



DOI: <https://doi.org/10.38035/jemsi.v6i4>  
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## Enhancing Organizational Resilience Through Strengthening Knowledge Management, Adversity Intelligence and Work Motivation

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**Abstract:** Organizational resilience is a process carried out by organizational leaders in overcoming difficult situations by issuing appropriate policies and mobilizing all components of the organization and reformulating concrete positive steps in a short time so that the organization does not experience shocks and the organization's operational activities can run as they should. Educational institutions managed by the community as educational organizations face extraordinary challenges in the competition to survive and the slow pace of development due to educational policies. Consequently, research is essential to gather data on factors associated with enhancing organizational resilience. This study seeks to identify strategies, methodologies, and best solutions to enhance organizational resilience via knowledge management, adversity intelligence, and job motivation. This research use a survey methodology combined with path analysis and the SITOREM technique to evaluate critical indicators. Employing Smart PLS analysis to ascertain the extent of the impact among the variables of knowledge management, adversity intelligence, and job motivation on organizational resilience. The SITOREM analysis yields an ideal approach for enhancing organizational resilience. This study offers recommendations for enhancing organizational resilience, serving as a reference for strategic decision-making for school principals, the Education Office, and the Ministry of Education.

**Keyword:** Organizational Resilience, Adversity Intelligence, Knowledge Management, Work Motivation, SITOREM

## INTRODUCTION

Organizational resilience is described as the ability of an organization to anticipate potential risks, respond well to unexpected events, and learn and adapt to changing circumstances to drive organizational change. Resilience is a positive psychological concept that emphasizes the strengths and virtues of organizations and individuals in the face of crises. As a result, disrupted entities can exacerbate their complexity, placing previously undiscovered people on the brink of extinction. Organizations must operationalize the idea of resilience in order to survive. Organizations must be able to adapt well to unplanned events or disruptions,

as well as take advantage of events that could be detrimental to the organization's long-term sustainability.

Building organizational resilience is critical because it allows organizations to anticipate, respond to, and adapt to unforeseen occurrences, disturbances, and crises while continuing normal operations. Building organizational resilience should be a top concern for firms of all sizes and industries. Resilience enables firms to identify and reduce potential risks before they escalate into crises, lowering the possibility of economic disruption and associated costs. This necessitates management that understands how to locate, organize, store, and disseminate information or knowledge inside an organization. Knowledge must be managed effectively so that it can be accessible by everyone in the organization. Knowledge management is required to improve efficiency and productivity in storing critical corporate information.

Organizations may help their people be better and more efficient workers by using information management. An organization's focus should be on knowledge management. The organization's bottom line and employee morale are both affected by inefficient management of information and knowledge. Organizational funds are at risk when losses occur as a result of inefficient management of knowledge and information. Members of the group will also, needless to say, squander a great deal of time simply trying to track down specific pieces of data. The effect on organizational productivity is similar to that on individual productivity. Businesses with greater resilience are more inclined to try out novel approaches, goods, and services since they can easily adjust to changing market conditions. This implies less time is spent on risk mitigation and more time is spent developing new goods or upgrading existing ones. Organizations may safeguard their employees, maintain smooth operations, and be ready for the unexpected by making resilience-building efforts a top priority.

An organization is resilient if it can foresee possible threats, deal well with unforeseen events, and use change as an opportunity to learn and adapt (Duchek, 2020). The literature indicates that as the COVID-19 epidemic advances, there will be long-term, significant changes to the rational functioning of governments, organizations, and society (Abdullah, 2021). Particularly relevant in light of the present epidemic is the positive psychology notion of organizational resilience (Ojo et al., 2021; Shaya et al., 2023), which highlights the strengths and virtues of individuals and organizations in times of crisis. According to Abdullah (2021), previously unknown people are in danger of extinction due to the fact that disturbed entities can make them even more complex. In order to stay in business, organizations need to make resilience a core value. In order to be sustainable over the long run, organizations need to be nimble enough to respond to disruptions and surprises, while also capitalizing on opportunities.

To enhance organizational resilience, management, organizational members, and organizations must be bolstered by the advancement of innovation. The degree to which an individual or community embraces new ideas varies significantly. The outcome is contingent upon the circumstances, situations, and the inherent attributes of the individual or community. According to Ristiani (2020), the introduction of anything novel by an individual does not inherently signify it is the inaugural instance, nor does the dismissal of the old imply its obsolescence. This remark indicates that an innovation may be perceived as novel by one individual or community, while being regarded as commonplace by others.

The elucidation of organizational resilience aims to fortify the foundation of this research; consequently, the researcher disseminated a preliminary survey questionnaire to 30 participants, specifically the heads of Private Vocational Schools in Bogor Regency. The Behavior Rating Scale employs a range from 5 to 1, where 5 signifies Always, 4 indicates Often, 3 represents Sometimes, 2 denotes Ever, and 1 means Never. The initial poll was carried out from January 20 to 25, 2025, with the subsequent findings:

- 1) There are 33% of school principals who have not met expectations in Understanding the Situation, where it can be seen that there are still some school principals who have not

carried out the stages of anticipating emergencies, dealing with situations with appropriate and fast activities, and adapting to new situations

- 2) There are 35% of school principals who have not met expectations in Policy Formulation, where it can be seen that there are still some school principals who have not tried to find the right solution to deal with emergency conditions, analyze their own abilities to deal with sudden emergencies, and implement strategic policies in order to save.
- 3) There are 34% of school principals who have not met expectations in Policy Implementation, where it can be seen that there are still some school principals who have not set strategic policies referring to emergency conditions, determine the selection of appropriate technology, and monitor the implementation of activities that have been determined.
- 4) There are 31% of school principals who have not met expectations in Empowering Organizational Components, where it can be seen that there are still some school principals who have not assigned the right lecturers and staff to lead special teams for handling emergency conditions, creating harmony in integrating activities in a structured manner, and coordinating with all Stakeholders in order to make decisions.
- 5) There are 31% of school principals who have not met expectations in the Reformulation of Inappropriate Policies, where it can be seen that there are still several school principals who have not maintained productive activities in order to provide optimal lecture services, formulate IT-based activity development programs, and prioritize IT-based lecture activities towards achieving academic targets.

Based on the findings of the preliminary study, it is clear that there is a need to enhance the resilience of the organization. Therefore, it is essential to identify the most effective techniques and solutions for enhancing the resilience of the organization. In light of the fact that organizational resilience is the most important factor in accomplishing educational objectives, studies on organizational resilience are quite fascinating. When it comes to organizational resilience, the factors of knowledge management, adversity intelligence, and work motivation are the ones that are thought to have a favorable impact on overall resilience.

According to Shaya, N., Abukhait, R., Madani, R., & Khattak, M. N. (2023), Bento, F, Giglio Bottino, A, Cerchiareto Pereira, F, Forastieri de Almeida, J, & Gomes Rodrigues, F. (2021), Connor, K. M., Davidson, J. R., & Lee, L. C. (2018), Astorga, M. C. M., Finez-Silva, M. J., dos Anjos, E. M., Pérez-Lancho, M. C., Urchaga-Litago, J. D., & Vallejo-Pérez, G. (2019), Hermawan, A., et.all (2023), Synthesized that Organizational Resilience is a process carried out by organizational leaders in overcoming difficult situations by issuing appropriate policies and mobilizing all components of the organization and reformulating concrete positive steps in a short time so that the organization does not experience shocks and the organization's operational activities can run as they should. The indicators of knowledge management are as follows: 1) Understanding the Situation, 2) Policy Formulation, 3) Policy Implementation, 4) Empowerment of Organizational Components, and 5) Reformulating inappropriate Policies.

Cheng Eric C.K. (2019), Dalkir, K. (2020), Leung, C. H. (2013), Marquardt, Michael J. (2019), Murray, E. Jennex. (2019), Hermawan, A., et.al (2023), E. Kusumadmo. (2019), Aulawi, Govindaraju, K. Suryadi, & Sudirman. (2019), Desouza, Kevin C. and Yukika Awazu. (2019), synthesize that Knowledge Management is an individual activity in accessing, collecting, storing, processing, utilizing, and developing personal knowledge to support the progress of themselves and the organization. The indicators of knowledge management are as follows: 1) Knowledge acquisition, 2) Knowledge collection, 3) Knowledge utilization, and 4) Knowledge distribution.

Andy Green (2016), Hermawan, A., et.al (2023), Maxwell, J. C. (2019), Maria C.J. Santos (2019), Muchlas Suseno (2019), Maltz (2020), Sandeep Singh and Tanu Sharma (2017), synthesize Adversity Intelligence is an individual characteristic that has a response to various

difficulties and obstacles in carrying out tasks. The indicators of adversity intelligence are as follows: 1) Attitude of controlling difficulties, 2) Attitude of facing difficulties, 3) Attitude of anticipating the impact of difficulties, and 4) Resilience to difficulties.

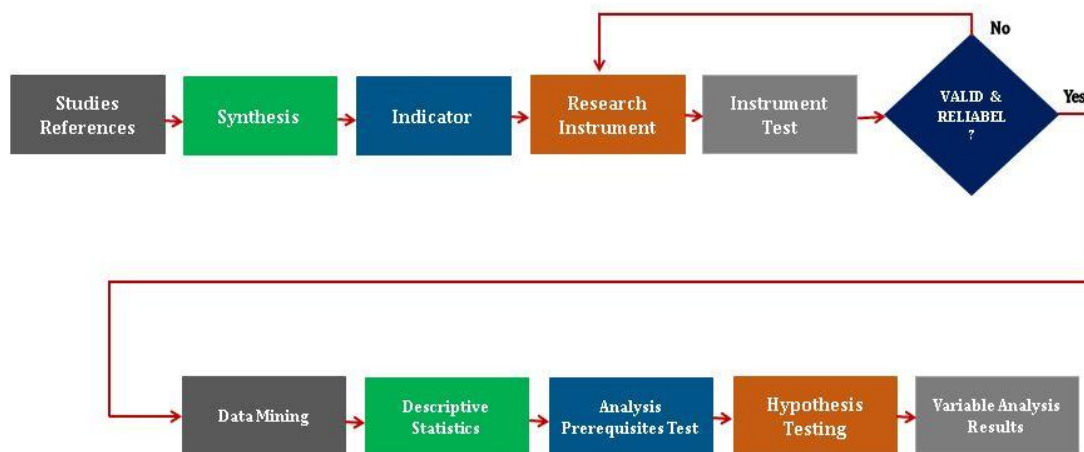
George and R. Jones (2016), Pinder, C. C. (2015), Robbins (2016), Luthans (2016), Hermawan, A., et al. (2023), Schermerhorn, Jr., G. Hunt, Osborn, Mary Uhl - Bien (2017), Greenberg J & Robert. A (2017), Kreitner and Kinicki (2017), and other researchers have all come to the conclusion that... (2015), Wexley N and A. Yukl, (2015), Gomes, F. Cardosa, (2019), Robbins and. Judge (2017), J.A. Colcuitt, and J. LePine, and M. Wesson (2016), Work motivation is the level of drive, desire and driving force that grows within a person, both from within and outside himself to do a job with high enthusiasm using all the abilities and skills he has with the aim of achieving maximum results. 1) Accomplishment, 2) Recognition, 3) Responsibility, 4) Progress, 5) Compensation, 6) Working Conditions, 7) Status, and 8) Work Procedures are the signs that can be used to determine whether or not an employee is motivated to work.

With the help of knowledge management, adversity intelligence, and work motivation, the purpose of this study is to identify strategies, methods, and best solutions for improving organizational resilience. The examination of important indicators in this study is carried out through the use of a survey method that incorporates path analysis and the SITOREM method. In order to determine the extent of the influence that the variables of knowledge management, adversity intelligence, and work motivation have on the resilience of a company, I will be using smart PLS analysis. In order to enhance the resilience of an organization, an optimal solution can be obtained through the utilization of SITOREM analysis. It is possible for school principals, the Education Office, and the Ministry of Education to use the recommendations that are provided in this study as a reference for making strategic decisions on how to improve organizational resilience.

## METHOD

Research on the strength of effect between organizational resilience as a dependent variable and Knowledge Management, Adversity Intelligence, and Work Motivation as independent factors is the focus of this study. The purpose of this study is to uncover strategies and techniques to strengthen organizational resilience. Statistical hypotheses were tested with Smart PLS, and the SITOREM method was used for indicator analysis in order to discover the most effective solutions for enhancing organizational resilience. The research method that was utilized was a survey method with a path analysis test methodology. In general, the acronym SITOREM can be understood as a scientific method that is utilized to identify variables (theories) in order to carry out "Operation Research" in the field of Education Management (Soewarto Hardhienata, 2017). This method is referred to as "Scientific Identification Theory to Conduct Operation Research in Education Management." There are three types of analyses that can be carried out with the help of SITOREM in the context of Path Analysis research: 1) determining the degree to which independent variables have an impact on dependent variables; 2) determining the value of research results for each research variable indicator; and 3) determining the weight of each indicator for each research variable based on the criteria "Cost, Benefit, Urgency, and Importance."

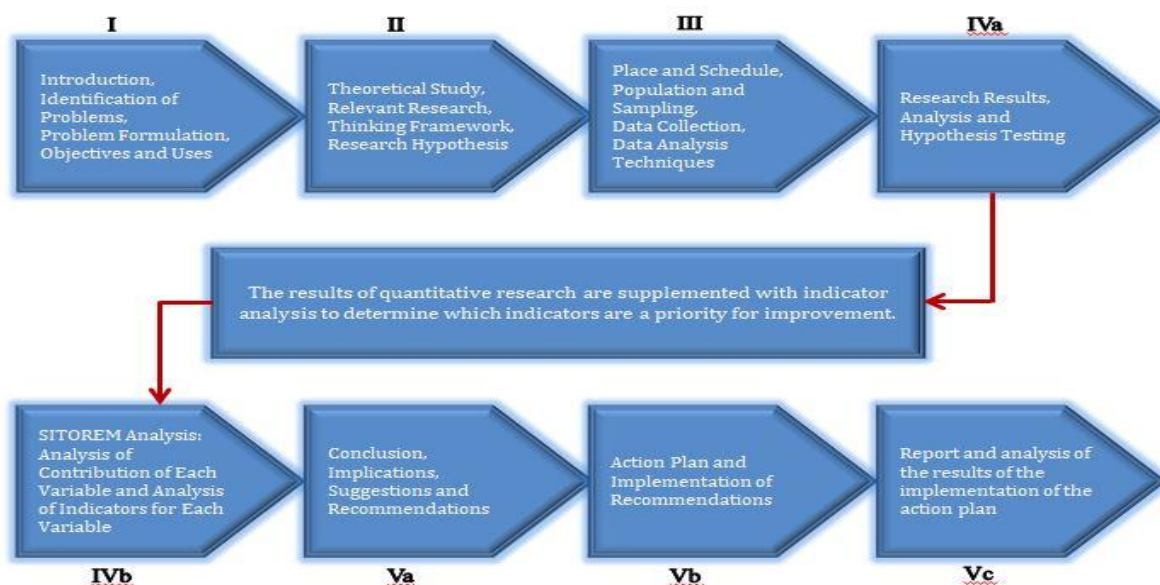




**Figure 1. Quantitative Research Stages**

In short, this research design consists of two major stages, namely

- 1) This research consists of quantitative research to prove the research hypothesis
- 2) Verifying the results of quantitative research through SITOREM analysis, as in the research steps in the image below.



**Figure 2. Path Analysis research design and SITOREM analysis**

The research employs a mix of Path Analysis and SITOREM analysis, wherein the findings of the Path Analysis are reinforced through SITOREM analysis. The SITOREM analysis provides a detailed examination of the Path Analysis research results concerning the indicators of the research variables, so identifying which indicators require immediate enhancement and which should be sustained or developed further. The study was performed on educators from Private Vocational High Schools (SMK) in Bogor Regency, with a total teacher population of 289, with a sample size of 168 determined using the Slovin formula.

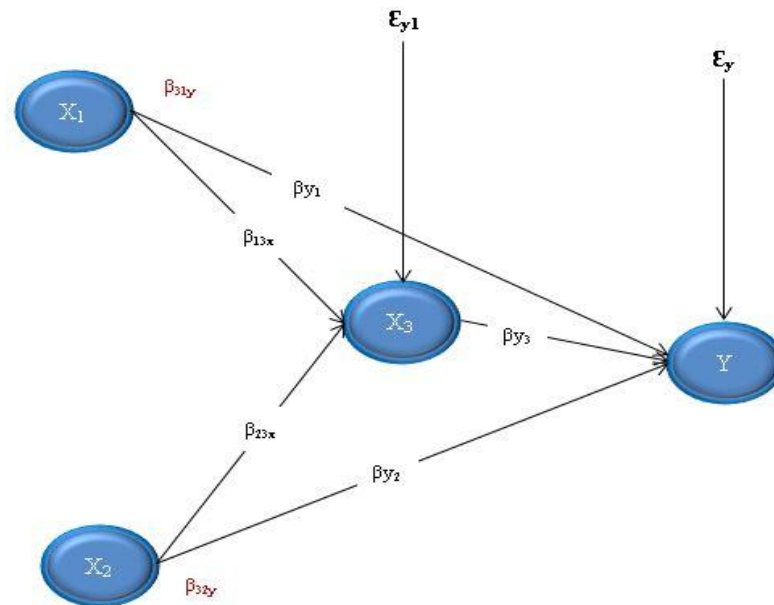


Figure 3. Research Constellation

## RESULT AND DISCUSSION

### 1) Convergen Validity Test

The evaluation of construct validity is performed through the calculation of convergent validity. The assessment of convergent validity is determined by examining the loading factor and Average Variance Extracted (AVE) values. An instrument is considered to pass the convergent validity assessment if it exhibits a loading factor and Average Variance Extracted (AVE) exceeding 0.5. The findings from the convergent validity assessment are displayed in the table below:

Table 1. Convergent Validity Test Results

Variable	Dimension	Indicator	Loading Factor	AVE
Resilience Organizational (Y)	-	Understanding the Situation	0.781	<b>0.637</b>
		Policy Formulation	0.829	
		Policy Implementation	0.792	
		Empowerment of Organizational Components	0.841	
		Reformulation of Inappropriate Policies	0.745	
Knowledge Management (X <sub>1</sub> )	-	Knowledge acquisition	0.748	<b>0.646</b>
		Knowledge collection	0.863	
		Knowledge utilization	0.834	
		Knowledge distribution	0.763	
Adversity Intelligence (X <sub>2</sub> )	-	Attitude to control difficulties	0.707	<b>0.595</b>
		Attitude to face difficulties	0.748	
		Attitude to anticipate the impact of difficulties	0.843	
		Resilience to difficulties	0.728	
Work Motivation (X <sub>3</sub> )	Intrinsic Dimension	Achievement	0.838	<b>0.565</b>
		Recognition	0.810	
		Responsibility	0.855	
		Advancement	0.799	
	Extrinsic Dimension	Compensation	0.804	
		Working Conditions	0.851	

Variable	Dimension	Indicator	Loading Factor	AVE
		Status	0.805	
		Work Procedures	0.771	

## 2) Discriminant Validity Test

Discriminant validity is assessed through cross loading, where an indicator is considered valid for measuring a specific variable if its cross loading value exceeds the correlation values of that indicator with other variables. The outcomes of the cross loading calculation are detailed in the subsequent table:

**Table 2. Results of Cross Loading Discriminant Validity Testing**

Indicator	Knowledge Management	Adversity Intelligence	Work Motivation		Resilience Organizational
			Intrinsic	Extrinsic	
X1.1	<b>0.748</b>	0.298	0.303	0.288	0.271
X1.2	<b>0.863</b>	0.3	0.365	0.292	0.374
X1.3	<b>0.834</b>	0.346	0.387	0.309	0.409
X1.4	<b>0.763</b>	0.286	0.259	0.196	0.312
X2.1	0.327	<b>0.707</b>	0.386	0.369	0.498
X2.2	0.178	<b>0.748</b>	0.233	0.246	0.371
X2.3	0.283	<b>0.843</b>	0.292	0.261	0.525
X2.4	0.359	<b>0.728</b>	0.311	0.223	0.379
X3.1.1	0.299	0.327	<b>0.838</b>	0.58	0.371
X3.1.2	0.364	0.321	<b>0.81</b>	0.546	0.364
X3.1.3	0.373	0.365	<b>0.855</b>	0.594	0.39
X3.1.4	0.334	0.346	<b>0.799</b>	0.563	0.383
X3.2.1	0.225	0.289	0.576	<b>0.804</b>	0.338
X3.2.2	0.279	0.361	0.587	<b>0.851</b>	0.412
X3.2.3	0.33	0.276	0.54	<b>0.805</b>	0.298
X3.2.4	0.27	0.272	0.531	<b>0.771</b>	0.255
Y.1	0.355	0.419	0.321	0.304	<b>0.781</b>
Y.2	0.35	0.483	0.407	0.325	<b>0.829</b>
Y.3	0.317	0.485	0.358	0.329	<b>0.792</b>
Y.4	0.358	0.577	0.397	0.341	<b>0.841</b>
Y.5	0.345	0.4	0.331	0.319	<b>0.745</b>

## 3) Construct Reliability

Cronbach's alpha and composite reliability are calculations employed to assess the reliability of the construct. The testing criteria indicate that a construct is deemed reliable if the composite reliability exceeds 0.7 and the Cronbach alpha surpasses 0.6. The summary of the calculation results for composite reliability and Cronbach's alpha is presented in the following table:

**Table 3. Construct Reliability Test Results**

Variable	Cronbach's Alpha	Composite Reliability
Knowledge Management (X <sub>1</sub> )	0.858	0.898

Adversity Intelligence ( $X_2$ )	0.817	0.879
Work Motivation ( $X_3$ )	0.754	0.843
Resilience Organizational (Y)	0.890	0.912

#### 4) Determination Coefficient ( $R^2$ )

The Determination Coefficient ( $R^2$ ) quantifies the degree to which the endogenous variable accounts for the variability of exogenous variables. In other terms, it assesses the contribution of the exogenous variable to the endogenous variable. The results for  $R^2$  are presented in the table below.

**Table 4. Results of the Determination Coefficient ( $R^2$ )**

Dependent Variable	R Square	R Square Adjusted
Work Motivation ( $X_3$ )	0.255	0.248
Resilience Organizational (Y)	0.438	0.430

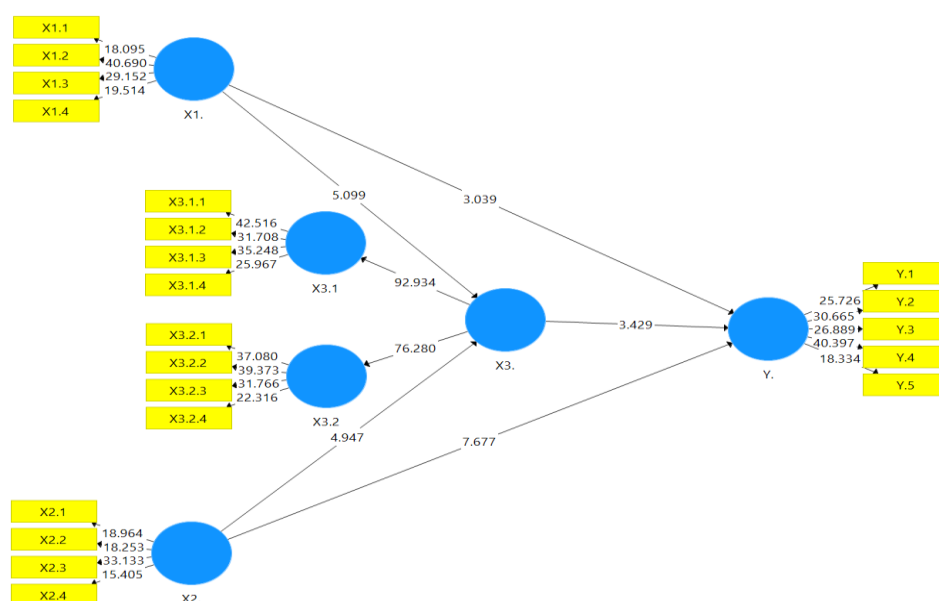
#### 5) Predictive Relevance ( $Q^2$ )

The  $Q^2$  value serves as an indicator for assessing the quality of the observation values produced by the model, as well as evaluating the accuracy of its parameter estimates. A  $Q^2$  value exceeding 0 (zero) signifies that the model demonstrates adequate performance, whereas a  $Q^2$  value below 0 (zero) suggests that the model is deficient in predictive relevance. The results of the Predictive Relevance ( $Q^2$ ) test are as follows:

**Table 5. Predictive Relevance Test Results ( $Q^2$ )**

Dependent Variable	SSO	SSE	$Q^2 (=1-SSE/SSO)$
Work Motivation ( $X_3$ )	1832.000	1573.914	0.141
Resilience Organizational (Y)	1145.000	836.365	0.270

The results in Table 5 reveal that all variables yield a Predictive Relevance ( $Q^2$ ) value exceeding zero, signifying that the model is considered to be extremely effective.



**Figure 4. Research Constellation**



## 6) Hypothesis Testing

Significance testing is employed to determine the impact of exogenous variables on endogenous variables. The testing criteria indicate that if the T-statistic value is greater than or equal to the T-table value of 1.96, or if the P-value is less than the significance level of 5% (0.05), it is concluded that there is a significant effect of exogenous variables on endogenous variables. The outcomes of the significance test and model are illustrated in the below figures and tables:

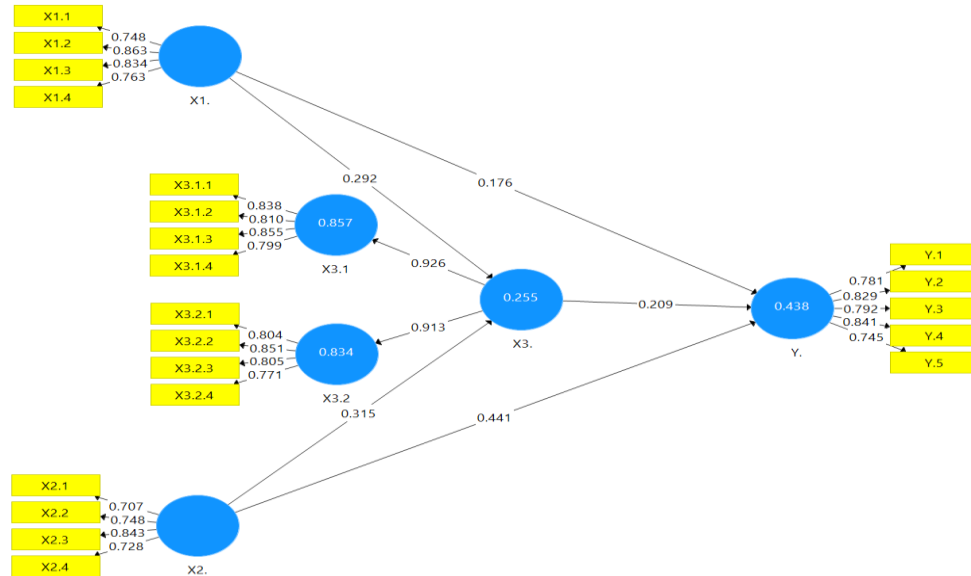


Figure 5. Research Results

Complete hypothesis testing is presented in the following table:

Table 6. Hypothesis Testing Results

No	Direct Effect	Coefficient	T Statistics ( O/STDEV )	P Values
1.	Knowledge Management (X <sub>1</sub> ) -> Work Motivation (X <sub>3</sub> )	0.292	5.099	0.000
2.	Knowledge Management (X <sub>1</sub> ) -> Resilience Organizational (Y)	0.176	3.039	0.002
3.	Knowledge Management (X <sub>2</sub> ) -> Work Motivation (X <sub>3</sub> )	0.315	4.947	0.000
4.	Knowledge Management (X <sub>2</sub> ) -> Resilience Organizational (Y)	0.441	7.677	0.000
5.	Work Motivation (X <sub>3</sub> ) -> Resilience Organizational (Y)	0.209	3.429	0.001

### a) The Influence of Knowledge Management (X<sub>1</sub>) on Work Motivation (X<sub>3</sub>)

The examination of the impact of Knowledge Management (X<sub>1</sub>) on Work Motivation (X<sub>3</sub>) yielded a T statistics value of 5.099, accompanied by a p-value of 0.000. The test results indicate that the T statistics value exceeds 1.96 and the p-value is less than 0.05. This indicates a considerable impact of Knowledge Management (X<sub>1</sub>) on Work Motivation (X<sub>3</sub>). The coefficient value obtained is positive, specifically 0.292. It can be concluded that enhanced Transformational Leadership is likely to lead to an increase in Learning Motivation. The findings supporting this hypothesis align with the research conducted by Hermawan, A; Indrati,

B; Susanti, E (2023), indicating that Knowledge Management positively influences Work Motivation.

**b) The Influence of Knowledge Management (X<sub>1</sub>) on Organizational Resilience (Y)**

A T-statistic of 3.039 and a p-value of 0.002 were the results of the test examining the impact of Knowledge Management (X<sub>1</sub>) on Organizational Resilience (Y). Both the p-value and the T statistics value are less than 0.05, as indicated by the test results. A strong correlation between Knowledge Management (X<sub>1</sub>) and Organizational Resilience (Y) is therefore evident. With a value of 0.176, the resultant coefficient is positive. Therefore, it is reasonable to assume that a growth in Organizational Resilience is proportional to the level of Knowledge Management. Knowledge management has a favorable effect on organizational resilience, according to research by Hermawan, A; Ghozali, AF; Sayuti, MA (2023). The outcomes of this hypothesis are in line with their findings.

**c) The Influence of Adversity Intelligence (X<sub>2</sub>) on Work Motivation (X<sub>3</sub>)**

The examination of the impact of Adversity Intelligence Implementation (X<sub>2</sub>) on Work Motivation (X<sub>3</sub>) yielded a T statistics value of 4.947, accompanied by a p-value of 0.000. The test results indicate that the T statistics value exceeds 1.96, while the p-value is less than 0.05. This indicates a notable impact of Adversity Intelligence (X<sub>2</sub>) on Work Motivation (X<sub>3</sub>). The resulting coefficient value is positive, specifically 0.315. It can be concluded that higher levels of Adversity Intelligence are associated with an increase in Work Motivation. The findings supporting this hypothesis align with the research conducted by Hermawan, A; Setyaningsih, S; Hardhienata, S (2021), indicating that Adversity Intelligence positively influences Work Motivation.

**d) The Influence of Adversity Intelligence (X<sub>2</sub>) on Organizational Resilience (Y)**

A T statistics value of 7.677 and a p-value of 0.000 were obtained from the test that was conducted to determine the influence of Adversity Intelligence (X<sub>2</sub>) on Organizational Resilience (Y). Upon examination, it is evident that the T statistics value exceeds 1.96, although the p-value is less than 0.05. Therefore, it may be concluded that Adversity Intelligence (X<sub>2</sub>) exerts a considerable amount of influence on Organizational Resilience (or Y). 0.441 is the value of the coefficient that was obtained, which is positive. As a result, one interpretation is that the likelihood of increasing organizational resilience is proportional to the quality of the adversity intelligence that is there. Research carried out by Rusnadi, S. and Hermawan, A. (2023) indicates that Adversity Intelligence has a good impact on Organizational Resilience. The findings of this hypothesis's proof are consistent with the findings of this research.

**e) The Influence of Work Motivation (X<sub>3</sub>) on Organizational Resilience (Y)**

A T statistics value of 3.429 and a p-value of 0.001 were arrived at as a result of the examination of the impact of Work Motivation (X<sub>3</sub>) on Organizational Resilience (Y). A comparison of the test results reveals that the T statistics value is greater than 1.96, while the p-value is less than 0.05. Given this information, it can be concluded that the level of work motivation (X<sub>3</sub>) has a considerable impact on the level of organizational resilience (Y). A positive number, specifically 0.209, was obtained as a result of the coefficient. Therefore, it is possible to deduce that the presence of a higher level of work motivation is associated with an increased likelihood of a rise in organizational resilience. Researchers Hermawan, A., Indrati, B., and Rohmah, MS. (2023) found that work motivation has a favorable effect on organizational resilience. The findings of this hypothesis's proof are consistent with the findings of this research.

**Table 7. Indirect Effect Hypothesis Testing**

No	Indirect Effect	Coefficient	T Statistics ( O/STDEV )	P Values
1.	Knowledge Management (X <sub>1</sub> ) -> Resilience Organizational (Y) -> Work Motivation (X <sub>3</sub> )	0.061	2.518	0.012
2.	Adversity Intelligence (X <sub>2</sub> ) -> Resilience Organizational (Y) -> Work Motivation (X <sub>3</sub> )	0.066	2.943	0.003

#### f) The Influence of Knowledge Management (X<sub>1</sub>) on Organizational Resilience (Y) Through Work Motivation (X<sub>3</sub>)

A T statistics value of 2.518 and a p-value of 0.012 were obtained from the test that investigated the influence of Knowledge Management (X<sub>1</sub>) on Organizational Resilience (Y) through Work Motivation (X<sub>3</sub>). According to the findings of the test, the T statistics value is greater than 1.96, and the p-value is less than 0.05. This indicates that there is a considerable influence of Work Motivation (X<sub>3</sub>) on Organizational Resilience (Y) through the Influence of Knowledge Management (X<sub>1</sub>) on Organizational Resilience. In light of this, it is possible to assert that Learning Motivation (X<sub>3</sub>) has the capacity to act as a mediator between the influence of Knowledge Management (X<sub>1</sub>) and Organizational Resilience (Y). Hermawan, A., Muhammadi, AM, and Gozali, AF (2023) conducted study that shown that Knowledge Management has a good effect on Organizational Resilience through Work Motivation. The findings of this research are consistent with the findings of the research that proved this theory.

#### g) The Influence of Adversity Intelligence (X<sub>2</sub>) on Organizational Resilience (Y) Through Work Motivation (X<sub>3</sub>)

A T statistics value of 2.943 and a p-value of 0.003 were obtained from the test that investigated the influence of Adversity Intelligence (X<sub>2</sub>) on Organizational Resilience (Y) through Work Motivation (X<sub>3</sub>). According to the findings of the test, the T statistics value is greater than 1.96, and the p-value is less than 0.05. This indicates that there is a connection between Adversity Intelligence (X<sub>2</sub>) and Organizational Resilience (Y) through the medium of Work Motivation (X<sub>3</sub>). In light of this, it is possible to assert that Work Motivation (X<sub>3</sub>) has the capacity to act as a mediator between the influence of Adversity Intelligence (X<sub>2</sub>) and Organizational Resilience (Y). Rusnadi, S., Sumiati, and Hermawan, A. (2023) conducted research that shown that Adversity Intelligence has a good influence on Organizational Resilience through Work Motivation. The findings of this research are consistent with the findings of the research that proved this concept.

### 7) Optimal Solutions for Improving Organizational Resilience

The optimal solution to enhance organizational resilience can be determined by a recapitulation of the research results, which encompasses the results of statistical hypothesis testing, indicator priorities, and indicator values as previously described:

**Table 8. SITOREM Analysis**

Knowledge Management ( $\beta y_1 = 0,176$ ) (rank. III)			
Indicator in Initial State		Indicator after Weighting by Expert	Indicator Value
1	Knowledge distribution	1 <sup>st</sup> Knowledge acquisition (27.37)	3.88

2	Knowledge acquisition	2 <sup>nd</sup>	Knowledge collection (25.33)	4.10
3	Knowledge collection	3 <sup>rd</sup>	Knowledge utilization (24.16)	4.00
4	Knowledge utilization	4 <sup>th</sup>	Knowledge distribution (23.14)	3.61

#### Adversity Intelligence ( $\beta y_2 = 0,441$ ) (rank. I)

Indicator in Initial State		Indicator after Weighting by Expert		Indicator Value
1	Attitude to anticipate the impact of difficulties	1 <sup>st</sup>	Attitude to control difficulties (26.47)	3.57
2	Resilience to difficulties	2 <sup>nd</sup>	Attitude to face difficulties (24.54)	4.02
3	Attitude to face difficulties	3 <sup>rd</sup>	Attitude to anticipate the impact of difficulties (24.51)	3.68
4	Attitude to control difficulties	4 <sup>th</sup>	Resilience to difficulties (24.48)	4.04

#### Work Motivation ( $\beta y_3 = 0,209$ ) (rank. II)

Indicator in Initial State		Indicator after Weighting by Expert		Indicator Value
1	Recognition	1 <sup>st</sup>	Achievement (14.14)	3.82
2	Responsibility	2 <sup>nd</sup>	Recognition (14.02)	3.84
3	Progress	3 <sup>rd</sup>	Responsibility (13.14)	3.78
4	Achievements	4 <sup>th</sup>	Advancement (13.10)	4.14
5	Work Procedures	5 <sup>th</sup>	Compensation (12.06)	4.56
6	Status	6 <sup>th</sup>	Working Conditions (12.02)	4.56
7	Working Conditions	7 <sup>th</sup>	Status (11.12)	3.98
8	Compensation	8 <sup>th</sup>	Work Procedures (10.40)	4.02

#### Resilience Organizational

Indicator in Initial State		Indicator after Weighting by Expert		Indicator Value
1	Reformulation of inappropriate policies	1 <sup>st</sup>	Understanding the Situation (21.24)	3.78
2	Policy Implementation	2 <sup>nd</sup>	Policy Formulation (21.06)	3.65
3	Policy Formulation	3 <sup>rd</sup>	Policy Implementation (20.16)	4.15
4	Understanding the Situation	4 <sup>th</sup>	Empowerment of Organizational Components (19.12)	3.86
5	Empowerment of Organizational Components	5 <sup>th</sup>	Reformulation of Inappropriate Policies (18.42)	4.16

#### SITOREM ANALYSIS RESULT

Priority order of indicator to be Strengthened		Indicator remain to be maintained	
1 <sup>st</sup>	Attitude towards difficulties	1.	Attitude of controlling difficulties
2 <sup>nd</sup>	Resistance to difficulties	2.	Attitude of anticipating the impact of difficulties
3 <sup>rd</sup>	Progress	3.	Achievement of achievement
4 <sup>th</sup>	Compensation	4.	Recognition
5 <sup>th</sup>	Working Conditions	5.	Responsibility
6 <sup>th</sup>	Working Procedures	6.	Status
7 <sup>th</sup>	Knowledge collection	7.	Acquisition of knowledge
8 <sup>th</sup>	Knowledge utilization	8.	Distribution of knowledge
9 <sup>th</sup>	Policy implementation	9.	Understanding of the situation
10 <sup>th</sup>	Reformulation of inappropriate policies	10.	Policy formulation
		11.	Empowerment of organizational components

## CONCLUSION

Following is a conclusion that may be drawn on the basis of the findings of the analysis, the discussion of the findings of the research, and the hypotheses that have been tested:

1. By utilizing a strategy to improve variables that have a positive influence on organizational resilience, it is possible to take steps toward improving organizational resilience.
2. The variables of knowledge management, adversity intelligence, and work motivation are those that have a favorable influence on the resilience of an organization. The outcomes of the variable analysis carried out with the Smart PLS approach attest to this fact.
3. The strategy to develop organizational resilience is to improve weak indicators and retain good indicators in each research variable. This applies to all research variables.

Based on the conclusions of the research above, the following implications can be drawn in this research:

1. To enhance Organizational Resilience, it is essential to fortify Knowledge Management and Adversity Intelligence, with Work Motivation serving as an intervening variable.
2. To enhance Knowledge Management, it is essential to bolster the currently inadequate indicators, specifically: Knowledge gathering and Knowledge use, while maintaining or developing indicators for: Knowledge acquisition and Knowledge distribution.
3. To enhance Adversity Intelligence, it is essential to bolster the currently weak indicators, specifically, Attitude in confronting challenges and Resilience to adversity, while also sustaining or advancing the indicators: Attitude in managing difficulties and Attitude in anticipating the repercussions of challenges.
4. To enhance Work Motivation, it is imperative to bolster the currently deficient signs: Progress, Compensation, Working Conditions, and Work Procedures, while sustaining or advancing the indicators of Achievement, Recognition, Responsibility, and Status.

Recommendations that can be given to related parties are as follows:

1. Principals must enhance learning quality by fortifying Knowledge Management, Adversity Intelligence, and Work Motivation through the improvement of policy implementation, the reformulation of inadequate policies, and the maintenance or development of situational understanding, policy formulation, and the empowerment of organizational components.
2. Private school organizing institutions must cultivate teachers to enhance Organizational Resilience by offering suitable guidance to fortify Knowledge Management, Adversity Intelligence, and Work Motivation, as indicated by the findings of this study.
3. The Ministry of Primary and Secondary Education (Kemendikdasmen-RI) must enhance teacher development in Organizational Resilience by offering suitable guidance to fortify Knowledge Management, Adversity Intelligence, and Work Motivation in accordance with the findings of this study.

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