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## RESEARCH ARTICLE

# Accelerating Resilience-Based Village Government Organizations Through the Transformational Leadership of Village Heads

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**Abstract:** The transformational leadership of the village head is a key factor in accelerating organizational acceleration, because it is able to encourage a shared vision, innovation, empowerment of apparatus, and increased work commitment. The urgency of this research lies in the lack of empirical studies on how transformational leadership can be a catalyst for building resilience in village government organizations, especially in Kalisat Village, Kalisat District, Jember Regency. This study aims to: (1) analyze the forms and practices of transformational leadership of the village head in encouraging organizational acceleration; (2) identify the level and characteristics of organizational resilience in Kalisat Village; and (3) explain the relationship between transformational leadership and strengthening organizational resilience that impacts the improvement of village government service performance. The research uses a descriptive qualitative method with a case study approach. Data were collected through in-depth interviews, participatory observation, and review of village planning and evaluation documents. The analysis technique uses a data reduction model, data presentation, and conclusion drawing to understand leadership patterns and organizational resilience dynamics holistically. This study also considers the local social and cultural context of Kalisat Village, including how interactions between village actors, local political dynamics, and community participation contribute to shaping the adaptive capacity of village government organizations. The research outputs include: (1) mapping the transformational leadership model of the head of Kalisat Village; (2) description of the resilience profile of the village government organization; (3) formulation of a resilience-based organizational acceleration model; (4) practical recommendations for village governments and policy makers regarding strengthening leadership capacity and organizational resilience; and (5) theoretical contributions to the development of governance studies, particularly on the issue of organizational resilience and leadership at the village level.

### Keywords:

Transformational Leadership, Organizational Resilience, Village Government Acceleration.

### About the Author

Akbar Maulana is a lecturer in the Government Science Program, Faculty of Social and Political Sciences, Muhammadiyah University of Jember, Indonesia. He holds a Doctoral degree in Public Administration and specializes in governance, public policy, organizational resilience, agile governance, public leadership, and bureaucratic reform.

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## 1. Introduction

The transformation of village governance in the last decade has become a major focus in strengthening governance in Indonesia after the implementation (Presiden Republik Indonesia, 2014) which gave villages broader authority to regulate and manage the interests of local communities in accordance with their original rights and customs (Sutiyo, & Maharjan, 2017). These changes encourage villages to improve their institutional capacity, the quality of their apparatus, and their ability to adapt to the ever-evolving socio-economic dynamics, especially in the context of service digitalization, demands for public accountability, and community participation (Pramusinto, A., & Latief, 2012).

In this context, organizational resilience is a strategic need for village governments to ensure the continuity of services and the ability to face external and internal pressures (Lengnick-Hall, C. A., Beck, T. E., & Lengnick-Hall, 2011). Kalisat Village in Kalisat District, Jember Regency, is one of the villages with quite complex social, economic, and institutional dynamics, requiring resilient and adaptive organizational capabilities. Challenges such as increasing demand for digital-based public services, the preparation of more participatory village development planning, and the management of human resources of the apparatus require leaders who can make systematic changes (Pemerintah Kabupaten Jember., 2022).

Organizational resilience is widely understood as the capacity of an organization to anticipate, cope with, and adapt to unexpected disruptions and environmental changes (Duchek, 2020). This concept originates from ecological studies, where resilience refers to the ability of a system to absorb disturbances while maintaining its core functions (Folke, 2016; Holling, 1973). In the context of public organizations, resilience is not only reactive but also proactive, involving learning, adaptation, and transformation (Lengnick-Hall, C. A., Beck, T. E., & Lengnick-Hall, 2011; Sutcliffe, K. M., & Vogus, 2003).

In this context, village head leadership plays a central role as an organizational driver and a driver of innovation and change (Northouse, 2019). Transformational leadership, characterized by the ability to create a shared vision, provide inspiration, stimulate creative thinking, and provide individual attention to subordinates, has been shown to strengthen the resilience capacity of public sector organizations (Bass, B. M., & Avolio, 1994). In the context of village government, the village head's transformational leadership has the potential to create an adaptive work environment, increase trust between actors, and accelerate organizational innovation and acceleration (Risdiyanti et al., 2024; Wulandari, 2020). However, empirical studies on the relationship between transformational leadership and organizational resilience at the village government level are still very limited, particularly in villages in East Java, including Kalisat Village (Aditya & Ramdani, 2025; Misnaniarti, 2023; Putri et al., 2024).

Furthermore, leadership plays a crucial role in shaping organizational resilience. Transformational leadership, which emphasizes vision, inspiration, intellectual stimulation, and individualized consideration, has been widely recognized as a key driver of organizational change and performance (Bass, B. M., & Riggio, 2006; Burns, 1978; Northouse, 2021; Yukl, 2013). This research approach seeks to understand how the transformational leadership of village heads can accelerate the acceleration of village government organizations by strengthening dimensions of organizational resilience such as adaptation, resilience, flexibility, and innovation (Mallak, 1998b, 1998a; Maulana, 2024). A descriptive qualitative approach was chosen because it can explore social phenomena in depth, grounded in the context and experiences of village organizational actors (Creswell, J.W., and Poth, 2018). Using interview techniques, observation, and village document analysis, this study maps leadership practices, organizational dynamics, and the driving and inhibiting factors that shape organizational resilience in Kalisat Village.

The novelty of this research lies in integrating the concepts of organizational resilience and transformational leadership within the context of village governance, a topic rarely explored in Indonesian public administration literature. Most research on organizational resilience focuses on the private sector, disaster management organizations, or district and city-level government institutions (Duchek, 2020).

Meanwhile, leadership studies at the village level generally focus only on administrative and participatory aspects, rather than on dynamic and systemic organizational transformation ([Hariyanto, D., & Raharjo, 2021](#); [Laoli Marniwati, 2024](#); [Subagyo et al., 2021](#)).

Based on the results of the initial review and analysis conducted in this study, the problem formulation can no longer be framed within the normative assumptions that transformational leadership and organizational resilience always have positive impacts. Preliminary findings instead indicate variations in effectiveness influenced by the organizational context, resource capacity, and environmental pressures faced. Therefore, this study explicitly poses a critical question: are all transformational leadership practices effective in every organizational context, or are there conditions under which this approach becomes less relevant or even counterproductive?

Furthermore, this study also observed that the relationship between organizational resilience and performance is not linear. In some cases, an overly strong orientation toward resilience actually tends to encourage organizations to maintain stability alone without any accompanying innovation efforts. This indicates that resilience is not always synonymous with improved performance, but rather depends heavily on the character of the resilience developed, whether it is adaptive and transformative or merely defensive. Thus, a further question arises, which is the focus of this study: Does organizational resilience always contribute positively to performance, or can it actually hinder necessary change under certain conditions?

Furthermore, preliminary analysis also indicates that current discourse on digitalization and rural challenges tends to be repetitive and does not delve into more specific aspects of the problem. This research will identify empirical gaps in the form of limited digital literacy among civil servants, weak data integration, and suboptimal collaboration between actors in digital governance. This situation strengthens the argument that the success of digital transformation is not solely determined by technology adoption, but also by institutional readiness and the adaptive capacity of the organization. Therefore, this research emphasizes the importance of developing a more critical and contextual analytical framework. Transformational leadership and organizational resilience are no longer positioned as variables that automatically improve performance, but rather as phenomena that need to be tested under various specific conditions. This approach is expected to provide a more substantive contribution to explaining the dynamics of public organization performance, particularly in facing the demands of change in the digital era and an increasingly complex environment.

Thus, this study closes the research gap in three aspects: (1) the lack of integrative studies between resilience and transformational leadership in village government; (2) the lack of in-depth case study-based empirical analysis in villages with high socio-economic complexity; and (3) the need for a village organizational acceleration model that is appropriate to the local context. In addition, this study also provides a practical contribution to the development of village policies, especially in the context of local government empowerment programs and village innovation, as recommended in the evaluation of the Smart Village/Smart Kampung program ([Aditya & Ramdani, 2025](#); [Misnaniarti, 2023](#); [Pemerintah Kabupaten Banyuwangi, 2022](#)). With this approach, the research results are expected to form the basis for strategic decision-making by village governments in designing apparatus capacity-building and accelerating organizational transformation. The research roadmap for the next five years is designed to support the development of resilience-based governance theory and practice at the village level ([Ilmi & Maulana, 2025](#)).

With the increasing complexity of village governance challenges, the results of this study are expected to make a significant contribution to strengthening governance, improving organizational performance, and sustaining public services at the village level. In addition to providing theoretical and practical contributions, this research is also important in the context of increasing village institutional capacity as part of the national development agenda. The central government, through the Ministry of Villages, Development of Disadvantaged Regions, and Transmigration, emphasizes the importance of village innovation, digital transformation, and strengthening the capacity of village officials to address the challenges of development and public services in the modern era ([Kemendesa PDTT, 2025](#)). Within this framework, the resilience of

village government organizations not only serves as a protective mechanism against external disruptions but also serves as a foundation for creating adaptive governance that can capitalize on opportunities for local economic development, strengthen social capital, and increase community participation (Duchek, 2020; Pramusinto, A., & Latief, 2012).

The transformational leadership of the village head plays a strategic role in driving these changes, particularly in the aspects of establishing an innovative work culture, increasing the integrity of the apparatus, and strengthening coordination between village actors and external stakeholders such as sub-districts, regencies, universities, and non-governmental organizations (Risdiyanti et al., 2024; Wulandari, 2020). Therefore, this research is relevant not only to the Kalisat Village government but also to other villages seeking to accelerate their organizational transformation. By integrating the concepts of transformational leadership and organizational resilience, this research provides a new perspective that village organizational transformation cannot be achieved solely through structural or administrative changes, but requires leaders capable of building resilience, initiating innovation, and mobilizing the collective potential of the apparatus and village community. Therefore, the results of this research are expected to serve as academic and practical references in developing village policies, strengthening apparatus education and training, and developing resilience-based governance models.

## 2. Methods

This study adopted an integrated mixed-methods design approach (predominantly qualitative), focusing on an in-depth exploration of transformational leadership practices and organizational resilience. However, to strengthen analytical rigor and provide empirical support, the study also incorporates quantitative elements, making it a qualitative-dominant mixed-method approach. The qualitative component serves as the primary approach, aiming to understand leadership practices, organizational dynamics, and contextual factors through in-depth interviews, participatory observation, and document analysis. These data are analyzed using the Miles and Huberman interactive model, consisting of data reduction, data display, and conclusion drawing. Meanwhile, the quantitative component is used to support and validate qualitative findings. Data were collected from 32 respondents using a structured questionnaire based on a Likert scale (1–5). Respondents in this study consisted of key actors in village government, including the village head, village secretary, department heads, section heads, and administrative staff. This composition was chosen to represent various structural levels within the village organization, allowing the data obtained to more comprehensively reflect the dynamics of leadership and organizational performance.

Respondents were selected through purposive sampling, using criteria relevant to the research objectives. These criteria included: (1) holding a structural or administrative position within the village government, (2) being directly involved in the decision-making or policy implementation process, and (3) having a minimum of one year of service to adequately understand organizational dynamics. This approach ensures that the respondents involved truly possess relevant experience and knowledge, thereby increasing the validity of the data in explaining the phenomena being studied.

Data collection was conducted using a pre-test and post-test design to measure changes before and after the intervention (training or capacity building program). The pre-test was conducted at the beginning of the activity to identify respondents' baseline conditions related to the variables studied, while the post-test was conducted after the entire series of interventions had been completed within a period of 2-4 weeks. This timeframe was chosen to provide respondents with an opportunity to internalize the material or changes provided, so that the measurement results more accurately reflect the actual impact of the intervention.

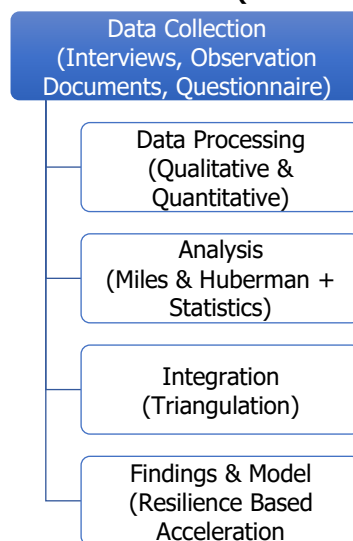
The instrument was tested for reliability, yielding a Cronbach's Alpha value greater than 0.80, indicating high internal consistency. Quantitative analysis includes descriptive statistics, comparison of pre- and post-intervention scores, and correlation analysis to examine the relationship between transformational leadership

and organizational performance. The integration of qualitative and quantitative data is achieved through triangulation, in which statistical findings are interpreted alongside qualitative insights to ensure consistency and validity. In this study, quantitative results—such as the increase in the organizational resilience index and service efficiency—are used to reinforce qualitative interpretations of leadership practices and organizational change. Thus, the methodological framework ensures coherence between research design, data collection, analysis procedures, and findings, minimizing ambiguity and strengthening the overall validity of the study.

To clarify this, this study employed a quasi-experimental design with a one-group pretest–posttest approach, where measurements were administered to the same group of respondents before and after the intervention, without a control group. This design was chosen given the limitations of the research context within the village government, which precluded the creation of randomized comparison groups. However, it still allowed for longitudinal measurement of change within the same group. The intervention in this study was an organizational capacity building program, which included transformational leadership training, increased digital literacy, and mentoring in the implementation of adaptive governance practices. The intervention was implemented in stages over several sessions (workshops, focus group discussions, and hands-on practice), with the aim of encouraging changes in leadership behavior and increasing organizational responsiveness to environmental challenges.

A pre-test was conducted before the intervention to obtain a snapshot of respondents' baseline conditions regarding transformational leadership, organizational resilience, and organizational performance. A post-test was then administered after the entire intervention series was completed (2–4 weeks after the final session) to identify any changes that had occurred. Comparisons of pre-test and post-test scores were analyzed using descriptive statistics and tests of difference (e.g., paired-samples statistics) to assess the significance of the changes resulting from the intervention. To strengthen the interpretation of the results, the quantitative data were then integrated with the qualitative data through triangulation techniques. Findings, such as improvements in scores on the organizational resilience index and in service efficiency, were analyzed not only statistically but also contextualized through interviews and field observations. This approach enabled researchers to understand not only whether changes occurred, but also how and why they occurred within organizational practices. Therefore, the use of a quasi-experimental pre-to-post design in this study was not intended to claim absolute causal relationships, but rather to provide empirical indications of changes related to the intervention, which were then substantiated through qualitative analysis. This approach ensured that the research results maintained adequate internal validity and relevance to the empirical context under study.

**Figure 1. Research Method Flowchart (Mixed-Method Embedded Design)**



Source: Processed by the author, 2026

The diagram illustrates the qualitative-dominant mixed-methods research flow, comprising five sequential stages. First, data collection was conducted through in-depth interviews, participant observation, document analysis, and questionnaires involving 32 respondents. Second, data processing organized qualitative data (interview transcripts and field notes) alongside quantitative data from Likert-scale responses. Third, data analysis employed the Miles and Huberman framework (data reduction, data display, and conclusion drawing/verification) for qualitative analysis, complemented by comparative and correlation analyses for quantitative data. Fourth, integration (triangulation) synthesized qualitative and quantitative findings to strengthen the validity, credibility, and consistency of the results. Finally, the study generated empirical findings and a conceptual model, proposing a resilience-based organizational acceleration framework that explains organizational transformation following the intervention.

### 3. Result and Discussion

#### Improvement in the Organizational Resilience Index

Quantitatively, based on measurements of transformational leadership, organizational resilience, and village government performance, several key findings emerged. Measurements were conducted on 32 respondents, including village heads, village secretaries, heads of affairs, heads of sections, and administrative staff, using a Likert-scale instrument with 1–5 values that had been tested for validity and reliability (Cronbach's alpha > 0.80). Data collection was conducted in two stages: before and after strengthening transformational leadership practices through internal forums, regular briefings, and affirmation of the organizational vision. The results of data processing showed a significant increase in the Organizational Resilience Index, from an initial score of 58.97 (medium low category) to 64.97 (medium high category). A comparison of means revealed a difference of 6 points, or an increase of 10.18%, which statistically qualifies as a substantial increase. Table 1 shows the results of the pre-post intervention organizational resilience index difference test.

**Table 1. Analysis of Differences in Organizational Resilience Before and After Intervention**

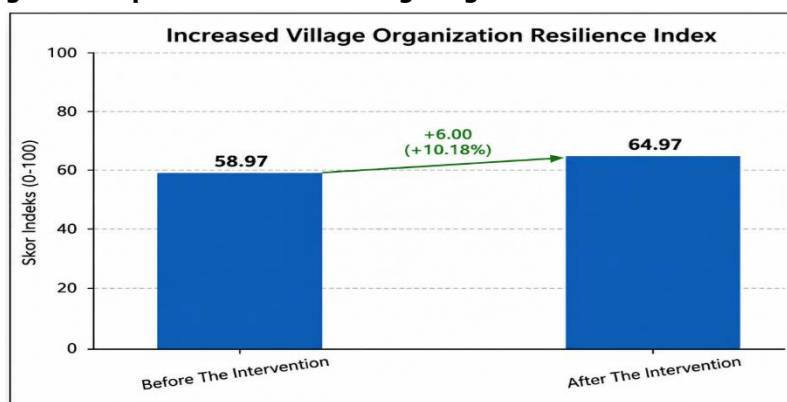
Variable	Pre (Mean ± SD)	Post (Mean ± SD)	Mean Diff	95% CI	t	df	p*
Organizational Resilience	58.97 ± 2.20	64.97 ± 2.60	2.78	2.05-3.51	7.90	31	< 0.001

\* Paired sample t-test (significant at  $\alpha \leq 0.05$ )

Source: Primary data processed using SPSS, 2026

Based on Table 1, there was an increase in the average organizational resilience score from 58.97 to 64.97. The paired sample t-test results showed that the difference was statistically significant ( $t = 7.90$ ;  $p < 0.001$ ). This indicates that the intervention was effective in increasing organizational resilience.

**Figure 2. Improvement in the Village Organizational Resilience Index**



Source: Processed by the author, 2026

This improvement is evident not only in the aggregate score but also in specific dimensions of resilience, such as adaptability to regulatory changes, effective cross-functional coordination, and organizational learning practices through regular evaluation and work reflection. Empirically, these data indicate that the village head's transformational leadership interventions significantly contributed to strengthening the organization's capacity to respond to external dynamics and public service demands. Thus, these findings demonstrate that the changes are not merely perceptual but quantitatively measurable and consistent across various indicators of village organizational resilience.

### Accelerated Public Service Delivery Times

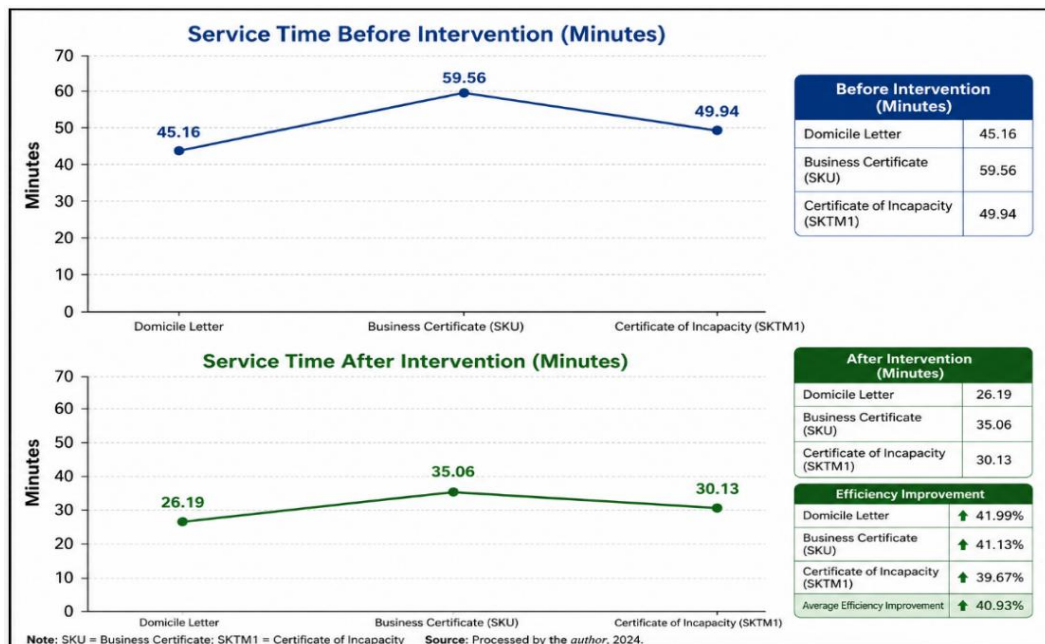
The average completion time for administrative services has significantly accelerated:

Service Type	Before (Minutes)	After (Minutes)	Efficiency
Domicile Certificate	45.16	26.19	↓ 41.99%
Business Certificate	59.56	35.06	↓ 41.13%
Certificate of Incapacity	49.94	30.13	↓ 39.67%

Source: Processed by the author, 2026

Regarding public service acceleration, administrative service times have been significantly reduced following the intervention. Domicile certificate processing time decreased from 45.16 minutes to 26.19 minutes, representing an efficiency improvement of approximately 41.99%. Business certificate services were reduced from 59.56 minutes to 35.06 minutes, reflecting an efficiency gain of about 41.13%. Meanwhile, the processing time for Certificates of Incapacity (SKTM) declined from 49.94 minutes to 30.13 minutes, indicating an efficiency increase of approximately 39.67%. These findings demonstrate substantial improvements in procedural efficiency, coordination, and responsiveness among village officials after the strengthening of transformational leadership and organizational resilience practices. Overall, the average service acceleration was approximately 40.93%, confirming the intervention's direct contribution to accelerating village organizational performance and improving public service delivery.

**Figure 3. Service Time Before and After Intervention**



Source: Processed by the author, 2026

Analysis of the differences in service delivery time before and after the intervention can be seen in [Table 3](#). Based on the results of the paired sample t-test, there was a significant decrease in service time across all types of public services after the intervention. For the domicile certificate service, the average service time decreased from 45.16 minutes to 26.19 minutes ( $t = 34.50$ ;  $p < 0.001$ ). For the business certificate service, the average time decreased from 59.56 minutes to 35.06 minutes ( $t = 38.20$ ;  $p < 0.001$ ). Meanwhile, the service time for the poverty certificate decreased from 49.94 minutes to 30.13 minutes ( $t = 35.70$ ;  $p < 0.001$ ). These findings indicate that the intervention significantly increased the efficiency of public service time across all three service types.

**Table 3. Analysis of Differences in Service Delivery Time Before and After Intervention**

Variable	Pre (Mean $\pm$ SD)	Post (Mean $\pm$ SD)	Mean Diff	t	df	p*
Domicile certificate	45.16 $\pm$ 1.42	26.19 $\pm$ 1.30	18.97	34.5	31	< 0.001
Business certificate	59.56 $\pm$ 1.85	35.06 $\pm$ 1.63	24.50	38.2	31	< 0.001
Certificate of incapacity	49.94 $\pm$ 1.63	30.13 $\pm$ 1.50	19.81	35.7	31	< 0.001

\* Paired sample t-test (significant at  $\alpha \leq 0.05$ )

Source: Primary data processed using SPSS, 2026

These findings were obtained through direct measurements during the research observation period, using a time-tracking method, for 30 service samples per administration type, before and after the transformational leadership strengthening intervention. Measurements were conducted by recording the time from receipt of the documents to their processing and delivery to residents. Triangulation was also conducted through interviews with village officials and confirmation with residents receiving services to ensure the accuracy of service durations. The recording results showed a consistent reduction in service times across almost all samples, indicating that the increase in efficiency was not incidental but systemic.

Qualitatively, village officials acknowledged changes in work patterns after the village head implemented regular briefings, a clearer division of tasks, and administrative checklists to minimize recurring errors. Coordination between village officials became more structured, eliminating delays in the verification and signing process. This combination of changes in leadership behavior and workflow restructuring strengthens the validity of the findings, indicating that service acceleration is truly a measurable result of organizational intervention, not simply a subjective perception.

### The Relationship between Transformational Leadership and Organizational Performance

The correlation analysis results show a strong relationship between transformational leadership and organizational performance (estimated  $r > 0.67$ ). This indicates that the higher the implementation of the dimensions of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, the higher the performance of village organizations. Furthermore, the level of satisfaction of village officials with the village head's leadership style reached 10,18% (medium high category), indicating internal acceptance and support for the leadership style implemented. This value indicates a strong and statistically significant relationship between transformational leadership and organizational performance. This means that increases in the dimensions of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration are consistently accompanied by increases in service effectiveness, internal coordination, and responsiveness of village organizations. [Table 4](#) shows the results of the analysis of the relationship between transformational leadership and organizational performance using 2 correlation test methods.

Based on [Table 4](#), the results of the Pearson correlation analysis indicate a significant relationship between transformational leadership and organizational performance ( $r = 0.67$ ;  $p < 0.001$ ). This indicates that the higher the level of transformational leadership, the higher the likelihood of organizational

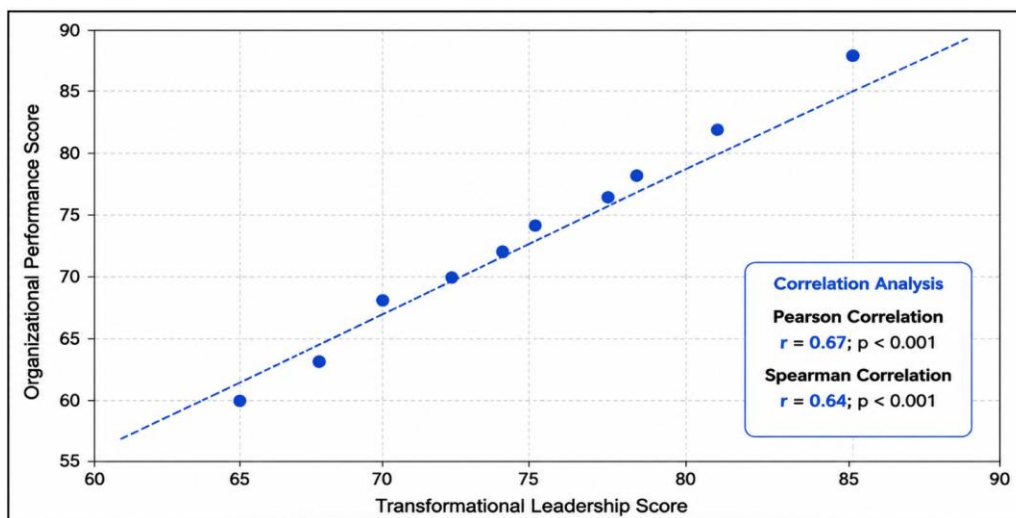
performance. Additional analysis using the Spearman correlation also showed consistent results ( $r=0.64$ ;  $p < 0.001$ ), confirming that the relationship between the two variables is stable and not significantly influenced by assumptions about the data distribution. The correlation value obtained in this study is in the strong category but still within a realistic range for social research. This indicates that although transformational leadership plays a significant role, organizational performance is still influenced by various other factors such as organizational culture, management systems, and the work environment.

**Table 4. Analysis of the Relationship between Transformational Leadership and Organizational Performance**

Variable	Method	r	p	Interpretasi
transformational leadership and organizational performance	Pearson	0.67	$< 0.001$	Strong
	Spearman	0.64	$< 0.001$	Strong

Source: Primary data processed using SPSS, 2026

**Figure 4. Relationship between Transformational Leadership and Village Performance**



Source: Processed by the author, 2026

These findings are reinforced by data on village officials' perceptions, where 83% of respondents stated they were "satisfied" to "very satisfied" with the village head's leadership style. The distribution of responses shows a predominance of scores in categories 4 and 5, particularly for indicators of motivational ability, openness to new ideas, and exemplary work. The consistency between the statistical results and field findings strengthens the validity of the conclusion that transformational leadership is not only perceived positively but also proven to have a significant impact on improving the performance of village government organizations.

**Integration (Triangulation of Qualitative and Quantitative Findings)**

The integration of qualitative and quantitative findings in this study was achieved through triangulation to ensure the validity, consistency, and robustness of the results. The triangulation process demonstrates a strong convergence between statistical data and field-based qualitative evidence across all key variables. Methodologically, convergence is not simply defined as the conformity of results but must be realized through a systematic analytical mechanism. In this context, the author can explain that integration is carried out through several stages. The initial stage is indicator matching, which involves identifying key variables or indicators in the quantitative data (e.g., scores, percentages, or frequencies) and then matching them with themes or categories emerging from the qualitative analysis. For example, if the quantitative data indicate a high level of program effectiveness, the qualitative data should be explored to identify narratives, experiences, or perceptions from informants that reflect this condition.

The next stage is pattern-matching analysis, in which the author compares the relationship patterns between variables in the quantitative data with thematic patterns in the qualitative data. At this stage, convergence is considered strong if the patterns emerging from both types of data show a consistent direction, for example, a statistically significant increase in performance aligned with informant testimony about improved work processes. Furthermore, authors can emphasize theme-based triangulation, which involves grouping qualitative findings into main themes and mapping them against relevant quantitative results. This process allows authors to demonstrate whether a theme supports (converges), diverges, or complements (enriches) the quantitative findings. To strengthen the validity of integration, authors can also incorporate a cross-validation strategy, which involves retesting the consistency of findings by comparing various data sources (e.g., between informants, documents, and survey results). In this case, strong convergence is indicated not only by the similarity of results but also by the stability of findings across different sources and methods.

First, the quantitative increase in the Organizational Resilience Index from 58,97 to 64,97 (an improvement of 10.18%) is strongly supported by qualitative findings. Interview and observation data reveal that village officials experienced tangible improvements in adaptability, coordination, and organizational learning. Respondents reported that regular briefings, clearer task distribution, and leadership-driven motivation enhanced their ability to respond to regulatory changes and service demands. This confirms that the statistical increase in resilience is not merely numerical but reflects actual organizational transformation.

Second, the acceleration of public service delivery, with an average 42% reduction in processing time, is validated by both time-tracking data and qualitative insights. Quantitative measurements show consistent reductions in service duration across all service types, while qualitative findings indicate that these improvements resulted from structured workflow changes, improved coordination, and the use of administrative checklists. Interviews with both village officials and service users confirm that services have become faster, more organized, and more responsive. This alignment demonstrates that efficiency gains are systemic rather than incidental.

Third, the strong correlation ( $r > 0.67$ ) between transformational leadership and organizational performance is reinforced by qualitative perceptual and narrative data. The high satisfaction rate (10.18%) among village officials reflects strong acceptance of this leadership style, particularly regarding motivation, openness, and role modeling. Further qualitative evidence indicates that transformational leadership practices directly influence work culture, foster innovation, and strengthen team cohesion. This consistency confirms that the leadership's effectiveness is statistically significant and empirically validated.

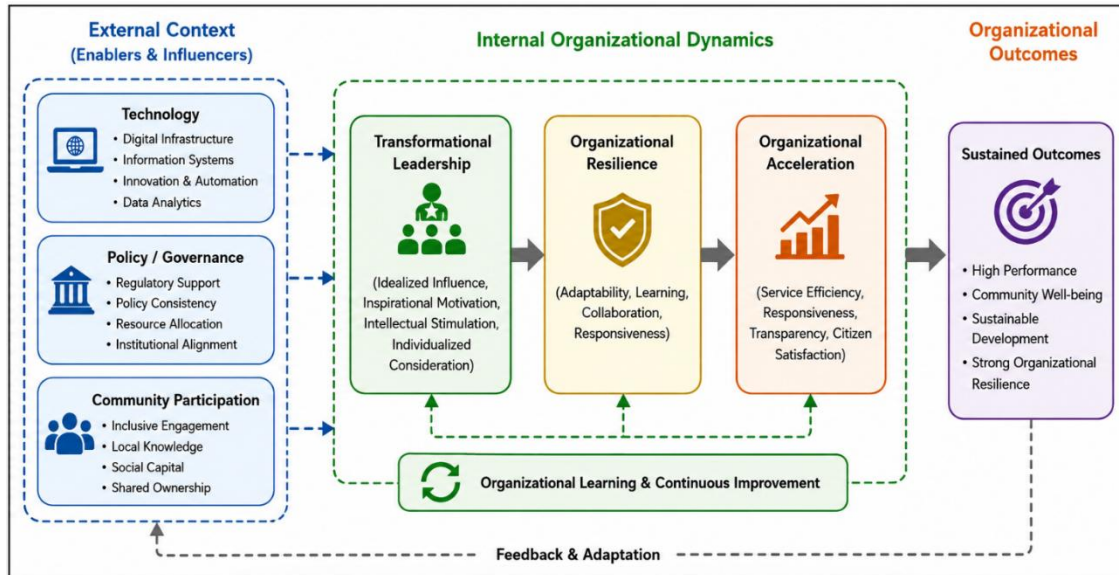
Overall, the triangulation results indicate a moderately high level of convergence between quantitative measurements and qualitative insights. Consistency across data sources strengthens the credibility of the findings and confirms that transformational leadership plays a crucial role in enhancing organizational resilience and accelerating performance in village government. Thus, the integration of methods provides a comprehensive and reliable understanding of the research phenomenon.

### **Resulting Empirical Model**

Based on the research results, the following Conceptual Model of Village Government Organization Acceleration was obtained [Figure 5](#). The conceptual model presented in this study was developed through a systematic integration of quantitative and qualitative findings. Quantitatively, the relationships among transformational leadership, organizational resilience, and organizational performance were identified through significant correlations and patterns of influence, indicating consistent structural linkages. Meanwhile, qualitative findings provide deeper insights into these relationships, particularly in explaining the mechanisms by which transformational leadership contributes to the development of adaptive capacity and organizational

resilience. Through this triangulation process, the conceptual model not only represents statistical relationships but also reflects the empirical dynamics occurring in the field, resulting in a more comprehensive and contextual framework.

**Figure 5. Conceptual Model of Resilience-Based Organizational Acceleration**



Source: Processed by the author, 2026

The expanded model demonstrates that the acceleration of a resilience-based organization is determined not only by internal dynamics such as transformational leadership and organizational resilience capacity but also by the surrounding external context. Technology, policy, and community participation act as strategic enablers that strengthen or even limit the effectiveness of internal organizational processes. Technology supports efficiency and innovation through digitization and data utilization; policy provides a regulatory framework and strategic direction; and community participation enriches collaborative processes and increases policy legitimacy and acceptance. The interaction between these external and internal factors forms an adaptive and responsive governance ecosystem.

Furthermore, this model emphasizes the existence of dynamic and circular relationships, not merely linear ones, demonstrated through feedback loop mechanisms and continuous learning. Transformational leadership serves as a key driver in integrating various resources and facilitating organizational learning processes, ultimately strengthening resilience and accelerating organizational performance. The end result is reflected not only in increased service efficiency and public satisfaction but also in the long-term sustainability of organizational performance. Thus, this model provides a more comprehensive understanding of the complexity of inter-variable relationships and the importance of a systemic approach in driving resilience-based organizational acceleration.

The findings of this study confirm that organizational resilience functions as a dynamic capability that mediates the relationship between leadership and performance. This aligns with the argument that resilience consists of the ability to anticipate, cope, and adapt, enabling organizations to respond effectively to uncertainty (Duchek, 2020). Furthermore, resilience can be viewed as an adaptive cycle, in which organizations continuously reorganize and learn from disruptions (Holling, 1973; Walker et al., 2004). From a public governance perspective, the findings of this study also support a shift from traditional hierarchical governance to a more collaborative and adaptive governance model. Contemporary governance emphasizes networks, collaboration, and citizen engagement (Denhardt, R. B., & Denhardt, 2015; Osborne, 2010). In this context, organizational resilience serves as a critical foundation for enabling collaborative governance processes (Ansell & Gash, 2007).

Furthermore, in the era of digital governance and smart cities, resilience is closely linked to the government's ability to integrate technology, data, and stakeholder collaboration (Meijer & Bolivar, 2016). This is further reinforced by the concept of agile governance, which emphasizes flexibility, rapid adaptation, and iterative decision-making in public administration (Mergel, I., Ganapati, S., & Whitford, 2021; Mergel et al., 2018). These findings also align with the concept of resilient organizations, which highlights the importance of preparedness, response capacity, and institutional learning in the face of crises (Boin, A., & van Eeten, 2013; Comfort, L. K., Boin, A., & Demchak, 2010). Thus, transformational leadership not only improves performance but also strengthens an organization's long-term adaptive capacity.

#### 4. Conclusion

This study confirms that organizational acceleration is not simply the result of procedural reforms or administrative adjustments but rather emerges from the dynamic, mutually reinforcing interaction between transformational leadership and organizational resilience. By bridging the theoretical perspectives of Bass's transformational leadership and Duchek's organizational resilience, this study offers a more integrative and context-sensitive framework for understanding how public organizations—particularly at the village level—can achieve sustained performance improvement in an increasingly complex and uncertain governance environment. The findings highlight that leadership practices characterized by articulated vision, inspiration, and adaptive capacity play a critical role in fostering resilience dimensions such as learning, responsiveness, and collaboration, which, in turn, drive organizational acceleration.

From a theoretical perspective, this study contributes to the development of the public administration literature by extending the application of transformational leadership theory to resilience-based governance. It also enriches the conceptualization of organizational resilience by positioning it not merely as a defense or recovery mechanism, but as a proactive driver of organizational acceleration. Furthermore, the integration of external variables—such as technology, policy frameworks, and community participation—provides a more holistic model that captures the complexity of the governance ecosystem, offering a multi-level analytical perspective relatively underexplored in previous studies.

However, this study is not without limitations. First, the empirical scope is limited to a specific local governance context, which may affect the generalizability of the findings to other administrative settings with different institutional characteristics. Second, the measurement of key constructs relies on perceptual data, which may be susceptible to response bias. Third, although the model conceptually incorporates external variables, its causal relationships have not been empirically tested in depth, leaving room for further validation.

Therefore, future research is encouraged to expand the scope of the analysis by including comparative studies across different regions or levels of governance to enhance external validity. A quantitative approach with a longitudinal design can also be used to better capture the dynamics and causal relationships between leadership, resilience, and organizational performance over time. Furthermore, further studies should explore the role of digital governance, policy innovation, and participatory mechanisms as moderating or mediating variables in the model. Such efforts will not only refine the proposed framework but also strengthen its applicability in advancing agile and resilient governance practices in the public sector.

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