

Dynamic Employee Resilience Model: Mediating Role of Employee Well-Being and Psychological Empowerment

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ABSTRACT

Rapid organizational disruption and digital transformation increasingly require adaptive workforce resilience. This study examines a dynamic employee resilience model by testing the effects of human-centered leadership (HCL) and learning-oriented culture (LOC) on employee resilience (ER), mediated by employee well-being (EWB) and psychological empowerment (PE). Using a cross-sectional quantitative approach, data were collected from 200 employees experiencing organizational transformation and analyzed using Structural Equation Modeling (SEM) with AMOS. The results show that HCL significantly enhances EWB, PE, and ER, while LOC significantly improves EWB and PE but has no direct effect on ER. Furthermore, EWB positively affects ER ($\beta = 0.45$, $p < 0.01$), whereas PE has a significant negative effect ($\beta = -0.24$, $p < 0.05$). These findings highlight psychological mechanisms in shaping resilience. Organizations should strengthen employee well-being and support empowerment with clear expectations, emotional support, and psychologically safe environments to foster sustainable workforce resilience.

Keywords: Employee Resilience; Employee Well-Being; Human-Centered Leadership; Learning-Oriented Culture; Psychological Empowerment

INTRODUCTION

In the era of globalization and increasing environmental uncertainty, often characterized as a volatile, uncertain, complex, and ambiguous (VUCA) environment, organizations face immense pressure to maintain sustainability and competitiveness. The COVID-19 pandemic has become a real test for employee resilience (ER) as digital transformation and economic uncertainty simultaneously occur (Mehmood & Saeed, 2021). In Indonesia, post-pandemic burnout and work stress continue to increase. Data from the Ministry of Manpower even shows that 42% of domestic employees experience high emotional stress due to job uncertainty. This situation demands strengthening individual resilience, which must be initiated through an adaptive organizational culture and a humanistic leadership style (Ayoko, 2021; Pertiwi & Rachmawati, 2025).

Facing this disruption, a global paradigm shift is occurring from transactional leadership to human-centered leadership (HCL), which prioritizes empathy and well-being (Zhu, 2025). In addition to HCL, learning-oriented culture (LOC) is a crucial element, as a culture of continuous learning has been shown to strengthen employee innovative behavior (Chughtai et al., 2024). From an individual psychological perspective, employee well-being (EWB) is now viewed as a strategic asset that determines productivity (Alturaysi, 2024). This EWB is strengthened by psychological empowerment (PE), employees' perceptions of meaning, competence, autonomy, and influence in the workplace (Zheng et al., 2024).

While the importance of each element is recognized, previous literature has significant limitations because it analyzes these relationships in a partial and linear manner. First, the implementation of HCL in Indonesia is not optimal due to the ongoing hierarchical culture and short-term performance orientation (Permatasari et al., 2024). Second, increasing PE without appropriate emotional support risks triggering work stress (Riaz et al., 2021). Third, low readiness for change has weakened employee engagement in the Indonesian public sector (Andika & Anindita, 2022). A major conceptual limitation in the current resilience literature is the lack of an integrative model that examines the interaction of HCL and LOC, and the rare identification of EWB and PE as dual psychological mediating mechanisms to fully explain employee cognitive and emotional dynamics (Mao et al., 2022).

To address this gap, this study proposes a dynamic ER model that integrates HCL, LOC, EWB, and PE into a unified framework. The novelty of this model lies in conceptualizing these dimensions not as isolated organizational factors, but as an interconnected system that collectively shapes employees' resilience in dynamic work environments (Ayoko, 2021). Rather than evaluating leadership effectiveness solely through productivity or organizational performance indicators, this study emphasizes leaders' capacity to cultivate psychological safety, promote meaningful learning experiences, and empower employees to adapt proactively to continuous change (Zhu, 2025). Furthermore, by examining the mediating roles of EWB and PE, this study extends the understanding of the psychological mechanisms through which leadership and organizational culture influence employee resilience. The findings are expected to enrich the organizational behavior and strategic human resource management literature by offering an integrated perspective on resilience development while providing an evidence-based and implementable framework for human resource (HR) policymakers and organizational leaders to design interventions that strengthen workforce resilience and long-term organizational adaptability in the VUCA era.

LITERATURE REVIEW

Employee Resilience (ER)

In the positive organizational behavior (POB) paradigm, ER is viewed as a dynamic psychological capacity and part of psychological capital, along with hope, self-efficacy, and optimism, that can be developed to improve well-being and performance (Riana et al., 2026). In modern organizations, employees with high resilience tend to be more committed, perform superiorly, and adapt to change (Boakye et al., 2022). Theoretically, this dynamic capacity for adapting to volatile conditions is significantly shaped by social structures and organizational supports, such as supportive leadership, a learning culture, and transparent communication (Bernuzzi et al., 2023). Through the mediating mechanism of resilience, a learning-oriented organizational climate has been shown to enhance proactive behavior and ER (Jaingam & Na-Nan, 2023). Therefore, strengthening ER serves as a strategic process for building collective psychological capital to maintain an organization's competitive advantage amidst uncertainty.

Human-Centered Leadership (HCL)

As a new paradigm rooted in humanistic management and authentic leadership, HCL positions empathy, fairness, and well-being as key pillars for building meaningful interpersonal relationships, increasing trust, and strengthening employee engagement (Purohit, 2023). Through the lens of self-determination theory, empathy in HCL functions as a moral link that fulfills basic psychological needs and enhances employee vitality and intrinsic motivation (Khan & Rahim, 2025). Amidst the complex dynamics of contemporary organizations, this human-centered approach has been shown to strengthen psychological capital (such as hope, optimism, and self-efficacy), which contributes to emotional resilience and productivity (Bilgetürk & Baykal, 2021). Empirically, authentic leadership that fosters transparency and moral integrity has been shown to strengthen organizational resilience under high environmental pressure (Zhu, 2025), with organizational identification and experience flow as key mediators (Mao et al., 2022; Mao et al., 2023). Thus, HCL transforms into an ecosystem of human values that forms a resilient, sustainable, and moral organization.

Learning-Oriented Culture (LOC)

Based on organizational learning theory, LOC is an essential foundation and strategic resource that encourages continuous learning, critical reflection, exploration of new ideas, and cross-functional collaboration to enhance innovation, performance, and long-term competitiveness (Felani et al., 2024). Empirically, this culture has been shown to foster talent retention and employee engagement globally (Bhaad & Shettyara, 2025), while strengthening an organization's reflective capacity and managerial intelligence in the face of crises and market uncertainty (Jiao & Bu, 2024). However, the literature cautions that LOC does not automatically foster individual resilience; if learning demands are not balanced with psychological well-being and a sense of security, this culture can actually trigger stress and burnout in employees (Viscu et al., 2025). Therefore, the effectiveness of LOC in building systemic resilience is highly dependent on leadership support that is able to create an empathetic learning environment, support emotional well-being, and encourage authentic engagement of organizational members.

Employee Well-Being (EWB)

Based on conservation of resources (COR) theory, EWB is a psychological and emotional state that serves as a primary resource for maintaining psychological stability, reducing the impact of stress, and protecting employees from burnout and emotional exhaustion (Wang et al., 2023). Empirically, EWB is positively correlated with

transformational, servant, and sustainable leadership styles that foster self-confidence, resource gain climates, and strong organizational support in turbulent environments (Cai et al., 2024). Furthermore, EWB acts as a key affective mechanism and mediator between psychological safety and work creativity, demonstrating that positive emotional states enable individuals to be more innovative and adaptive in stressful situations (Wang et al., 2022). Thus, EWB is not simply an indicator of mental health, but rather a foundation for psychological investment in building long-term affective resilience, productivity, and adaptive resilience in the workplace.

Psychological Empowerment (PE)

As a cognitive construct rooted in empowering leadership theory, PE encompasses individual perceptions of work meaning, competence, autonomy, and influence, which can enhance intrinsic motivation, job satisfaction, engagement, and work effectiveness in dynamic organizational contexts (Wen et al., 2023). Through various cross-cultural studies, PE has been shown to play a key mediating role linking empowering leadership to organizational outcomes such as creativity and career commitment (Schermuly et al., 2022). However, contemporary literature indicates the existence of an empowerment paradox; Excessive autonomy granted without emotional support, clear role boundaries, and a strong social foundation can actually trigger an overload of responsibility, psychological distress, and reduced resilience (JH Coun et al., 2022). Therefore, the effectiveness of PE is contextual and non-linear, requiring a careful balance between individual freedom and organizational support structures (such as a culture of trust and psychological safety) to catalyze sustainable resilience.

Hypotheses Development

The Effect of HCL on EWB and PE

Based on self-determination theory, leaders who implement HCL prioritize empathy and fairness to meet employees' basic psychological needs. This emotional support creates a climate of psychological safety that affectively enhances EWB, while cognitively strengthening PE through increased perceptions of work meaning and autonomy. This finding is supported by Alturaysi (2024) regarding role alignment, and Helalat et al. (2023) regarding strengthening employee self-control. Based on these arguments, the following hypotheses are proposed:

H1: HCL has a positive and significant effect on EWB.

H2: HCL has a positive and significant effect on PE.

The Effect of HCL on ER

Theoretically, HCL, which prioritizes empathy, open communication, and moral integrity, has been proven to create an ecosystem of human values crucial for organizational resilience. By providing emotional support, this leadership style fosters a sense of psychological safety, which serves as a key psychological asset for employees. This capacity accelerates recovery from work stress and anxiety and enhances individual and collective adaptability during crises (Ayoko, 2021; Kalashnikova & Nesmeyanov, 2025; Mehmood & Saeed, 2021). Based on this foundation, the following hypothesis is proposed:

H3: HCL has a positive and significant effect on ER.

The Effect of LOC on EWB and PE

Based on organizational learning theory, LOC facilitates psychological growth and knowledge transfer, which enhances employee affective satisfaction (Park & Joo, 2022). However, in the era of digital disruption, LOC creates a non-linear paradox. If the demands of rapid adaptation are not balanced with a social support structure, LOC

erodes employees' discretionary control and triggers empowerment fatigue (Shahbazian & Beheshtifar, 2020), which reduces their intrinsic motivation and autonomy. Based on this thinking, the following hypotheses are formulated:

H4: LOC has a positive and significant effect on EWB.

H5: LOC has a negative and significant effect on PE.

The Influence of LOC on ER

Although LOC effectively encourages critical reflection and group innovation, its impact on ER tends to be non-linear and not directly significant. This occurs because the learning process in LOC is dominated by cognitive and social dimensions, while resilience is more rooted in emotional aspects and interpersonal support. Without the integration of empathy, the high demands for knowledge renewal under the LOC umbrella actually trigger cognitive stress that erodes employees' psychological recovery capacity (Li & Khan, 2023; Park & Joo, 2022). Based on this argument, the following hypothesis is proposed:

H6: LOC has a significant negative effect on ER.

Determinants of ER: The Effect of EWB and the PE Paradox

According to COR theory, EWB acts as a primary psychological energy reserve that protects employees from emotional exhaustion, thereby increasing their resilience in neutralizing work pressure (Mao et al., 2022). Conversely, increased PE triggers an empowerment paradox. Autonomy and authority granted without clear boundaries or an empathetic social ecosystem actually burden employees with excessive cognitive responsibilities and operational risks, thereby eroding their career resilience (Zheng et al., 2024). Therefore, the following hypotheses are proposed:

H7: EWB has a positive and significant effect on ER.

H8: PE has a negative and significant effect on ER.

Dual Mediating Roles: Affective Pathway EWB vs. Cognitive Pathway PE

This study integrates a positive psychology approach through a dual mediation mechanism. HCL and LOC optimize ER enhancement through the affective mediation pathway (EWB), where a healthy emotional resource-generating climate prevents exhausting learning processes from turning into distress (Alturaysi, 2024; Li & Khan, 2023). Conversely, through the cognitive mediation pathway (PE), the freedom of action provided by HCL or LOC without emotional control and assurance of psychological safety fails to foster resilience and instead increases employee psychological distress (Zheng et al., 2024). Based on the analysis of these mediation paths, the following hypothesis is proposed:

H9: EWB positively and significantly mediates the relationship between HCL and ER.

H10: PE negatively and significantly mediates the relationship between HCL and ER.

H11: EWB positively and significantly mediates the relationship between LOC and ER.

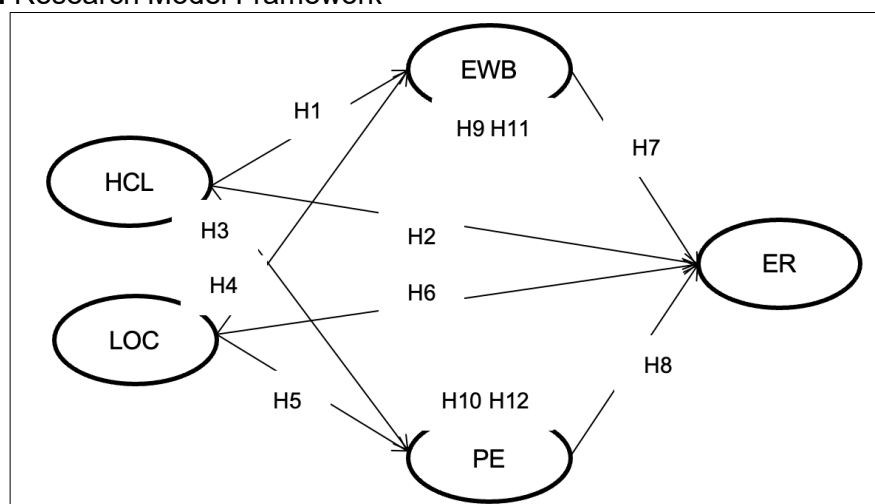
H12: PE significantly mediates the relationship between LOC and ER.

Conceptual Framework

Based on the theoretical synthesis and empirical evidence discussed in the preceding sections, this study proposes a conceptual framework that illustrates the hypothesized relationships among HCL, LOC, EWB, PE, and ER. The framework posits that HCL and LOC serve as key organizational antecedents that directly influence ER while also exerting indirect effects through the mediating roles of EWB and PE. Figure 1 presents

the proposed research framework, which forms the basis for the development and testing of the study hypotheses.

Figure 1. Research Model Framework



RESEARCH METHOD

Research Design

This study uses an explanatory quantitative approach to test the causal relationships, both direct and indirect (mediation) effects, between HCL, LOC, EWB, and PE on ER within the framework of the dynamic ER model. The research design used was cross-sectional, where data collection was conducted simultaneously over a specific time period to capture employee psychological states and organizational dynamics post-pandemic and amidst digital transformation.

Population and Sampling

The population in this study was employees working in organizations undergoing post-pandemic digital transformation (Civil Servants working in Ternate City, West Halmahera Regency, and Tidore Islands City). The sampling technique used was non-probability sampling with a purposive sampling method. The sample inclusion criteria included: (1) active employees with a minimum of one year of service, and (2) directly involved in or impacted by the organization's digital transformation policy. The sample size was determined based on SEM principles, which require a minimum sample size of 5 to 10 times the total number of indicators observed in this study. The number of samples in this research was 200 respondents.

Variable Measurement

All latent variables in this study were measured using a questionnaire instrument adapted from a validated international standard measurement scale, using a 5-point Likert Scale (1 = Strongly Disagree, 5 = Strongly Agree), with six items for each variable.

The HCL was adapted from the humanistic leadership scale by Purohit (2023). These items were designed to measure employee perceptions of leader empathy, fairness, and the supervisor's genuine concern for the personal well-being of subordinates in the workplace. The LOC refers to the short version of the dimensions of the learning organization questionnaire (DLOQ), which was adapted from Tripathi and Kalia (2024). Measurement focuses on the availability of independent learning spaces, encouragement for critical reflection, and facilitation of collaboration and knowledge transfer between employees. EWB is adopted from the Indonesian version of the EWB

Scale by Rahmi et al. (2021). These items evaluate the balance of work demands, the level of employee affective well-being, and the degree of emotional exhaustion at work. PE is derived from the cognitive task instrument by Orgambidez et al. (2024). These six items encompass a proportional representation of four main dimensions: meaning, competence, self-determination/autonomy, and impact. ER is measured using the ER Scale (EmpRes) developed by Mao et al. (2022). This measure focuses on assessing employees' dynamic capacity to manage work stress, adapt agilely to organizational change, and rebound from post-pandemic crises.

Data Collection

To ensure the transparency and reproducibility of the research, data collection was conducted systematically in two stages. In the first stage, the questionnaire was distributed both online and offline to respondents who met the predetermined inclusion criteria. An informed consent form and a statement guaranteeing the anonymity of respondents were provided on the first page of the questionnaire. In the second stage, the collected data were screened for completeness and quality. Responses containing missing values or exhibiting a uniform response pattern (straight-lining) were excluded prior to data analysis.

Data Analysis

Data analysis in this study was completed using the Covariance-Based Structural Equation Modeling (CB-SEM) method based on AMOS software. This method was chosen because it can simultaneously test the measurement model through Confirmatory Factor Analysis (CFA) and the structural model. The data analysis stages include: Goodness-of-Fit (GoF) Test: Using Chi-Square, CMIN/DF, RMSEA, GFI, CFI, and TLI estimates to ensure the theoretical model fits with the empirical data. Hypothesis Test: Testing the significance of path coefficients to prove the direct effects between latent constructs. Multiple Mediation Effect Test (Indirect Effects): Using the bootstrapping method with a 95% confidence interval to test the strength and significance of the role of EWB and PE in mediating the relationship between exogenous variables and ER simultaneously.

RESULTS

Respondents' Demographic Profiles

Table 1. Demographic Profile and Characteristics of Respondents

Category		F	%
Employee's Region of Origin	Ternate City	80	40
	Tidore Islands City	68	34
	West Halmahera Regency	52	26
Gender	Male	106	53
	Female	94	47
Age	<30 Years	36	18
	30 - 39 Years	74	37
	40 - 49 Years	64	32
	≥ 50 Years	26	13
Job Level	Staff / Executive	88	44
	Functional Positions (Specific/General)	62	31
	Echelon IV (Supervisory Positions)	36	18
	Echelon III (Administrative Positions)	14	7
Origin of Agency	Technical Agency/Agency	128	64
	Regional Secretariat/Council Secretariat	44	22
	Sub-district/Village	28	14
Digitalization	Actively Involved (Team Work / System Innovator)	58	29

Policy Engagement	Operational Involvement (Application User / Technical Implementer)	142	71
Total		200	100

Data collection of local government employees in North Maluku resulted in a sample of 200 respondents, as detailed in Table 1. The regional distribution was dominated by the Ternate City Government (n = 80; 40%), followed by Tidore Islands City (n = 68; 34%), and West Halmahera Regency (n = 52; 26%). Based on gender, respondents consisted of 106 men (53%) and 94 women (47%). The productive age group dominated the sample, with the largest portion being aged 30–39 years (n = 74; 37%) and 40–49 years (n = 64; 32%). Regarding structural positions, Staff/Executive positions included 88 people (44%) and Functional Officials as many as 62 people (31%). Managerial roles were represented by Echelon IV Officials (n = 36; 18%) and Echelon III (n = 14; 7%). Based on work units, the majority served in the Technical Services/Agencies (n = 128; 64%), Regional Secretariat/DPRD (n = 44; 22%), and Sub-district/Village (n = 28; 14%). The entire sample (100%) was involved in regional digitalization policies, with 142 employees (71%) at the operational/application user level and 58 employees (29%) actively involved strategically as system formulation or innovator teams.

Goodness of Fit Indices Test Results

Table 2. Goodness of Fit Indices

Index Type	Indicator	AMOS Yield Value	General Criteria Limits	Verdict
Absolute Fit Indices	Chi-Square (CMIN)	352.227 (p = 0.010)	p > 0.05 expected	Not perfectly fit (p significant), but acceptable because sensitive to N
	CMIN/DF	1.202	< 3 = Good; < 2 = Very good	Excellent fit
	RMR	0.014	< 0.05 = Good	Excellent fit
	GFI	0.902	≥ 0.90 = Good	Good fit
	AGFI	0.845	≥ 0.80 = Accepted; ≥ 0.90 = Good	Pretty good fit
Incremental Fit Indexes	NFI	0.955	≥ 0.90 = Good	Excellent fit
	RFI	0.934	≥ 0.90 = Good	Excellent fit
	IFI	0.992	≥ 0.90 = Good	Excellent fit
	TLI	0.988	≥ 0.90 = Good	Excellent fit
	CFI	0.992	≥ 0.90 = Good	Excellent fit
Parsimonious Fit Indices	PNFI	0.643	≥ 0.50 = Good	Efficient model (fit)
	PCFI	0.668	≥ 0.50 = Good	Efficient model (fit)
	PGFI	0.568	≥ 0.50 = Good	Efficient model (fit)
Close Fit Index	RMSEA	0.032	< 0.05 = Excellent	Excellent fit
	PCLOSE	0.996	> 0.05 = Good	Model fit (close fit)
Model Comparison	AIC (Default vs Independence)	696.227 vs	Smallest value = best	Fit and efficient model

Index Type	Indicator	AMOS Yield Value	General Criteria Limits	Verdict
		7930.382	model	
	ECVI	3.499	Smaller than other models = Good	Good replication potential
Sample Adequacy	Hoelter (0.05)	189	≥ 200 = Good	Almost fulfilling, still acceptable
	Hoelter (0.01)	200	≥ 200 = Good	Good fit

SEM with AMOS was used to test the fit between the theoretical dynamic ER model and empirical data. The results of the model fit index test are presented in Table 2. The test results show the CMIN/DF value of 1.202 indicates excellent model fit. The absolute GFI index (0.902) meets the minimum threshold, while the AGFI (0.845) is within the acceptable range. All incremental indices (CFI = 0.992; TLI = 0.988; IFI = 0.992; NFI = 0.955) are above the threshold of 0.90, indicating a very good model fit. The RMSEA value of 0.032 (<0.05), supported by the PCLOSE of 0.996 (>0.05), strengthens the justification for model suitability. The parsimony indices (PNFI = 0.643; PCFI = 0.668; PGFI = 0.568) all exceed the threshold of 0.50.

Direct Effects Hypothesis Test Results

Table 3. Direct Effects Test Results

	Direct Connection	Estimate (β)	p-value	Direction of Influence	Verdict
1	HCL $\rightarrow$ EWB	0.398	***	Positive	Significant
2	HCL $\rightarrow$ PE	0.997	***	Positive	Significant
3	HCL $\rightarrow$ ER	1.000	—	Positive	Significant
4	LOC $\rightarrow$ EWB	0.706	***	Positive	Significant
5	LOC $\rightarrow$ OR	-0.162	0.018	Negatives	Significant
6	LOC $\rightarrow$ ER	-0.169	0.112	Negatives	Insignificant
7	EWB $\rightarrow$ ER	0.891	***	Positive	Significant
8	PE $\rightarrow$ ER	-1.061	***	Negatives	Significant

Direct effect analysis was conducted to identify causal relationships between latent constructs. The estimated path coefficients and significance values are summarized in Table 3. The test results showed that HCL had a positive and significant effect on EWB ($\beta = 0.398$, $p < 0.001$), PE ($\beta = 0.997$, $p < 0.001$), and ER ($\beta = 1.000$, $p < 0.001$). LOC had a significant positive effect on EWB ($\beta = 0.706$, $p < 0.001$) and a significant negative effect on PE ($\beta = -0.162$, $p = 0.018$). The direct relationship between LOC and ER showed a negative but insignificant effect ($\beta = -0.169$, $p = 0.112$). Furthermore, EWB has a significant positive effect on ER ($\beta = 0.891$, $p < 0.001$), while PE has a significant negative effect on ER ($\beta = -1.061$, $p < 0.001$).

Indirect Effects Hypothesis Test Results

Table 4. Indirect Effects Test Results

	Indirect Relationship (Mediation)	Mediation Pathway	Indirect Influence Estimation (direction)	Significance	Verdict
1	HCL $\rightarrow$ ER (via EWB)	HCL $\rightarrow$ EWB $\rightarrow$ ER	(+) $0.398 \times 0.891 = 0.355$	Significant	Positive mediation
2	HCL $\rightarrow$ ER (via PE)	HCL $\rightarrow$	(-) $0.997 \times -$	Significant	Negative

		OR → ER	1.061 = -1.058		mediation
3	LOC → ER (via EWB)	LOC → EWB → ER	(+) 0.706 × 0.891 = 0.629	Significant	Positive mediation
4	LOC → ER (via PE)	LOC → OR → ER	(-) -0.162 × -1.061 = +0.172	Insignificant (p>0.05)	Insignificant

Mediation path testing was conducted to evaluate the role of EWB and PE as mediators. The results of the mediation analysis presented in Table 4 show that EWB is proven to positively and significantly mediate the relationship between HCL and ER (estimate = 0.355) and the relationship between LOC and ER (estimate = 0.629). Conversely, PE negatively and significantly mediates the relationship between HCL and ER (estimate = -1.058). The mediation path of PE on the relationship between LOC and ER was found to be positive but not statistically significant (estimate = 0.172, $p > 0.05$).

Total Effects Hypothesis Test Results

Table 5. Total Effects = Direct + Indirect

Total Relationship		Total Calculation (Direct + Indirect)	Results (β)	Interpretation/Decision
1	HCL → ER	1.000 + (0.355 - 1.058)	0.297	Positive, significant overall influence
2	LOC → ER	(-0.169 + 0.629 + 0.172)	0.632	Positive total influence, mediated by EWB
3	EWB → ER	0.891	0.891	Positive and powerful direct influence
4	PE → ER	-1.061	-1.061	Significant negative influence

The total influence analysis was conducted by summing the coefficient values of the direct effect and indirect effect to see the cumulative contribution of the exogenous variables to the endogenous variables. Based on the recapitulation results in Table 5, empirical findings were obtained, namely the HCL variable produced a total influence coefficient value of 0.297. This value was obtained from the accumulation of the direct effect of 1.000 plus the total indirect effect of -0.703 (the result of the positive mediation of EWB of +0.355 and the negative mediation of PE of -1.058). Statistically, the total influence of HCL on ER remains positive and significant. Furthermore, LOC produces a total influence coefficient value of 0.632. This value is obtained from the sum of the direct effect, which is negative and insignificant (-0.169), with the indirect effect through EWB (+0.629) and through PE (+0.172). This accumulation indicates that the total influence of LOC on ER is positive, which is dominated by the contribution of the EWB mediation pathway. Furthermore, the total influence of EWB on ER does not involve a mediation pathway, so the total coefficient value is the same as its direct influence value, which is 0.891 with a positive influence direction. Finally, the total influence of PE on ER also does not go through a mediator variable, so the total coefficient value is the same as its direct influence value, which is -1.061 with a negative influence direction.

DISCUSSION

Direct Influence and the Organizational Paradox Phenomenon

The Effect of HCL on EWB, PE, and ER (H1, H2, H3)

HCL consistently acts as a positive driver of EWB and ER. Empathetic, fair, and supportive leaders optimize employee role alignment (person-job fit) in the workplace (Alturaysi, 2024). The principle of organizational justice in managerial decisions has

been shown to significantly predict improved EWB. Furthermore, a psychological approach to human resource management (HRM) has been shown to increase employee engagement and emotional well-being (Asti et al., 2024).

HCL also has a significant positive effect on PE. Trust-based leadership has been shown to strengthen employee competence and self-control (Helalat et al., 2023; Mehmood & Rafiq, 2024). Through organizational learning mechanisms, collaborative leadership successfully strengthens this PE (Li & Khan, 2023). This resilience-based leadership style also fosters a sense of control and personal meaning (Ayoko, 2021).

Directly, HCL has a significant positive effect on ER. Empathetic and open leaders can increase employees' psychological capital and adaptive resilience (Ayoko, 2021). This leadership strengthens individuals' ability to recover from stress (Mehmood & Saeed, 2021). Organizations with humanistic values have also been shown to have high collective resilience (Kalashnikova & Nesmeyanov, 2025).

The Effect of LOC on EWB, PE, and ER (H4, H5, H6)

LOC has been found to have complex, non-linear effects. An organizational learning culture has a positive and significant effect on EWB by supporting psychological growth, a sense of security, and knowledge sharing in the workplace (Park & Joo, 2022). Positive psychology-based organizational learning has been shown to increase job satisfaction and affective well-being (Asti et al., 2024), supported by a healthy culture that underpins psychological well-being (Alturaysi, 2024).

However, LOC has a significant negative effect on PE. A learning culture that demands rapid adaptation triggers psychological stress, so it needs to be balanced with support mechanisms (Helalat et al., 2023). Error-based learning only strengthens empowerment if supported by an innovative environment (Zheng et al., 2024). An imbalance between organizational expectations and individual capacity has been shown to decrease PE. The pressures of a results-oriented work culture can reduce intrinsic motivation and a sense of control (Widayanto & Nugroho, 2022). Employees feel they lose the space to experiment freely due to high learning demands, even though learning is only effective when social support and collaborative leadership are present (Li & Khan, 2023).

Furthermore, LOC has a negative but insignificant effect on ER. Organizational culture plays an indirect role in building resilience through empowerment and social support (Blaque et al., 2023). While it enhances collaboration, a learning culture does not always have a direct impact on emotional resilience (Park & Joo, 2022), and its influence on innovation is actually stronger than on resilience (Li & Khan, 2023).

The Influence of EWB and PE on ER: Empowerment Paradox (H7, H8)

Empirical findings successfully validate the paradox of empowerment, where increased PE has a significant negative impact on ER. Conversely, EWB has a significant positive effect on ER. Well-off employees have a greater capacity to adapt to stress. Psychological well-being strengthens the relationship between authentic leadership and resilience (Mao et al., 2022).

Inclusive leadership enhances resilience through social engagement (Xintian & Peng, 2023), while EWB strengthens the effect of transformational leadership on resilience (Helalat et al., 2023). Well-being also mediates the relationship between health leadership and resilience (Alturaysi, 2024) and links empowerment with adaptive performance (Marin-Garcia & Bonavia, 2021).

Conversely, PE has a significant negative effect on ER. High autonomy without social support translates into cognitive burden that decreases career resilience (Zheng et al., 2024). The effects of empowerment can be detrimental if the organizational culture is unsupportive (Wen et al., 2023) and are highly dependent on the context and level of work demands (Riaz et al., 2021). Excessive autonomy acts as a double-edged sword, triggering emotional exhaustion. Without leadership support, empowerment erodes employees' psychological well-being (Helalat et al., 2023).

Discussion of Dual Mediation Path

HCL to ER Through EWB (H9)

EWB significantly positively mediates the relationship between HCL and ER. Empathetic leadership enhances well-being, which in turn strengthens resilience (Alturaysi, 2024). Authentic leadership promotes well-being, which triggers work flexibility (Mao et al., 2022). Inclusive and prestige-based styles strengthen well-being as a pathway to work resilience (Wen & Ma, 2023).

HCL Towards ER Through PE (H10)

PE significantly negatively mediates the relationship between HCL and ER. Empowerment in a fault-oriented culture increases career stress and decreases resilience (Zheng et al., 2024). Unlimited enablement decreases employee engagement (Makwetta et al., 2021). Empowerment must be accompanied by a supportive culture to prevent psychological distress (Helalat et al., 2023). Empowerment that is not balanced with organizational justice decreases motivation and well-being (Dekoulou et al., 2023; Riaz et al., 2021).

LOC Towards ER Through EWB (H11)

EWB significantly positively mediates the relationship between LOC and ER. A learning culture enhances well-being and collaboration (Park & Joo, 2022). Positive psychology-based learning strengthens happiness and engagement (Asti et al., 2024). Well-being mediates a healthy culture and psychological resilience (Alturaysi, 2024). Collaborative learning enhances well-being to strengthen individual adaptability (Li & Khan, 2023). Well-being is a key mechanism between empowerment and performance (Marin-Garcia & Bonavia, 2021).

LOC Towards ER Through PE (H12)

PE does not significantly mediate the relationship between LOC and ER. The effect of empowerment depends on organizational cultural support (Helalat et al., 2023). Empowerment does not trigger engagement without role and goal clarity (Wen et al., 2023). Its effect depends on leader support and organizational justice (Riaz et al., 2021). Empowerment in a blame-oriented culture reduces resilience if psychological safety is minimal (Zheng et al., 2024). The impact of empowerment on resilience is indirect (Hassard et al., 2022).

Theoretical Contribution: Validation of the Dual-Path Mechanism

This study offers conceptual novelty through the dynamic ER model, which integrates the principles of COR theory and self-determination theory. This model validates the dual-path mechanism in building resilience: the affective path and the cognitive path. The affective path is positively transmitted through EWB, where empathetic and authentic leadership promotes work flexibility through well-being (Alturaysi, 2024; Mao et al., 2022). Supervisor support is crucial for boosting career and life satisfaction under pressure (Fitro, 2024). Conversely, the cognitive path is transmitted through the negative mediation of PE. A humanistic style still risks eroding resilience if decentralization of authority is implemented in a blame-prone environment without psychological safety and organizational justice. This model emphasizes that LOC does

not automatically trigger resilience, but rather requires using EWB as the primary affective bridge that contributes to collaboration (Park & Joo, 2022).

Practical Implications for Organizational Management

The findings of this model demand a comprehensive reorientation of HRM. Strategic leadership plays a strong role in influencing internal commitment and performance when facing structural transformation. To mitigate the empowerment paradox, organizations must stop delegating authority without measurable operational boundaries, as this reduces employee adaptive engagement. Organizations must establish clear role boundaries and uphold organizational justice to prevent autonomy from eroding motivation and well-being (Dekoulou et al., 2023; Riaz et al., 2021).

Cultural transformation within the LOC framework must shift from a purely results-oriented approach to a psychologically safe learning environment. Demands for constant competence must be balanced with social support to prevent cognitive distress. Finally, leaders need regular training in humanistic values (Kalashnikova & Nesmeyanov, 2025). This is essential for managers to align high-performance targets with emotional support and transparent two-way communication to build sustainable collective resilience.

CONCLUSION

This study concludes that HCL and LOC play complementary roles in shaping ER through both direct and indirect mechanisms. The findings demonstrate that HCL is the primary organizational driver that significantly enhances EWB, PE, and ER, highlighting the critical role of leaders in fostering psychologically supportive work environments. Meanwhile, LOC significantly strengthens EWB and PE by creating an inclusive and continuous learning environment, although its direct effect on ER is not significant. This finding indicates that a learning-oriented culture alone is insufficient to develop resilient employees unless it is accompanied by positive psychological conditions that enable individuals to effectively respond to workplace challenges.

Among the proposed mediating mechanisms, EWB emerged as the most influential pathway through which organizational practices enhance employee resilience, emphasizing that resilience is fundamentally reinforced by employees' psychological and emotional well-being. In contrast, PE exhibited a significant negative relationship with ER, suggesting that greater psychological empowerment may not necessarily translate into stronger resilience when employees experience increased responsibility without sufficient organizational and social support. These findings demonstrate that employee resilience is not merely a product of individual capability or autonomy, but rather the result of a balanced interaction between supportive leadership, a learning-oriented organizational culture, and employees' psychological well-being.

Academically, this study contributes to the organizational behavior and strategic human resource management literature by proposing a dynamic employee resilience model that integrates leadership, organizational culture, and psychological mechanisms into a unified framework. Practically, the findings provide valuable guidance for HR policymakers and organizational leaders in designing leadership development, employee well-being initiatives, and learning-oriented organizational practices that collectively strengthen workforce resilience and support sustainable organizational performance in the VUCA era.

LIMITATION

Despite making important theoretical contributions, this study has several limitations

that provide the basis for suggestions for future research. The first limitation lies in the limited conceptual model. Therefore, future research is recommended to expand the model by considering contextual variables such as organizational justice, psychological safety, or work engagement as additional mediators to strengthen the relationships between constructs. Second, the model testing has low generalizability because it is limited to one specific industry context (such as the regional public sector in North Maluku). Future researchers can test this model in different industry contexts, such as the private sector, education, or healthcare, to examine variations in leadership behaviors and the dynamics of employment relationships. Third, the use of a cross-sectional design limits understanding of long-term impacts, so a longitudinal approach is highly recommended to track the effects of humanistic leadership on job retention over time. Fourth, the use of a single quantitative method limits the exploration of subjective psychological aspects of employees. Therefore, a mixed-methods approach is recommended to more comprehensively explore in-depth aspects such as the meaning of work, sense of connectedness, and trust. Fifth, the cultural homogeneity of the sample ignores social variation, making cross-cultural comparative research interesting, given that perceptions of well-being and empowerment can differ across regions. Finally, the data analysis in this study was still conventional, so future research has the potential to enrich the dynamic work resilience model by utilizing modern technologies such as big data analysis or artificial intelligence to more accurately observe EWB patterns in the face of changing global work landscapes.

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