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Enhancing Organizational Resilience through Strengthening Knowledge Management, Adversity Intelligence and Work Motivation

♣***Andi Hermawan***: *Universitas Pakuan Bogor, Indonesia.*

Muhamad Alwi: *Universitas Ibnu Chaldun Jakarta, Indonesia.*

Soewarto Hardhienata: *Universitas Pakuan Bogor, Indonesia.*

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. Therefore, research is needed to obtain information on variables related to increasing organizational resilience. This study aims to find strategies, methods and optimal solutions to increase organizational resilience through knowledge management, adversity intelligence and work motivation. This study uses a survey method with path analysis and the SITOREM method to analyze key indicators. Using smart PLS analysis to obtain the magnitude of the influence between the variables of knowledge management, adversity intelligence and work motivation on organizational resilience. Using SITOREM analysis, an optimal solution is obtained for increasing organizational resilience. This study provides recommendations for increasing organizational resilience that can be used as a reference for strategic decision making for school principals, the Education Office and the Ministry of Education.*

Key words*: Achievement motivation, Knowledge management, Organizational resilience, Servant leadership, SITOREM.*

1. 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 essential because organizations that do this will be better prepared to anticipate, respond to, and adapt to unexpected events, disruptions, and crises while maintaining ongoing operations. Building organizational resilience should be a high priority for organizations of all sizes and sectors. Resilience allows organizations to identify and mitigate potential risks before they turn into crises, thereby reducing the likelihood of business disruption and associated costs. This requires management that is able to carry out the process of identifying, organizing, storing, and disseminating information or

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knowledge in an organization. Knowledge needs to be managed well so that it can be accessed by everyone in the organization. Knowledge management is necessary to increase efficiency and productivity in storing important organizational information.

With information management, organizations can support their members to improve their quality and be more optimal in their work. Knowledge management is an important thing for organizations to pay attention to. Ineffective information or knowledge management will have an impact on the organization's finances and also the satisfaction of the organization's members. The losses experienced by the organization from ineffective knowledge and information management can endanger the organization's finances. In addition, of course, there will be a lot of time wasted by members of the organization just to find certain information. Not only does it affect personal productivity, organizational productivity will also feel the impact.

Organizations that are more resilient are more likely to experiment with new business models, products, or services, because they are agile enough to adapt to unexpected challenges and opportunities. This means more time spent developing new products, or improving existing products, than time wasted on risk mitigation. By prioritizing resilience-building efforts, organizations can protect their employees, keep their business running smoothly, and be prepared for the unexpected.

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 (Duchek, 2020). The literature suggests that as the COVID-19 pandemic spreads, the rational functioning of governments, organizations, and societies in the long term will change dramatically (Abdullah, 2021). Organizational resilience is a positive psychological concept that emphasizes the strengths and virtues of organizations and individuals in the face of crises (Ojo et al., 2021) which is especially important in the current pandemic (Shaya et al., 2023). As a result, disrupted entities can exacerbate their complexity, putting previously undiscovered people on the brink of extinction (Abdullah, 2021). 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 can be detrimental to the organization's long-term sustainability).

In improving organizational resilience, management, organizational members and organizations need to be supported by innovation development. The level of a person in adopting new ideas is relatively different between one individual or society and another. It depends on the situation and conditions and the personal qualities of the individual or society. What is said (Ristiani, 2020) that Something new is tried by someone, does not necessarily become the first, likewise if he puts aside the old, it is not necessarily obsolete. This statement shows us that something can be considered an innovation for a certain person or society, while for other individuals or societies, it could be something ordinary or common.

The description of organizational resilience is to strengthen the background of this research, so the researcher distributed a preliminary survey questionnaire to 30 respondents, namely the heads of Private Vocational Schools in Bogor Regency. Using the Behavior Rating Scale with a value of 5 highest and 1 lowest, with categories (5) Always, (4) Often, (3) Sometimes, (2) Ever, and (1) Never. The preliminary survey was conducted on January 20-25, 2025, producing the following 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

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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.

The results of the preliminary study indicate that organizational resilience needs to be improved, so it is necessary to find optimal strategies and solutions to improve organizational resilience. Given that organizational resilience is the key to achieving educational goals, organizational resilience is interesting to study. The variables that are suspected of having a positive effect on organizational resilience are the variables of knowledge management, adversity intelligence and work motivation.

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), Denyer, D. (2017), Posey, B. (2022), Holling, C. S. (2018), Garmezy, N. (2019), Alexander, D. E. (2017), Hermawan, A., et.all (2023) and Stewart, Jenny, and Michael O'Donnell, (2021) 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. (2019), Marquardt, Michael J. (2020), Sammer, Martin. (2019), Murray, E. Jennex. (2019), Hermawan, A.,et.all (2023), E. Kusumadmo. (2019), Gloet, Marianne and Terziovski, Milé. (2020), Hilmi Aulawi, Rajesri Govindaraju, Kadarsah Suryadi, & Iman Sudirman. (2019), Leung, Chan, & Lee, Lee, T. Y., Leung, H. K., & Chan, K. C. (2019), Rastogi, P. N. (2020), Desouza, Kevin C. and Yukika Awazu. (2019) and Watson, I (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.

Paul G. Stoltz (2015), Rachapoom Pangma, Sombat Tayraukham, and Prasar Nuangchalerm (2019), Andy Green (2016), Hermawan, A., et.all (2023), Maxwell, J. C. (2019), M. Reza Syarif (2018), Shivaranjani (2019), Wangsadinata and Suprayitno Roseno (2018), Maria C.J. Santos (2019), Muchlas Suseno (2019), Stephen R. Covey (2020), 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.

According to Jennifer M. George and R. Jones (2016), Pinder, C. C. (2015), Stephen P. Robbins, (2016), Luthans, F (2016), Hermawan, A., et.all (2023), John R. Schermerhorn, Jr., James G. Hunt, Richard N. Osborn, Mary Uhl - Bien (2017), Greenberg J & Baron Robert. A (2017), Kreitner, Robert and Angelo Kinicki. (2015), Wexley, Kenneth N and Gary A. Yukl, (2015), Gomes, F. Cardosa, (2019), Stephen P. Robbins and Timothy A. 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. The indicators of work motivation are as follows: 1) Achievement, 2) Recognition, 3) Responsibility, 4) Progress, 5) Compensation, 6) Working Conditions, 7) Status, and 8) Work Procedures.

This study aims to find strategies, methods and optimal solutions to improve organizational resilience through knowledge management, adversity intelligence and work motivation. This study uses a survey method with path analysis and the SITOREM method to analyze key indicators. Using smart PLS analysis to obtain

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the magnitude of the influence between the variables of knowledge management, adversity intelligence and work motivation on organizational resilience. Using SITOREM analysis, an optimal solution is obtained to improve organizational resilience. This study provides recommendations for improving organizational resilience that can be used as a reference for strategic decision making for school principals, the Education Office and the Ministry of Education.

2. Research Methods

This study aims to find strategies and ways to improve organizational resilience, through research on the strength of influence between organizational resilience as a dependent variable and Knowledge Management, Adversity Intelligence, and Work Motivation as independent variables. The research method used is a survey method with a path analysis test approach using Smart PLS to test statistical hypotheses and the SITOREM method for indicator analysis to determine optimal solutions for improving organizational resilience. SITOREM stands for "Scientific Identification Theory to Conduct Operation Research in Education Management", which in general can be interpreted as a scientific method used to identify variables (theories) to conduct "Operation Research" in the field of Education Management (Soewarto Hardhienata, 2017). In the context of Path Analysis research, SITOREM is used as a method to conduct: 1). Identifying the strength of the influence of Independent Variables with Dependent Variables, 2) Analysis of the value of research results for each research variable indicator, and 3) Analysis of the weight of each indicator for each research variable based on the criteria "Cost, Benefit, Urgency and Importance".

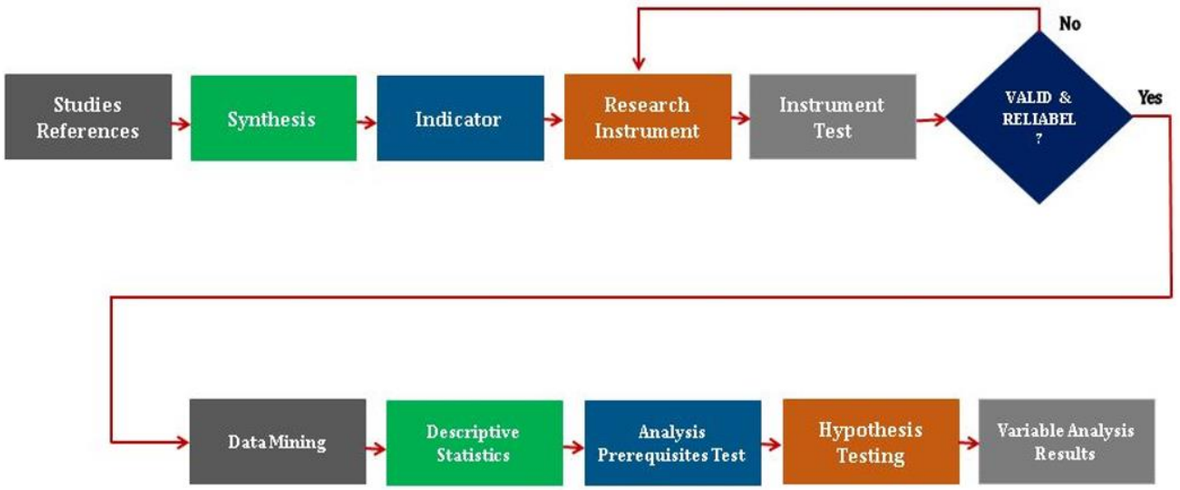


Figure 1. Quantitative Research Stages.

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.

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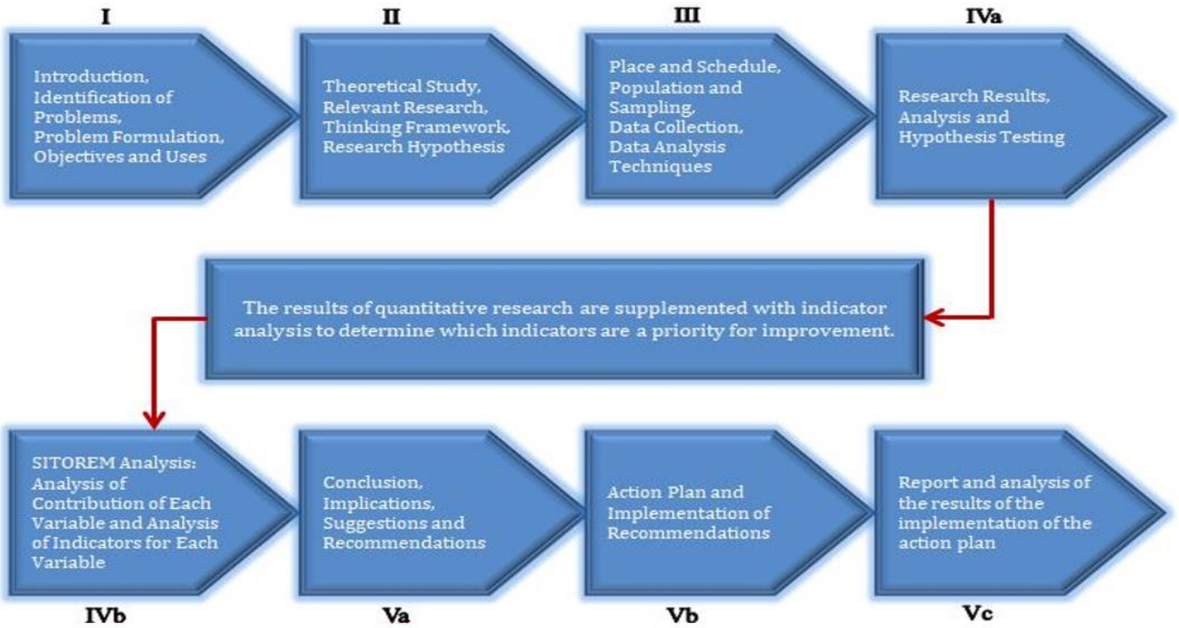


Figure 2. Path Analysis research design and SITOREM analysis.

Path Analysis and SITOREM analysis research is a combination research method that combines the Path Analysis research method whose results are strengthened by using SITOREM analysis. Through SITOREM analysis, the results of the Path Analysis research are analyzed in more detail on the indicators of the research variables, so that indicators that need to be immediately improved and maintained or developed can be found. The research was conducted on teachers of Private Vocational High Schools (SMK) in Bogor Regency with a teacher population of 289 people, with a sample of 168 teachers calculated using the Slovin formula.

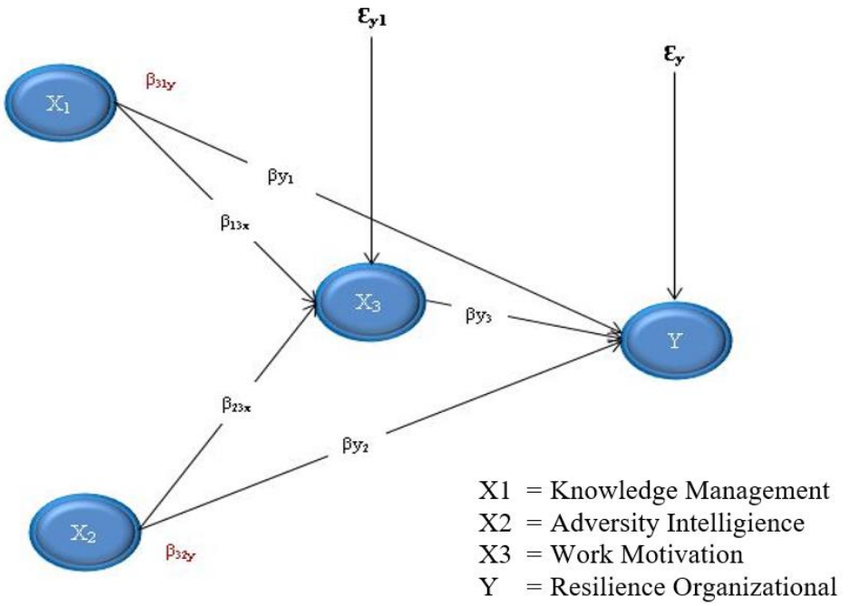


Figure 3. Research Constellation.

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3. Results and Discussion

3.1. Convergen Validity Test

Construct validity evaluation is done by calculating convergent validity. Convergent validity is known through the loading factor and Average Variance Extracted (AVE) values. An instrument is said to meet the convergent validity test if it has a loading factor and Average Variance Extracted (AVE) above 0.5. The results of the convergent validity test are presented in the following table:

Table 1. Convergent Validity Test Results.

Variable	Dimension	Indicator	Loading Faktor	AVE
Resilience Organizational (Y)	-	Understanding the Situation	0.781	0.637
		Policy Formulation	0.829	
		Policy Implementation	0.792	
		Empowerment of Organizational Components	0.841	
		Reformulation of Inappropriate Policies	0.745	
Knowledge Management (X_1)	-	Knowledge acquisition	0.748	0.646
		Knowledge collection	0.863	
		Knowledge utilization	0.834	
		Knowledge distribution	0.763	
Adversity Intelligence (X_2)	-	Attitude to control difficulties	0.707	0.595
		Attitude to face difficulties	0.748	
		Attitude to anticipate the impact of difficulties	0.843	
		Resilience to difficulties	0.728	
Work Motivation (X_3)	Instrinsic Dimension	Achievement	0.838	0.565
		Recognition	0.810	
		Responsibility	0.855	
		Advancement	0.799	
	Ekstrinsic Dimension	Compensation	0.804	
		Working Conditions	0.851	
		Status	0.805	
		Work Procedures	0.771	

3.2. Discriminant Validity Test

Discriminant validity is calculated using cross loading with the criteria that if the cross loading value in a corresponding variable is greater than the indicator correlation value in other variables, then the indicator is declared valid in measuring the corresponding variable. The results of the cross loading calculation are presented in the following table:

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Table 2. Results of Cross Loading Discriminant Validity Testing.

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

3.3. Construct Reliability

The calculations that can be used to test the reliability of the construct are Cronbach alpha and composite reliability. The testing criteria state that if the composite reliability is greater than 0.7 and the Cronbach alpha is greater than 0.6 then the construct is declared reliable. The results of the calculation of composite reliability and Cronbach alpha can be seen through the summary presented in the following table:

Table 3. Construct Reliability Test Results.

Variable	Cronbach's Alpha	Composite Reliability
Knowledge Management (X_1)	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

3.4. Determination Coefficient (R^2)

The Determination Coefficient (R^2) is used to determine the extent of the endogenous variable's ability to explain the diversity of exogenous variables, or in other words to determine the extent of the exogenous variable's contribution to the endogenous variable. The R2 results can be seen in the following table.

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

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

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3.5. Predictive Relevance (Q^2)

The Q^2 value can be used to measure how well the observation values are generated by the model and also its parameter estimates. A Q^2 value greater than 0 (zero) indicates that the model is said to be good enough, while a Q^2 value less than 0 (zero) indicates that the model lacks predictive relevance. The following are the results of the Predictive Relevance (Q^2) test:

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

Variabel Dependent	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 show that all variables produce a Predictive Relevance (Q^2) value greater than 0 (zero), which indicates that the model is said to be quite good.

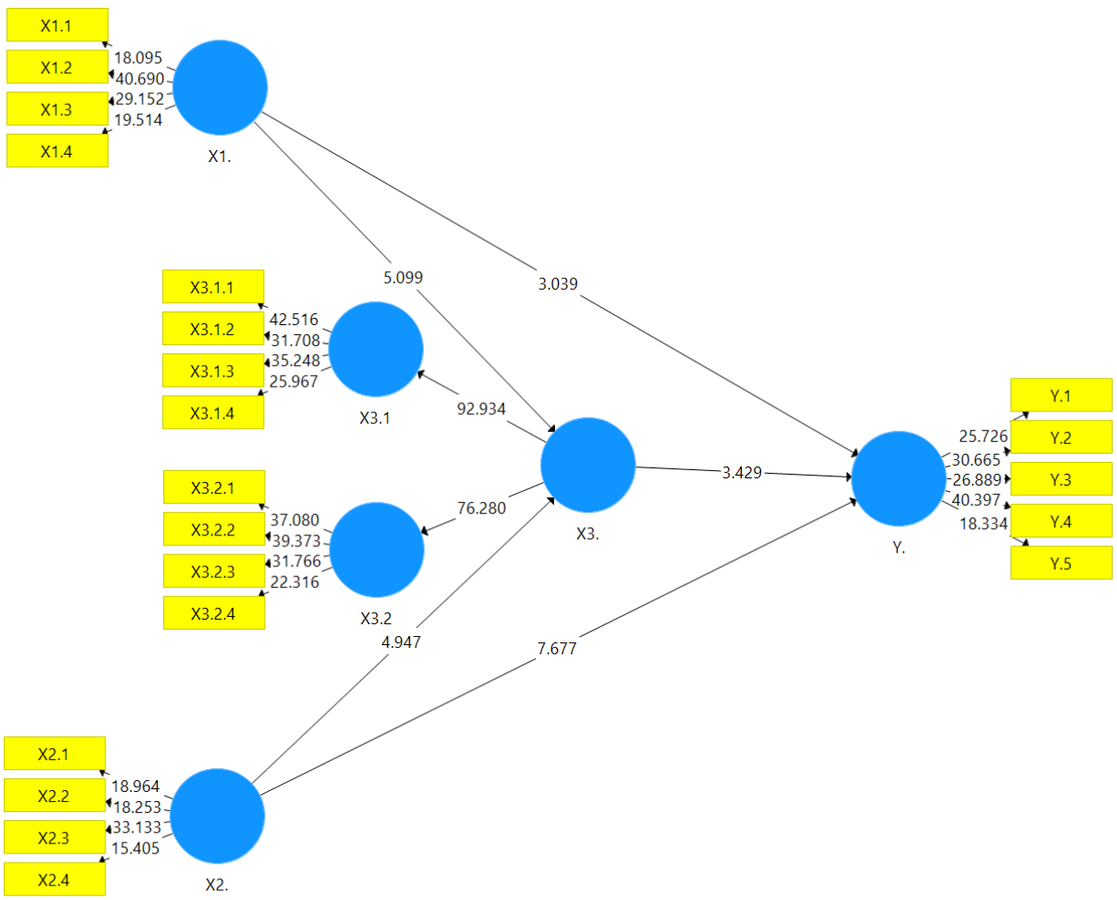


Figure 4. Research Constellation.

3.6. Hypothesis Testing

Significance testing is used to test whether or not there is an influence of exogenous variables on endogenous variables. The testing criteria state that if the T-statistics value ≥ T-table (1.96) or the P-Value value < significant alpha 5% or 0.05, then it is stated that there is a significant influence of exogenous variables on endogenous variables. The results of the significance test and model can be seen through the following figures and tables:

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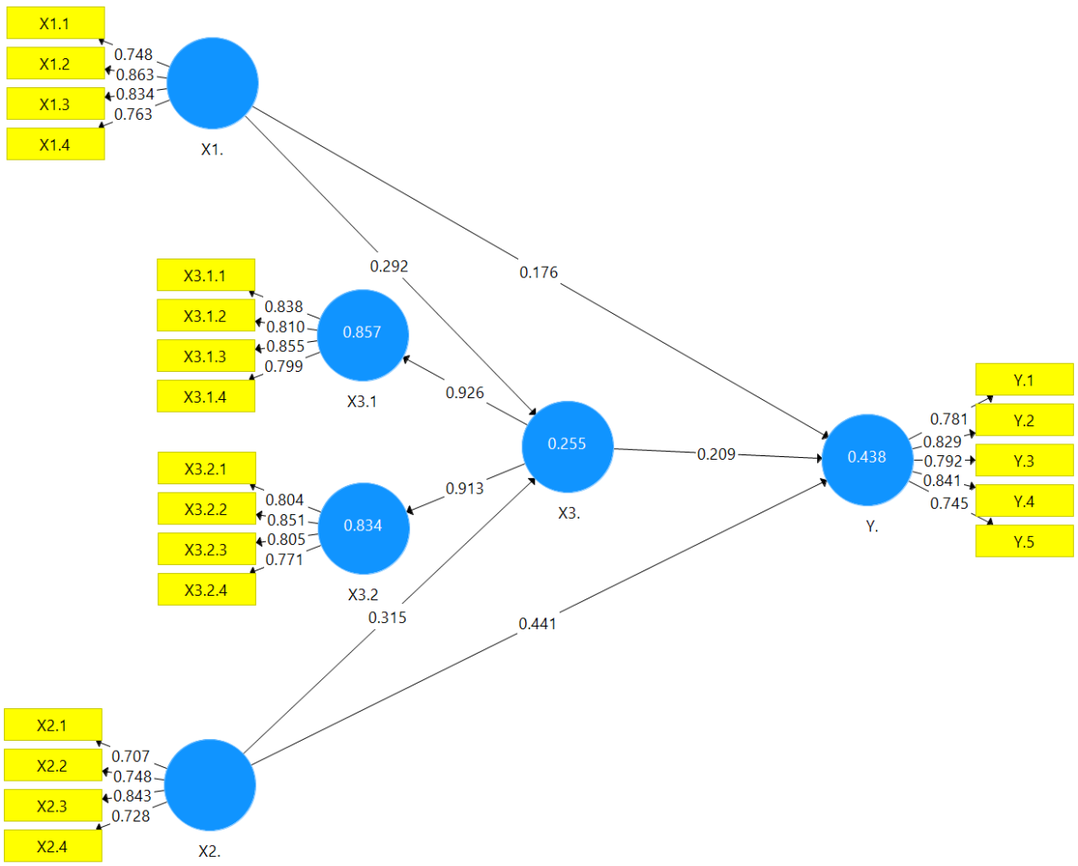


Figure 5. Research Results.

Complete hypothesis testing is presented in the following table:

Table 6. Hypothesis Testing Results.

No.	Effect	Coefisien	T Statistics (|O/STDEV|)	P Values
1.	Knowledge Management (X_1) -> Work Motivation (X_3)	0.292	5.099	0.000
2.	Knowledge Management (X_1) -> Resilience Organizational (Y)	0.176	3.039	0.002
3.	Knowledge Management (X_2) -> Work Motivation (X_3)	0.315	4.947	0.000
4.	Knowledge Management (X_2) -> Resilience Organizational (Y)	0.441	7.677	0.000
5.	Work Motivation (X_3) -> Resilience Organizational (Y)	0.209	3.429	0.001

3.6.1. The Influence of Knowledge Management (X_1) on Work Motivation (X_3)

The test of the influence of Knowledge Management (X_1) on Work Motivation (X_3) produced a T statistics value of 5.099 with a p-value of 0.000. The test results show that the T statistics value > 1.96 and p-value < 0.05. This means that there is a significant influence of Knowledge Management (X_1) on Work Motivation (X_3). The resulting coefficient value is positive, namely 0.292. Thus, it can be interpreted that the better the Transformational Leadership, the more likely it is to increase Learning Motivation. The results of proving this hypothesis are in line with research conducted by Hermawan, A; Indrati, B; Susanti, E (2023), that Knowledge Management has a positive effect on Work Motivation.

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3.6.2. The Influence of Knowledge Management (X_1) on Organizational Resilience (Y)

The test of the influence of Knowledge Management (X_1) on Organizational Resilience (Y) produced a T statistics value of 3.039 with a p-value of 0.002. The test results show that the T statistics value > 1.96 and p-value < 0.05. This means that there is a significant influence of Knowledge Management (X_1) on Organizational Resilience (Y). The resulting coefficient value is positive, namely 0.176. Thus, it can be interpreted that the higher the Knowledge Management, the more likely it is to increase Organizational Resilience. The results of proving this hypothesis are in line with research conducted by Hermawan, A; Ghozali, AF; Sayuti, MA (2023), that Knowledge Management has a positive effect on Organizational Resilience.

3.6.3. The Influence of Adversity Intelligence (X_2) on Work Motivation (X_3)

The test of the influence of Adversity Intelligence Implementation (X_2) on Work Motivation (X_3) produced a T statistics value of 4.947 with a p-value of 0.000. The test results show that the T statistics value is > 1.96 and the p-value < 0.05. This means that there is a significant influence of Adversity Intelligence (X_2) on Work Motivation (X_3). The resulting coefficient value is positive, namely 0.315. Thus, it can be interpreted that the better Adversity Intelligence, the more likely it is to increase Work Motivation. The results of proving this hypothesis are in line with research conducted by Hermawan, A; Setyaningsih, S; Hardhienata, S (2021), that Adversity Intelligence has a positive effect on Work Motivation.

3.6.4. The Influence of Adversity Intelligence (X_2) on Organizational Resilience (Y)

The test of the influence of Adversity Intelligence (X_2) on Organizational Resilience (Y) produced a T statistics value of 7.677 with a p-value of 0.000. The test results show that the T statistics value is > 1.96 and the p-value < 0.05. This means that there is a significant influence of Adversity Intelligence (X_2) on Organizational Resilience (Y). The resulting coefficient value is positive, namely 0.441. Thus, it can be interpreted that the better Adversity Intelligence, the more likely it is to increase Organizational Resilience. The results of proving this hypothesis are in line with research conducted by Rusnadi, S; Hermawan, A (2023), that Adversity Intelligence has a positive effect on Organizational Resilience.

3.6.5. The Influence of Work Motivation (X_3) on Organizational Resilience (Y)

The test of the influence of Work Motivation (X_3) on Organizational Resilience (Y) produced a T statistics value of 3.429 with a p-value of 0.001. The test results show that the T statistics value is > 1.96 and the p-value < 0.05. This means that there is a significant influence of Work Motivation (X_3) on Organizational Resilience (Y). The resulting coefficient value is positive, namely 0.209. Thus, it can be interpreted that the higher the Work Motivation, the more likely it is to increase Organizational Resilience. The results of proving this hypothesis are in line with research conducted by Hermawan, A; Indrati, B; Rohmah, MS (2023), that Work Motivation has a positive effect on Organizational Resilience.

Table 7. Indirect Effect Hypothesis Testing.

No	Variable Indirect	Coefisien	T Statistics (|O/STDEV|)	P Values
1.	Knowledge Management (X_1) -> Resilience Organizational (Y) -> Work Motivation (X_3)	0.061	2.518	0.012
2.	Adversity Intelligence (X_2) -> Resilience Organizational (Y) -> Work Motivation (X_3)	0.066	2.943	0.003

3.6.6. The Influence of Knowledge Management (X_1) on Organizational Resilience (Y) Through Work Motivation (X_3)

The test of the influence of Knowledge Management (X_1) on Organizational Resilience (Y) Through Work Motivation (X_3) produced a T statistics value of 2.518 with a p-value of 0.012. The test results show that the T statistics value is > 1.96 and the p-value < 0.05. This means that there is a significant influence of

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Corresponding Author: Andi Hermawan

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Knowledge Management (X_1) on Organizational Resilience (Y) through Work Motivation (X_3). Thus, it can be stated that Learning Motivation (X_3) is able to mediate the influence of Knowledge Management (X_1) on Organizational Resilience (Y). The results of proving this hypothesis are in line with research conducted by Hermawan, A; Muhammadi, AM; Gozali, AF (2023), that Knowledge Management has a positive effect on Organizational Resilience through Work Motivation.

3.6.7. The Influence of Adversity Intelligence (X_2) on Organizational Resilience (Y) Through Work Motivation (X_3)

The test of the influence of Adversity Intelligence (X_2) on Organizational Resilience (Y) Through Work Motivation (X_3) produced a T statistics value of 2.943 with a p-value of 0.003. The test results show that the T statistics value is > 1.96 and the p-value < 0.05. This means that there is an influence of Adversity Intelligence (X_2) on Organizational Resilience (Y) through Work Motivation (X_3). Thus, it can be stated that Work Motivation (X3) is able to mediate the influence of Adversity Intelligence (X_2) on Organizational Resilience (Y). The results of proving this hypothesis are in line with research conducted by Rusnadi, S; Sumiati; Hermawan, A (2023), that Adversity Intelligence has a positive effect on Organizational Resilience through Work Motivation.

3.7. Optimal Solutions for Improving Organizational Resilience

Based on the results of statistical hypothesis testing, determination of indicator priorities, and calculation of indicator values as described above, a recapitulation of research results can be made which is the optimal solution to increase Organizational Resilience as follows:

Table 8. SITOREM Analysis.

Knowledge Management (βy1 = 0,176) (rangk. III)				
Indicator in Initial State		Indicator after Weighting by Expert		Indicator Value
1	Knowledge distribution	1st	Knowledge acquisition (27.37)	3.88
2	Knowledge acquisition	2nd	Knowledge collection (25.33)	4.10
3	Knowledge collection	3rd	Knowledge utilization (24.16)	4.00
4	Knowledge utilization	4th	Knowledge distribution (23.14)	3.61
Adversity Intelligence (βy2 = 0,441) (rangk.I)				
Indicator in Initial State		Indicator after Weighting by Expert		Indicator Value
1	Attitude to anticipate the impact of difficulties	1st	Attitude to control difficulties (26.47)	3.57
2	Resilience to difficulties	2nd	Attitude to face difficulties (24.54)	4.02
3	Attitude to face difficulties	3rd	Attitude to anticipate the impact of difficulties (24.51)	3.68
4	Attitude to control difficulties	4th	Resilience to difficulties (24.48)	4.04
Work Motivation (βy3 = 0,209) (rangk.II)				
Indicator in Initial State		Indicator after Weighting by Expert		Indicator Value
1	Recognition	1st	Achievement (14.14)	3.82
2	Responsibility	2nd	Recognition (14.02)	3.84
3	Progress	3rd	Responsibility (13.14)	3.78
4	Achievements	4th	Advancement (13.10)	4.14
5	Work Procedures	5th	Compensation (12.06)	4.56
6	Status	6th	Working Conditions (12.02)	4.56
7	Working Conditions	7th	Status (11.12)	3.98
8	Compensation	8th	Work Procedures (10.40)	4.02
Resilience Organizational				
Indicator in Initial State		Indicator after Weighting by Expert		Indicator Value
1	Reformulation of inappropriate policies	1st	Understanding the Situation (21.24)	3.78

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2	Policy Implementation	2nd	Policy Formulation (21.06)	3.65
3	Policy Formulation	3rd	Policy Implementation (20.16)	4.15
4	Understanding the Situation	4th	Empowerment of Organizational Components (19.12)	3.86
5	Empowerment of Organizational Components	5th	Reformulation of Inappropriate Policies (18.42)	4.16

Sitorem Analysis Result

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

4. Conclusion, Implications and Suggestions

Based on the results of the analysis, discussion of research results and hypotheses that have been tested, it can be concluded as follows:

1) Improving Organizational Resilience can be done by using a strategy to strengthen variables that have a positive influence on Organizational Resilience.
2) Variables that have a positive influence on Organizational Resilience are Knowledge Management, Adversity Intelligence, and Work Motivation. This is proven by the results of variable analysis using the Smart PLS method.
3) The way to improve Organizational Resilience is to improve weak indicators and maintain good indicators in each research variable.

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

1) In order to Improve Organizational Resilience, it is necessary to strengthen Knowledge Management and Adversity Intelligence, as exogenous variables with Work Motivation as an intervening variable.
2) If Knowledge Management is to be strengthened, it is necessary to improve the indicators that are still weak, namely: Knowledge collection and Knowledge utilization and maintain or develop indicators: Knowledge acquisition and Knowledge distribution.
3) If Adversity Intelligence is to be strengthened, it is necessary to improve the indicators that are still weak, namely, Attitude in facing difficulties and Resilience to difficulties and maintain or develop indicators: Attitude in controlling difficulties and Attitude in anticipating the impact of difficulties
4) If Work Motivation is to be strengthened, it is necessary to improve the indicators that are still weak, namely Progress, Compensation, Working Conditions, and Work Procedures, and maintain or develop indicators: Achievement, Recognition, Responsibility and Status.

Suggestions or recommendations that can be given to related parties are as follows:

1) Principals need to improve the quality of learning by strengthening Knowledge Management, Adversity Intelligence, and Work Motivation by improving: Implementation of Policies and Reformulation of Policies that are less appropriate and maintaining or developing Understanding of Situations, Policy Formulation and Empowerment of Organizational Components
2) Private school organizing institutions need to develop teachers in improving Organizational Resilience by providing appropriate direction to strengthen the strengthening of Knowledge Management, Adversity Intelligence, and Work Motivation according to the results of this study.
3) The Ministry of Primary and Secondary Education (Kemendikdasmen-RI) needs to develop teachers in improving Organizational Resilience by providing appropriate direction to strengthen the strengthening

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of Knowledge Management, Adversity Intelligence, and Work Motivation according to the results of this study.

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