses on adapting to market dynamics to achieve efficiency and competitiveness. But in the context of an increasingly complex and turbulent environment, adaptive ability alone is not enough. Public organizations need a more comprehensive capacity to respond effectively to uncertainty, a capacity called organizational resilience (OR). Good et al. (2023) state that the ability of individuals to recover from stress, as well as bounce back from difficult situations, is an important component in forming institutional resilience. Therefore, organizational resilience is a strategic element to ensure service sustainability, governance stability, and institutional growth in the long term (Mehta et al., 2024).

In the dynamics of modern governance, local governments, as the front line in the delivery of public services, are required not only to carry out administrative functions, but also to be able to build institutional resilience to remain adaptive, responsive, and competitive in the midst of limited resources and increasing fiscal pressures.

Organizational resilience, in this context, is no longer understood simply as the ability to survive in a position that leads to financial distress, but as a systemic capacity to make strategic adaptations, manage institutional learning, and transform challenges into sustainability opportunities. For this reason, the development of a comprehensive theoretical model is crucial in mapping the

determinants of the resilience of public organizations, including ambidextrous leadership, human resource orchestration, and adaptation to regulatory and structural pressures.

In compiling the conceptual foundation of organizational resilience research, the approach offered by Ulaga, Kleinaltenkamp, Kashyap, and Eggert (2021) is relevant to be used as a reference. Although it comes from the strategic marketing domain, their research underscores the importance of formulating research propositions that are not only theoretically strong, but also applicable and contextual. Research propositions must meet three main principles: be rooted in clear theoretical logic, have transformative value, and be empirically testable by considering the practical dynamics facing the organization.

In the context of public sector organizations, especially local governments in Indonesia, this approach can be used to develop research propositions that describe how organizations survive and thrive under multidimensional pressures, such as digitization of services, changes in central regulations, political conflicts of interest, and fiscal constraints. For example, the influence of ambidextrous leadership on organizational resilience can be explained conceptually through the capacity of leaders to balance the exploration of innovation and the exploitation of existing resources. This is in line with the idea of Ulaga et al., that the key variables in the research model should be related through logical mechanisms that bridge theories and practical phenomena. Preliminary studies support the view that resilience is now an absolute and sustainable strategic need, both to survive crises and to develop proactively in the midst of environmental changes (Sethi et al., 2024). However, most of these studies are still dominated by macro and normative approaches, focusing on theoretical frameworks in strategic management. This has led to a gap between theory and practice, especially in the application of the concept of resilience in the environment of public sector organizations, such as local governments.

Table 1. Map of Regional Fiscal Capacity in South Sulawesi

No	Region Name	Regional Fiscal Capacity Ratio	Categories of Regional Fiscal Capacity
1	South Sulawesi Province	1,336	Low
2	Bantaeng Regency	1,182	Medium
3	Barru Regency	1,027	Low
4	Bone Regency	1,014	Low

5	Bulukumba Regency	1,066	Low
6	Enrekang Regency	1,030	Low
7	Gowa Regency	1,235	Medium
8	Jeneponto Regency	1,177	Medium
9	Luwu Regency	1,118	Low
10	North Luwu Regency	1,075	Low
11	Maros Regency	1,163	Medium
12	Pangkajene Islands	1,024	Low
13	City. Squirt	0,966	Low
14	East Luwu Regency	1,897	Very High
15	Pinrang Regency	1,233	Medium
16	Sinjai Regency	0,747	Very Low
17	Selayar Islands Regency	1,203	Medium
18	Sidenreng Rappang Regency	1,036	Low
19	Soppeng Regency	0,984	Low
20	Takalar Regency	0,842	Very Low
21	Tana Toraja Regency	0,963	Low
22	Wajo Regency	1,118	Low
23	Pare-pare City	1,321	Medium
24	Makassar City	2,490	Very High
25	North Toraja Regency	0,893	Very Low

(PMK-RI Number 127 as a replacement for PMK 65 of 2024) About the Regional Fiscal Capacity Map (set on 31-12-2024).

Regional Fiscal Capacity is a regional financial capacity calculated based on a formula set by the minister of finance in accordance with the provisions of laws and regulations (PMK-RI Number 65 of 2024) concerning Regional Fiscal Capacity Maps. Based on the data in table 1, it can be emphasized that the regional fiscal capacity for provincial and regency/city governments in South Sulawesi is dominated by the low category fiscal capacity of 13 local governments (52%), the medium category of 7 districts/cities (28%), the very high category of only 2 districts/cities (8%), and

the very low category of 3 districts (12%). This means that most local governments in South Sulawesi have financial limitations and dependence on DAU. Meanwhile, 2 local governments, namely East Luwu Regency and Makassar City, have good fiscal capabilities. In the context of public governance, the austerity policies implemented by the government often follow the Paradox of Thrift framework from a Keynesian perspective. This paradigm implies that efforts to over-suppress public spending, even if intended as an efficiency measure, can actually create new pressure on organizational resilience. This is especially true at the local government level, which in reality has to face various fiscal limitations, regulatory changes, and increasingly complex service demands. Therefore, qualified managerial capacity is needed, including ambidextrous leadership, the ability to orchestrate resources, and the ability to adapt and respond to isomorphic pressures in regional bureaucracy.

In answering this gap, ambidextrous leadership theory offers a relevant and applicable conceptual framework. This theory emphasizes the importance of leaders to manage two dimensions simultaneously: exploitation (efficiency, resource optimization) and exploration (innovation, strategic change). Although it has been widely applied in business and private sector contexts, its application in the public sector is still relatively minimal and is an important gap in the development of public policy and administrative literature. In this context, research on human resource orchestration in the local government environment is very important. Public sector organizations are not only required to adapt to external dynamics, but must also be able to develop agile and collaborative internal systems, including in human resource management. Thus, this study places HR orchestration as a strategic variable in bridging ambidextrous leadership and strengthening adaptation capacity, towards resilient and competitive government organizations in the VUCA era. Various problems that appear in reality, such as domestic political uncertainty that causes ambiguity, corruption cases, termination of employment (PHK), budget refocusing, slowing economic growth, weakening purchasing power, to negative situations that arise due to the efficiency of the state budget, show that there is a phase of complaints related to fiscal distress and financial distress that are felt at all levels of government, as well as the lack of optimal tax revenue. and strategic resource management. Looking at the relationship between these three factors, this study seeks to better understand how ambidextrous leadership, human resource

orchestration, and bureaucratic isomorphism interact with each other in improving the adaptability and resilience of local government organizations. Adaptability has to do with the extent to which an organization can adapt to the changes that occur, while resilience refers to the capacity of an organization to remain effective despite significant crises or challenges.

2. Overview of Theories and Concepts

2.1 Ambidextrous Leadership

The concept of ambidexterity leadership in this study is based on the theory of ambidexterity which emphasizes the importance of a balance between two managerial approaches: exploration and exploitation. The term ambidextrous itself was first introduced in the management literature by Robert B. Duncan in 1976 through his work "The Ambidextrous Organization: Designing Dual Structures for Innovation", which highlights the importance of dual structures in organizations to support innovation (Kuwashima, Inamizu, & Takahashi, 2020). Decades later, this idea was expanded and re-popularized by Michael L. Tushman and Charles A. O'Reilly (1996) who recommended that organizations be able to deal with the disruption of the business environment by designing an adaptive leadership system through ambidexterity. Within the framework of this research, the ambidextrous leadership approach is not only positioned as a structural strategy, but also as a managerial practice that is micro and contextual. This means that ambidextrous leaders are understood as agents of change who are able to dynamically switch between conservative and innovative actions, as well as build an organizational culture that is adaptive to external changes and internal pressures. Leaders like this not only maintain operational continuity, but also steer the organization towards long-term excellence through continuous learning and systematic innovation.

2.2 HR Orchestration Indicators

Based on theoretical studies and some adaptations to previous research, this study uses indicators to measure HR orchestration as follows.

1. ASN Competency Mapping: The ability of agencies to map and understand the technical, managerial, and social competencies of ASN thoroughly and accurately.
2. Strategic Placement of ASN. The compatibility between the competence of ASN and the position held, as well as flexibility in adjusting assignments according to regional strategic needs.

3. Inter-sectional Coordination or OPD (Regional Apparatus Organization). The level of synergy and collaboration between work units in optimizing human resources across sectors/fields.
4. ASN Development and Learning. The availability of capacity building programs through training, workshops, coaching, or mentoring to support adaptation to changes in regulations, technology, and community needs.
5. Adaptability of HR Policy. The extent to which HR management policies are able to respond to external changes such as the demands of bureaucratic reform, central policies, and regional socio-economic conditions.

2.3 Bureaucratic Isomorphism and Institutional Theory

In this study, institutional theory is used as the main conceptual foundation to understand the dynamics of bureaucratic isomorphism. This theory emphasizes that organizational behavior is not only shaped by economic rationality or technical demands, but is also strongly influenced by social norms, formal rules, and institutional expectations that develop in the external environment (Zhang & Hu, 2017). In other words, organizations seek to gain social legitimacy and acceptance by conforming to structures, processes, and practices that are considered legitimate by their environment. In the context of public sector organizations, such institutional pressures are particularly strong because bureaucracies often operate in an environment fraught with regulations, political expectations, and social demands. Therefore, bureaucratic reform and policy shifts are not only driven by the need for efficiency or accountability, but also by efforts to maintain institutional legitimacy in the midst of complex socio-political dynamics (Subangun et al., 2023). Subangun et al. (2023) also underlined that bureaucratic digitalization is becoming a new context in which institutional isomorphism is getting stronger, especially when bureaucracies must adopt technology, transparency, and digital service systems that have become international norms. In this case, the pressure comes not only from formal rules, but also from the need to stay relevant in the midst of a fast-growing digital ecosystem. Meanwhile, Akbar et al. (2020) added that in practice, public organizations not only seek to maintain legitimacy through formal compliance, but also compete for political support, public trust, and institutional power. Therefore, the ability of bureaucratic leaders to read and respond to institutional pressures strategically is the key to organizational sustainability and adaptability in the current era of uncertainty.

2.4 Adaptation Capacity

Adaptation to changes triggered by digital transformation is important in ensuring the sustainability and competitiveness of the organization. Digital transformation not only changes the way we work and operational processes, but also has a profound impact on aspects of the organization's internal aspects, including organizational structure, work culture, and overall business strategy. In such a situation, the implementation of change management plays an important role in managing the difficult transition process and more flexible changes.

2.5 Supporting Factors for Adaptation

First, changes in organizational structure are one of the key elements that reflect the importance of flexibility and adaptive ability in the face of accelerating technological development. Organizations that are able to streamline bureaucracy, accelerate the flow of information exchange, and increase sensitivity to external environmental dynamics tend to be better able to form structures that are conducive to innovation and effective decision-making (Syafi, 2023).

Second, transformation in operational processes emphasizes the importance of utilizing technology to strengthen service efficiency and quality. Through the integration of automation and digitalization in various activities such as production processes, supply chain management, and interactions with customers, organizations can reduce operational costs, increase accuracy, and respond to market needs more quickly and appropriately. Third, changes in organizational culture reflect a shift towards a proactive work environment in encouraging innovation, cross-functional collaboration, and continuous learning. Organizations that successfully instill a culture that supports experimentation, the courage to take measurable risks, and the readiness to face technology-based change will have a strong foundation for long-term growth and sustainability.

2.6 Organizational Resilience

In the contemporary economic sphere, the issue of resilience increasingly occupies a strategic position, especially in the midst of global pressures characterized by uncertainty and the threat of recession. In this context, resilience is seen as an important foundation in addressing the challenges of sustainability and organizational adaptation, as well as being the main framework in this study. Xiao and Cao Huan (2017) note that the term resilience

comes from the Latin *resilire*, which means "to jump back" or "to be resilient". The concept of organizational resilience has undergone significant development and has become the focus of cross-disciplinary studies in various scientific approaches. Ashmore (2020) identifies five key approaches in the evolution of organizational resilience studies. The first approach, which emerged in the early 1980s, defined resilience as a reactive response to potential disruptions or threats that could disrupt organizational stability. Meanwhile, the second approach develops this perspective by emphasizing the importance of system reliability as a pillar in maintaining operational continuity, especially in the face of unexpected disruptions. Gatt et al. (2020) underline that resilience is not a static condition, but a dynamic adaptation process in the face of life's pressures and challenges. Individuals with high levels of resilience generally show healthier lifestyles and better physical condition (Lee et al., 2020; Lim et al., 2020). In addition, they tend to maintain an optimistic attitude and enjoy a better level of psychological well-being (Mayordomo et al., 2016; Perna et al., 2020). This psychological balance also supports superior quality of mental health and work performance (Walpita & Arambepola, 2020). In contrast, individuals who have a low level of resilience tend to be more susceptible to psychological stress, such as excessive feelings of guilt, anxiety, and depressive symptoms (Liesto et al., 2020; MacLeod et al., 2016; Ran et al., 2020). Korber (2017) defines resilience as a stable and long-lasting psychological condition, which is formed from various characteristics and individual responses in the face of life stresses. In line with that, Calvo (2020) emphasized that resilience also reflects a person's ability to manage stress and maintain a positive attitude even when faced with traumatic events.

3. Research Methods

3.1 Research design

The research approach used is a quantitative approach which is a systematic approach to examine parts and phenomena and their relationships. Research with a quantitative approach is defined as research based on the philosophy of positivism, used to research on certain populations or samples, (Sugiyono, 2016:17).

3.2 Data Types and Data Sources

Quantitative Data: Quantitative data is data or information obtained in the form of numbers. In the form of this number, quantitative data can be processed using statistical analysis.

Qualitative Data: Qualitative Data is data in the form of words or verbal. How to obtain qualitative data can be done through interviews. Data source Primary Data: is research data obtained directly from the State Civil Apparatus who are respondents. Primary data is in the form of direct observations, and questionnaires. Secondary Data: is a source of data for research that is obtained by the researcher indirectly through intermediary media (obtained or recorded by other parties). The secondary data is in the form of the Number of Employees, the Condition of the APBD and Tupoksi.

3.3 Data Collection Methods

The data collection method in this study is intended to obtain data that is relevant and accurate to the problem discussed. The data collection methods are as follows: 1). Questionnaire. Questionnaire is a data collection technique by asking a number of questions in writing given to respondents with the intention of obtaining accurate and valid data. 2). Documentation is a data collection technique by studying data that has been documented in the form of records, documents, reports, books, which can support the data collection process, which is needed by researchers.

3.4 Population and Sample

Population. The population in this study is Regency/City Organizations/Regional Governments in South Sulawesi, as many as 22 Regencies, and 2 Cities with Civil Servant (PNS) analysis units in the selected sample. Sample. The sample in this study was determined using a purposive sampling approach that was selected based on certain considerations with the aim of obtaining sampling units that have the desired characteristics. In this case, the sample in this study was selected based on the consideration of the Regional Fiscal Capacity Map which has been calculated based on the Regulation of the Minister of Finance of the Republic of Indonesia number 127 dated 31-December 2204, and HDI (BPS), in addition to that the selected sample was also considered from cultural, ethnic and religious aspects.

3.5 Unit of Analysis

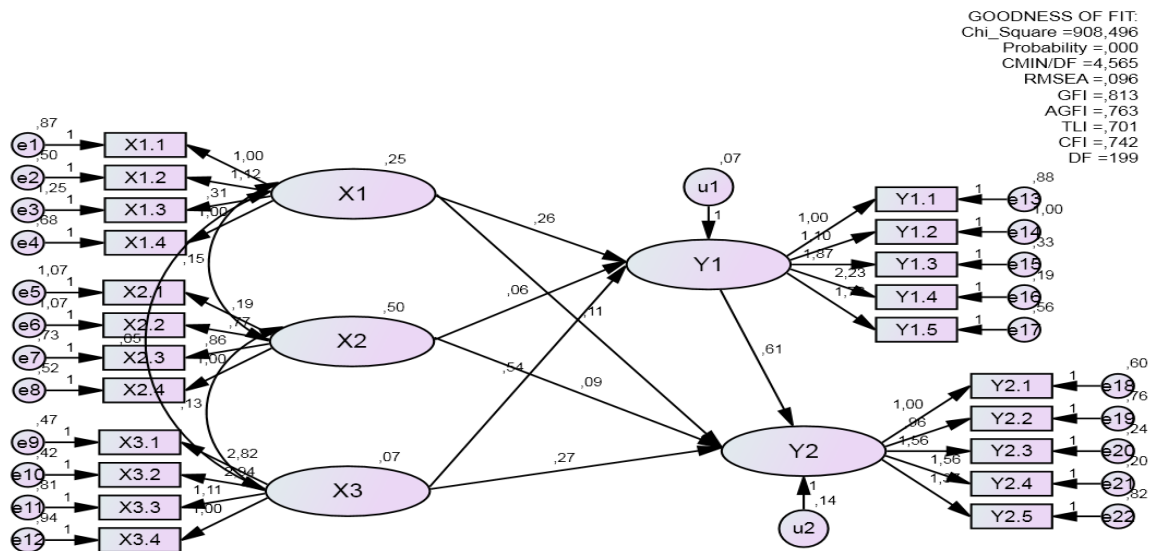
The analysis unit in this study is employees in the regional apparatus organization (OPD), which is in the local government which is the unit in the research sample, as many as 384 people

3.6 Data Analysis Methods

Descriptive and Inferential Analysis. Descriptive statistical analysis is aimed at describing the research variables so as to obtain an overview of the tendencies of the respondents, from the questionnaires filled, and assessed on a Likert scale. The inferential statistical analysis technique used is multiple regression analysis. The analysis used to answer the hypothesis in this study uses the Structure Equation Model (SEM) using Amos Software. The Structural Equation Model (SEM) is a statistical tool used to solve stratified models simultaneously that cannot be solved by linear regression equations.

4. Research Results

Based on the method of determining the value in the model, the test variables of this first model are grouped into exogenous variables and endogenous variables. Exogenous variables are variables whose values are determined outside the model, while endogenous variables are variables whose values are determined through equations or from the model of relationships that are formed. Included in the exogenous variable group are Ambidextrous Leadership (X1), HR Orchestration (X2) and Bureaucratic Isomorphism (X3), while those included in the endogenous variables are Adaptation Capacity (Y1) and Organizational Resilience (Y2). The full results of the SEM analysis can be seen in the following Figure:



4.1 Hypothesis Testing

Based on the empirical model proposed in this study, testing of the proposed hypothesis can be carried out through testing the path coefficient on the structural equation model. The hypothesis testing criteria by looking at the p-value < 0.07, then the

relationship between the variables is significant. The results of the hypothesis testing can be shown in the following table:

Hip	Variable			Strai ght	Indire ct	Total	P- Value	Ket
	Indepe ndent	Interve ntion	Depende ncy					
1	Ambidextro us Leadership (X1)	-	Adaptati on Capacity (Y1)	0,384	-	0,384	0,000	(+) Signific ant
2	HR Orchestrati on (X2)	-	Adaptati on Capacity (Y1)	0,225	-	0,225	0,004	(+) Signific ant
3	Bureaucrat ic Isomorphis m (X3)	-	Adaptati on Capacity (Y1)	0,159	-	0,159	0,044	(+) Signific ant
4	Leadership Ambidestro us (X1)	-	Organiza tional Resilienc e (Y2)	0,215	-	0,215	0,063	(+)Signif icant
5	HR Orchestrati on (X2)	-	Organiza tional Resilienc e (Y2)	0,170	-	0,170	0,039	(+) Signific ant
6	Bureaucrat ic Isomorphis m (X3)	-	Organiza tional Resilienc e (Y2)	0,153	-	0,153	0,048	(+) Signific ant
7	Adaptation Capacity (Y1)	-	Organiza tional Resilienc e (Y2)	0,315	-	0,315	0,000	(+) Signific ant
8	Ambidextro us Leadership (X1)	Adaptat ion Capacit y (Y1)	Organiza tional Resilienc e (Y2)	0,121	0,384	0,505	0,005	(+) Signific ant
9	HR orchestrati on (X2)	Adaptat ion Capacit y (Y1)	Organiza tional Resilienc e (Y2)	0,225	0,071	0,296	0,016	(+) Signific ant
10	Bureaucrat ic isomorphis m (X3)	Adaptat ion Capacit y (Y1)	Organiza tional Resilienc e (Y2)	0,159	0,050	0,209	0,048	(+) Signific ant

1) Ambidextrous Leadership (X1) directly has a positive and significant influence on Adaptation Capacity (Y) with $p\text{-value} = 0.000 < 0.07$. This coefficient shows that with high Ambidextrous Leadership, it will increase the Adaptive Capacity. Thus, the first hypothesis in this study is accepted. 2). HR orchestration (X2) has a positive and significant influence on adaptation capacity with $p\text{-value} = 0.004 < 0.07$. This coefficient shows that good HR orchestration will be able to increase adaptation capacity. Thus, the second hypothesis is accepted. 3). Bureaucratic isomorphism (X3) has a positive and significant influence on adaptation capacity (Y) with $p\text{-value} = 0.044 < 0.07$. This coefficient shows that a good bureaucratic isomorphism will increase adaptation capacity. Thus, the third hypothesis is accepted. 4). Ambidextrous Leadership (X1) had no significant effect on Organizational Resilience at the level of 5% with $p\text{-value} = 0.063 > 0.07$. This coefficient shows that Ambidextrous Leadership (X1) can increase Organizational Resilience. Thus, hypothesis four is accepted. 5). HR orchestration (X2) has a positive and significant influence on organizational resilience (Y2) with $p\text{-value} = 0.039 < 0.07$. This coefficient shows that high HR orchestration (X2) is able to increase organizational resilience. Thus, hypothesis five is accepted. 6). Bureaucratic isomorphism (X3) has a positive and significant influence on organizational resilience (Y2) with $p\text{-value} = 0.039 < 0.07$. This coefficient shows that a good bureaucratic isomorphism (X3) is able to increase organizational resilience (Y2). Thus, hypothesis six is accepted. 7). Adaptation Capacity (Y1) has a positive and significant influence on organizational resilience (Y2) with $p\text{-value} = 0.000 < 0.07$. This coefficient shows that a high Adaptation Capacity (Y1) is able to increase organizational resilience. Thus, hypothesis seven is accepted. 8). Ambidextrous Leadership (X1) has a positive and significant effect on organizational resilience through adaptation capacity with $p\text{-value} = 0.048 < 0.07$. This means that with high Ambidextrous Leadership, it will be able to increase adaptation capacity and will subsequently have an impact on increasing organizational resilience. 9). HR orchestration (X2) has a positive and significant effect on organizational resilience through adaptation capacity with $p\text{-value} = 0.016 < 0.07$. This means that good human resource orchestration will increase adaptation capacity and subsequently also increase organizational resilience. 10). Bureaucratic isomorphism (X3) has a positive and significant effect on organizational resilience through adaptation capacity with a $p\text{-value} = 0.048 < 0.07$. This means that with a good bureaucratic isomorphism, it will be able to increase

adaptation capacity and will subsequently have an impact on increasing organizational resilience.

5. Discussion

5.1 The Influence of Ambidextrous Leadership on Adaptive Capacity

The findings that Ambidextrous Leadership has a positive and significant effect on Adaptive Capacity can be analyzed more deeply through the lens of the Resource-Based View (RBV). According to the RBV theory (Barney, 1991), an organization's competitive advantage rests on internal resources that are VRIN (Valuable, Rare, Inimitable, and Non-substitutable). In this context, ambidextrous leadership is positioned as one of the strategic capabilities or strategic dynamic capabilities that are of high value to the organization. Ambidextrous leadership is not just a leadership style, but a complex and scarce human resource, capable of orchestrating a balance between operational stability (exploitation) and the need for innovation (exploration). This ability is invaluable in helping organizations adapt quickly to external changes, including regulatory pressures, fiscal crises, or market dynamics. From the perspective of RBV, adaptation capacity itself can be understood as an organizational capability formed from the process of using strategic resources effectively. Ambidextrous leadership, in this case, serves as a leverage that strengthens the organizational learning process, increases structural flexibility, and accelerates adaptive decision-making. In other words, ambidextrous leaders act as catalysts that transform resources into adaptive capabilities that are at the core of maintaining long-term competitiveness according to RBV. These results also suggest that investing in ambidextrous leadership capacity building is a strategic step to create adaptive excellence, especially in an increasingly complex and stressful public sector environment. In this context, RBV provides a strong theoretical foundation that building leaders who are able to carry out the dual role of exploration and exploitation is a form of strengthening intangible assets that is difficult for other organizations to replicate.

5.2 The Influence of HR Orchestration on Adaptation Capacity

These findings show that the higher the organization's ability to orchestrate its human resources, the greater the organization's capacity to adapt to changes, challenges, and pressures of the strategic environment. Thus, the second hypothesis is empirically accepted. The results of this study are in line with the research of Islami & Mustafa (2023), in his research stating that the context of

internal human resource orchestration, has three main aspects that are the foundation in managing human resources strategically, namely selection, configuration, and utilization. Purnomo et al, (2023), in their research found that resource orchestration plays an important role in supporting organizational performance, so it is a key element for the creation of sustainable innovation. Duah, et.al (2024), the theory of Resource Orchestration highlights the importance of organizational capabilities in integrating and coordinating various resources strategically. In the context of local governments (PEMDA), which face pressure on efficiency, bureaucratic complexity, and high public service expectations, the ability to orchestrate human resources is a key factor in creating an agile and responsive organizational structure. Effective orchestration ensures that HR competencies, motivation, and capacity are always in an optimal position to support organizational adaptation. This research is in line with the findings of Misra & Kumar (2020) and Alavi et al. (2022), who emphasize that the role of HR orchestration is very vital in enhancing the adaptive power of public sector organizations in situations of crisis, policy change, or digital transformation.

5.3 The Influence of Bureaucratic Isomorphism on Adaptation Capacity

These findings support the view in institutional theory that isomorphism is not just a form of uniformity, but also a strategy for adaptation to environmental pressures that are institutional. Therefore, the results of this study confirm that the third hypothesis is acceptable, namely that bureaucratic isomorphism significantly encourages an increase in adaptation capacity in local government organizations. The results of this study are in line with research (Zhang & Hu, 2017) that organizations tend to conform to dominant norms in order to gain social recognition, be accepted by their environment, and increase legitimacy. In another study by (Subangun et al., 2023), it is emphasized that in regional governing organizations, institutional theory is often applied to understand the process of administrative reform and policy shifts, which are not only based on technocratic efficiency, but also social, political, and global pressures. In the era of bureaucratic digitalization, institutional isomorphism is becoming increasingly relevant, especially when bureaucracies face challenges from entrenched political practices and administrative cultures.

5.4 The Influence of Ambidextrous Leadership on Organizational Resilience.

Organizational resilience involves the ability to learn from disruptions, adjust structures and processes, and innovate in policy. Different approaches to efficiency show that organizations are not reactive alone, but have proactive and reflective capabilities, which are indicators of resilience capacity. Local Government and Efficiency Studies (OECD, 2020; UNDP, 2021), states that several studies show that local governments that are flexible and brave in implementing different approaches to efficiency, such as zero-based budgeting, digital streamlining, or strengthening collaboration across OPDs, tend to have higher organizational resilience, because they do not experience stagnation when there is fiscal pressure or central policy shifts. In the framework of ambidextrous leadership, regional heads should not only focus on fiscal control, but also be able to allocate and direct budgets to support organizational learning in a sustainable manner. This inability shows that the exploratory dimension of leadership has not been optimally executed. In fact, in the context of public organizations facing fiscal pressure and uncertainty, the ability of leaders to use budgets as a tool for learning and innovation greatly determines the strength of organizational resilience. In other words, the weakness of these indicators reflects the failure of leadership in integrating fiscal efficiency with the strategic agenda of institutional learning.

5.5 The Influence of HR Orchestration on Organizational Resilience

Based on the results of the statistical test, it was stated that HR orchestration had a positive and significant effect on organizational resilience, with a p value of 0.039 which was smaller than the significance level of 0.07. The positive coefficient in this relationship indicates that the more optimal the management, coordination, and utilization of human resources in a directed and strategic manner, the higher the level of organizational resilience in facing various environmental challenges and dynamics. HR orchestration that includes role structuring, competency development, and cross-functional synergy enables organizations to respond to change adaptively and sustainably. These results are in line with the previous view that emphasized the importance of HR management as a foundation for institutional resilience in the context of public and private sector organizations. Theoretically, this condition describes weak resource configuration, one of the important elements of Dynamic Capabilities theory (Teece et al.,

1997), which is the ability of organizations to integrate and reconfigure resources in order to respond to change. From the perspective of organizational resilience, human resource management in the region through the proper selection, placement, and promotion process directly contributes to improving the structural and functional agility of the organization. ASNs who are competent and in the appropriate position have a higher tendency to show proactive, adaptive, and innovative performance. This is an important capital for public organizations in dealing with complex and uncertain environmental dynamics.

5.6 The Effect of Bureaucratic Isomorphism on Resilience

Based on the results of the statistical test, it is known that bureaucratic isomorphism has a significant positive effect on organizational resilience with $p\text{-value} = 0.039 < 0.07$. This coefficient shows that a good bureaucratic isomorphism (X3) is able to increase organizational resilience. Thus, hypothesis six is accepted. The acceptance of hypothesis six confirms that in the context of local government, normative bureaucratic uniformity is not always an obstacle to innovation, but can instead be an important foundation for the formation of a stable, accountable, and adaptive system. Isomorphism here does not mean just procedural uniformity, but rather a form of strategic adjustment to regulative, mimetic, and normative pressures that allow public organizations to act more responsive and consistent in the face of change. Therefore, the role of bureaucratic isomorphism in increasing the resilience of local government organizations is crucial, especially in facing the demands of efficiency, transparency, and accountability in an era of uncertainty and fiscal limitations.

The results of this study support the research of Mendes & Alves (2023) which implies that bureaucracy does not have to be an obstacle to innovation and organizational resilience. It is precisely with neo-bureaucratic design and acceptance of intelligent institutional isomorphisms, that public sector organizations can strengthen their capacity to adapt, manage complexity, and maintain the continuity of public services, all of which are key components of the resilience of local government organizations. In this study, isomorphism is not only understood as a formal uniformization process, but also as a factor that contributes to the adaptation capacity of the organization, namely the ability of local governments to adapt to regulatory demands, external dynamics, and changes in the strategic environment. The three types of coercive, mimetic, and normative isomorphisms can play a

simultaneous role in shaping the way organizations respond to environmental pressures, where local governments factually experience difficulties.

5.7 The Effect of Adaptive Capacity on Organizational Resilience

Based on the results of statistical analysis, it is known that Adaptation Capacity has a significant effect on organizational resilience with $p\text{-value} = 0.000 < 0.05$. This coefficient shows that a high Adaptation Capacity (Y1) is able to increase organizational resilience. Thus, hypothesis seven is accepted. These findings show that the higher the organization's ability to adapt to changes in the environment, policies, and internal dynamics, the greater its ability to survive, adapt, and recover from external pressures or disturbances. These results are in line with various previous findings. According to Duchek (2020) and Linnenluecke (2017), organizational resilience is highly dependent on its adaptive capacity, especially in the face of uncertainty, sudden changes, and systemic disruptions such as fiscal crises, pandemics, and policy pressures from the center. Public organizations that have flexible structures, responsive cross-unit coordination, and high institutional learning capabilities will be better able to build dynamic resilience. In the context of local governments, adaptation capacity reflects how far the bureaucracy is able to make strategic adjustments to coercive pressure from the central government (e.g. changes in the ASN/PPPK payroll system, spending efficiency, and digital transformation). Local governments that are able to adjust their nomenclature, spending structure, and workflows in a responsive manner to external demands will be better prepared to face crises and maintain the sustainability of public services. These findings also reinforce the view that resilience is not just a passive attribute of an organization, but is the result of active adaptability exercised collectively and sustainably (Lengnick-Hall et al., 2011). That is, resilience is not formed solely by structural strength or external support, but primarily by the organization's internal ability to read signals of change, make quick adjustments, and integrate learning in the decision-making process.

5.8 Indirect Influence of Ambidextrous Leadership on Resilience

Based on the results of the study, it was stated that Ambidextrous Leadership had a positive and significant effect on organizational resilience through adaptation capacity with $p\text{-value} = 0.048 < 0.07$. This means that with high Ambidextrous Leadership, it will be able to increase adaptation capacity and will

subsequently have an impact on increasing organizational resilience. This correlation indicates that adaptation capacity plays a significant mediator in bridging the influence of ambidextrous leadership on the organizational resilience of local governments in South Sulawesi. Theoretically, ambidextrous leadership refers to the ability of leaders to simultaneously carry out two distinct but complementary orientations, namely the efficient exploitation of existing resources and the exploration of learning-innovations to respond to future challenges (Raisch & Birkinshaw, 2008; Bledow et al., 2011). In the context of local government, this form of leadership appears to be in a balance between disciplined fiscal management and the encouragement of bureaucratic innovation that is adaptive to environmental changes. These findings reinforce the argument that leadership alone is not enough to build organizational resilience directly. Leadership needs to build organizational adaptation capacity first, which includes the ability to coordinate, make structural adjustments, respond to external pressures, and internalize learning from central policy dynamics and changing community needs. This means that when regional heads or OPD leaders show ambidextrous characteristics, for example by managing fiscal limitations while encouraging governance innovation, an organizational climate that is responsive, collaborative, and open to change will emerge. This directly strengthens the organization's adaptive capacity, which in turn strengthens institutional resilience in the face of the challenges of the VUCA (Volatility, Uncertainty, Complexity, Ambiguity) environment.

5.9 The indirect influence of HR orchestration on organizational resilience

Based on the results of statistical testing, it was stated that the variable HR Orchestration (X2) had a positive and significant effect on Organizational Resilience through Adaptation Capacity, with a p-value of 0.016 (< 0.05). These findings confirm that adaptive capacity mediates the relationship between the quality of human resource management and the resilience of public sector organizations, especially in the context of local governments. The results of this study confirm that conceptually, human resource orchestration reflects the organization's ability to identify, align, and optimize human resource competencies to support the achievement of organizational strategic goals (Sirmon et al., 2007). In the context of local government bureaucracy, this orchestration includes the placement of competency-based ASN (merit system), capacity building through training, and coordination across work

units in the management of ASN talent. These findings reinforce the assumption that good HR orchestration does not necessarily increase organizational resilience directly, but first creates a strong adaptive capacity within the organization. Adaptive capacity here serves as an institutional mechanism that allows employees to learn from change, make procedural or structural adjustments, and act responsively to external dynamics. These results are also consistent with previous findings, where the direct influence of HR Orchestration on Organizational Resilience may not be significant or limited, but the indirect effects through adaptation capacity are very important. The implication of this finding is the importance of HR management reform within local governments, not only from an administrative side, but also from a strategic side. Thus, HR orchestration is not only an administrative managerial function, but also plays a strategic role in building an adaptive and resilient public organization in the face of environmental ambiguity pressure. In this context, adaptation capacity is a key bridge that connects HR management practices with the level of institutional resilience of local governments.

5.10 Indirect Influence of Bureaucratic Isomorphism on Organizational Resilience

Bureaucratic isomorphism (X3) has a positive and significant effect on organizational resilience through adaptation capacity with a p-value value = $0.048 < 0.05$. This means that with a good bureaucratic isomorphism, it will be able to increase adaptation capacity and will subsequently have an impact on increasing organizational resilience. These findings strengthen the argument that the uniformity of bureaucratic structures, policies, and practices that occur as a form of isomorphism, can be a source of strengthening organizational resilience, as long as it is mediated by a good adaptive capacity within the organization. In the context of local government, the most dominant form of isomorphism is coercive, such as adjusting the nomenclature of OPD, uniformity of budget structure, implementing SPBE, SAKIP, and various regulations from technical ministries. This phenomenon makes local governments often become implementers of pusa policies rather than independent decision-makers. However, the findings of this study show that the structural uniformity of the bureaucracy does not necessarily create a resilient organization, unless it is accompanied by adaptive capacity. This means that organizations that only follow central structures and regulations without the ability to adapt to local contexts, respond to internal dynamics, and flexibly manage change, will remain fragile when faced with

crisis pressures.

Adaptive capacity in this case becomes a key variable that translates isomorphic pressures into institutional resilience. Local governments that are able to adapt central policies intelligently, adjust nomenclature based on regional needs, and manage regulatory transitions without disrupting service stability, will be better able to maintain the continuity of their organization. Conversely, when isomorphism is implemented rigidly and symbolically, without the ability to adapt to an institution, the risk of decoupling (the separation between formal policy and actual implementation) becomes high, and the organization only demonstrates administrative compliance without institutional toughness.

6. Conclusion

Ambidextrous Leadership does not have a direct effect on Organizational Resilience, but it does have a significant influence on Adaptive Capacity. This means that the role of ambidextrous leadership will only have a positive impact on organizational resilience if it is supported by adequate adaptation capacity. This shows that leadership that is able to strike a balance between exploration and exploitation requires a foundation of institutions that are flexible, responsive, and learners. Human Resource Orchestration affects the Adaptation Capacity and Resilience of the Organization. These results confirm the importance of coordinated and competency-based human resource management in building the organization's ability to adapt and survive in the midst of change. An effective orchestration strategy strengthens the linkage between work units and ensures the alignment between human resources and the strategic direction of the organization. Bureaucratic isomorphism has a positive influence on Organizational Adaptation Capacity and Resilience. The phenomenon of institutional standardization that is too rigid and does not consider the local context actually weakens the flexibility of public organizations in responding to external dynamics. This shows that isomorphic pressures, both normative, coercive, and mimetic, need to be addressed selectively and contextually. Adaptation Capacity plays an important role as a mediator in the relationship between ambidextrous leadership, HR orchestration, and bureaucratic isomorphism to organizational resilience. Thus, to strengthen organizational resilience, local governments must first strengthen adaptation capacity.

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