

THE IMPACT OF STRATEGIC RESILIENCE ON ORGANIZATIONAL PERFORMANCE IN MALAYSIAN PRIVATE HIGHER EDUCATION

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ABSTRACT

In today's rapidly evolving business environment, organizations must develop strategic resilience to sustain performance and navigate uncertainty. This study examines the impact of strategic resilience on organizational performance, with a focus on the role of leadership support and internal resilience-building practices. Using a quantitative, cross-sectional research design, data were collected from 250 senior managers across large organizations in the manufacturing, finance, and technology sectors. The results indicate that strategic resilience has a significant positive effect on organizational performance, with leadership commitment and proactive resource management acting as critical enablers. The findings offer practical insights for managers seeking to embed resilience into their corporate strategies and provide empirical evidence on resilience as a key driver of sustainable competitive advantage.

KEYWORDS: *Strategic Management, Strategic Resilience, Work Engagement, Organizational Performance, Higher Education*

Article History

Received: 20 Apr 2025 | Revised: 01 May 2025 | Accepted: 17 Jun 2025

INTRODUCTION

Performance success in Malaysian private universities is contingent upon their capacity to overcome unanticipated challenges effectively. Strategic resilience (SR) enables businesses to foresee, adapt to, and thrive in the aspect of moving circumstances, are the cornerstones of this undertaking (Lyn Chan & Muthuveloo, 2021). Strategic resilience, or an organization's capacity to foresee and adjust to gradual and abrupt interruptions, sustains and fosters its existence (Asare-Kyire et al., 2023). SR becomes even more critical given Malaysia's rapidly changing higher education landscape, which is marked by altering government policies, changing student expectations, changing socioeconomic factors, and changing labor market requirements. However, there is a lack of knowledge regarding the complex interactions between Organizational success and SR in the context of Malaysian private universities.

Although the importance of resilience is acknowledged, there is a discernible deficiency in knowledge regarding their interactions, especially in the particular setting of private universities in Malaysia. Private universities in Malaysia need to prioritize maintaining competitiveness and achieving high standards to produce competent graduates. While existing literature (Indrawati and Kuncoro, 2021; Florez-Jimenez et al., 2024) have explored the impact of organizational resilience on organizational performance within Malaysian private higher institutions.

Another the most critical aspects of organizational effectiveness is work engagement, characterized as the dedication, vigor, and absorption employees show toward the organization's goals (Jaya & Ariyanto, 2021). Higher levels of dedication, vigor, and absorption are all associated with engaged workers, and these traits support organizations' adaptability and resilience (Karafakioglu & Afacan Findikli, 2024). Further investigation is necessary to determine how much WE affects the OP of Malaysian private institutions in terms of SR.

The ideas of strategic resilience (SR), strategic agility (SA), and work engagement (WE) have become essential foundations for organizational performance (OP) and sustainability in today's dynamic organizational landscape (Florez-Jimenez et al., 2024; Hepfer & Lawrence, 2022; Ortiz-de-Mandojana & Bansal, 2016). SR is the ability of an organization to not only withstand but also adjust and prosper in the face of adversity and change (Florez-Jimenez et al., 2024; Hepfer & Lawrence, 2022; Ortiz-de-Mandojana & Bansal, 2016).

Conversely, SA is quickly adapting to changing conditions, grasping opportunities, and successfully neutralizing threats (Arokodare & Asikhia, 2020; Pfaff, 2023). However, WE goes beyond simple job happiness and includes workers' dedication, vigor, and absorption to the organization's objectives (Kazimoto, 2016; Presslee et al., 2023).

Although the importance of each of these constituent parts is acknowledged, there is a discernible deficiency in knowledge regarding their interactions, especially in the particular setting of private universities in Malaysia. Previous research has significantly enriched the scholarly exploration of the intricate dynamics among strategic resilience, strategic agility, work engagement, and their collective impact on OP (Florez-Jimenez et al., 2024; Ortiz-de-Mandojana & Bansal, 2016). However, there remains a noticeable gap in understanding the interplay of these factors, particularly within the context of Malaysian private universities. In Malaysia, private universities face particular difficulties in staying relevant and competitive in the quickly changing educational scene (Asare-Kyire et al., 2023; Lyn Chan & Muthuveloo, 2021). Organizational performance (OP) is believed to depend on an organization's capacity for both agilities, or the ability to quickly respond to external shifts, and strategic resilience, or the capacity to adapt and respond to changes and obstacles (Aloulou, 2023; Yildiz & Aykanat, 2021). Furthermore, it is impossible to overestimate the importance of employee involvement in mediating the link between these strategic elements and OP (Aldoghan, 2021; Cantante-Rodrigues et al., 2021).

With 416 institutions comprising private universities in the country, addressing the current subpar performance status should be a top priority. This will secure their position in the industry and enable them to meet the demands of the times, thereby elevating Malaysia's global competitiveness. Additionally, knowledge gained from research on organizational resilience and crisis response, like that of Florez-Jimenez et al. (2024) and Monternel et al. (2023), offers insightful viewpoints on how private institutions might strengthen their adaptive skills in the face of unforeseen obstacles. Undoubtedly, there exists a need for more research concerning the interplay between strategic resilience, work engagement, and university organizational performance, This underscores the urgency of conducting additional studies to understand better the connection and how universities can leverage SR to improve their performance. Closing this research gap would undoubtedly prove advantageous for private universities in Malaysia, allowing them to maintain their competitiveness within the higher education sector.

This study aims to improve the understanding of the complex processes at play inside Malaysian private universities by producing information from these disparate sources. To promote performance and competitiveness in the higher education sector, this study endeavours to provide valuable insights and recommendations for policymakers and university administrators on cultivating a culture characterized by resilience.

LITERATURE REVIEW

Organizational Performance

OP is a systematic effort to improve an organization's efficiency and productivity and its members' overall satisfaction and welfare through carefully planned interventions. OP pertains to an organization's concrete results or accomplishments in comparison to its intended outputs, goals, and objectives (Jon & Randy, 2009). In regard to an organization's corporate image, competencies, and financial performance, it is the outcome that signifies or mirrors its efficiency or inefficiency.

OP is rooted in the notion that an organization is a voluntary union of productive resources, including human, financial, and capital assets. The primary responsibility of OP is to generate value. This concept encompasses a systematic approach to achieving value creation, which involves identifying the dimensions for measuring performance, training the controller who assesses the value, and identifying relevant opportunities for value creation (Carton, 2004). Identifying the individuals or groups interested in a project, enhancing the fundamental procedures, appropriate distribution of the human, material, financial, and information resources, and efficient and capable administration to establish a distinct and comprehensible plan by the employees (Kotler, 2000). The term "efforts" refers to the actions and behaviors carried out by individuals or groups within an organization, regardless of their level or nature. These activities can be driven by various factors such as equipment, financial resources, or collaborative work (Ho, 2008). The OP concept can be defined as the ultimate outcomes achieved by an organization. Measuring these outcomes is essential to accurately depict the organization's standing in the market and the effectiveness of its internal processes.

Strategic Resilience

Resilience, as defined in the literature, refers to the ability to react more promptly, recuperate more swiftly, or devise more unconventional approaches to conducting business when faced with adversity, surpassing the capabilities of others (Linnenluecke, 2017). Researchers, practitioners, and international organizations such as the European Union (EU) increasingly engage in resilience research. In 2020, the European Commission (EC) implemented the concept of resilience in the business sector and established the 'Recovery and Resilience Task Force' to address the impacts of the COVID-19 pandemic (EC, 2021). Vidal et al. (2014) found eleven key elements that boost organizational strategic resilience, including leadership and change capacity. This study is notable since the authors consulted management experts to propose these criteria, resulting in a holistic strategy for establishing organizational strategic resilience. The study shows how organizations may prepare for, respond to, and win crises. It emphasizes the need for a clear, adaptive leadership structure to handle unexpected events. It also stresses the necessity of fostering an organization's culture of innovation and continual learning to promote flexibility and strategic agility.

The concept of resilience gained prominence in academic and business circles following the onset of the COVID-19 crisis. However, like the European Union, numerous publications primarily concentrate on companies' operational recovery and response-ability rather than proactive adaptation. Consequently, the strategic dimension of resilience must be addressed in companies and research, which involves preparing and fortifying a company's business concept to endure or prosper in the face of adversity.

SR refers to the ability of companies to effectively navigate and adapt to uncertain or disruptive events, such as the COVID-19 outbreak, the collapse of international supply chains, or the 2008 financial crisis (Iborra et al., 2020). In addition, Linnenluecke (2017) expands on organizational resilience by examining why certain companies are better

equipped or achieve tremendous success in the face of adversity than others. Nevertheless, the precise definition of organizational resilience remains unclear, and various researchers incorporate different elements into their understanding of it. The definitions encompass various aspects of resilience, such as the organization's capacity (Annarelli & Nonino, 2016), a distinctive attribute (Belalcázar et al., 2017), or as "abilities, actions, and behaviors" (Iborra et al., 2020), and resilience as a skill (Hillmann & Guenther, 2021; Gunderson & Pritchard, 2002).

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According to Välikangas (2016), SR is an organization's ability to progressively and robustly pursue opportunities in a competitive environment. This pursuit should contribute to the organization's ability to adapt to change without causing financial or other crises.

According to Sammut-Bonnici (2015), strategic management evaluates, plans, and implements strategies to maintain or improve competitive advantage. Operations management, on the other hand, involves making decisions and solving problems using quantitative methods from operations research and management science to allocate scarce resources in an organization's operations efficiently (Mentzer et al., 2008). In summary, operational management focuses on handling the immediate tasks following a crisis. In contrast, strategic management involves preparing a company for crises and establishing the necessary resources to survive difficult times and maintain a long-term competitive edge.

According to most researchers, resilience is an organization's capacity to respond effectively to unfavorable events (Horne & Orr, 1998).

Maintaining an acceptable level of functioning during times of crisis (for example, Robert 2010), recovering from setbacks (for example, Boin and van Eeten 2013), and elevating organizational processes and capabilities (for example, Lengnick-Hall et al. 2011) are all examples of the various things that fall under this category. Other researchers consider anticipation and proactive actions as an additional component of the resilience construct (for example, Somers, 2009; Ortiz-de-Mandojana & Bansal, 2016; Duchek, 2020). Therefore, according to Somers (2009), Resilience entails recognizing possible risks and implementing proactive measures to guarantee the success of a business despite challenging circumstances. This is an example of what resilience entails. Several studies combine these perspectives and argue that there are various types of resilience, such as proactive and reactive (Raetze et al., 2021b) or precursor and recovery resilience (Boin & van Eeten, 2013). These ideas are presented in a few studies. The primary focus of this study is the proactive aspects of resilience, which refer to the phase before an adverse event occurs.

In conclusion, in order for a company to endure within a dynamic environment over an extended period, the company must possess resilience resources, such as a knowledge base, time, human resources, and financial resources, in order to construct and realize resilience capabilities, such as anticipation and preparation.

Work Engagement

The concept of WE has been around for a long time. However, the different approaches and interpretations have hindered the creation of a suitable measure that accurately represents the concept (Thomas, 2009). Hence, providing a concise overview of the concept's evolution is imperative to elucidate its meaning and obtain a more precise measurement. Work engagement, as defined by Kahn in 1990, pertains to the concerted effort that employees invest in their respective job positions. WE pertains to the active involvement and communication of employees in the execution of their job duties, encompassing the physical, cognitive, and affective dimensions. Simply put, in their professional endeavors, individuals integrate their identities.

Work engagement, according to the Maslach Burnout Inventory (MBI) (Maslach & Jackson, 1981), was conceptualized by Maslach and Leiter (1997) as the exact antithesis of burnout. They postulated that dedicated personnel experience a sense of refreshment and regard their tasks as intellectually stimulating in an effort to circumvent exhaustion. The Utrecht concept of work engagement, which Maslach, Schaufeli, and Leiter (2001) devised, and the research paper by Maslach and Leiter (1997), which presented the initial proposal, are both seminal studies in this field. Until now, there has been limited focus on concepts that could be seen as the opposite of burnout. One concept that emerged from role theory is 'psychological presence' or 'being fully there.' It refers to an experiential state when individuals engage in behaviors that require them to channel their energies into physical, cognitive, and emotional efforts (Kahn, 1992). While Kahn (1992) provides a thorough theoretical framework for psychological presence, he does not suggest a specific way to measure or define the construct.

EMPIRICAL RESEARCH

Empirical Research on Strategic Resilience, Work Engagement and Organizational Performance

The study by Cantante-Rodrigues et al. (2021) explored how an organization's employees' well-being, performance, and resilience are linked. According to the survey, many workplaces suffer from burnout, negatively impacting resilience. Burnout-stricken workers may struggle to handle stress and hardship and be less resilient. However, work engagement—an employee's excitement and devotion to their job—is linked to resilience. Engaged workers are more resilient and can tolerate defeats. The study also found that occupational weariness, commonly caused by long hours and heavy workloads, does not affect performance. Employee engagement, which is connected to work engagement, improves performance. Engaged workers perform better and attain goals. The study concluded that work involvement somewhat mediates performance resilience. WE is vital to employee performance and resilience in facing obstacles and stress. As these elements can significantly affect OP and success, the study stresses the relevance of employee well-being, engagement, and resilience.

Vidal et al. (2014) found eleven key elements that boost organizational strategic resilience, including leadership and change capacity. This study is notable since the authors consulted management experts to propose these criteria, resulting in a holistic strategy for establishing organizational strategic resilience. The study shows how organizations may prepare for, respond to, and win crises. It emphasizes the need for a clear, adaptive leadership structure to handle unexpected events. It also stresses the necessity of fostering an organization's culture of innovation and continual learning to promote flexibility and strategic agility. The study's conclusions can help organizations build SR in a changing business environment. Organizations can create resilience and overcome crises by concentrating on the study's ten essential factors.

Gooyabadi's (2021) study report presents a resilience framework for COVID-19-affected small companies. The framework addresses adaptation and sustainability for small- and medium-sized enterprises. Small firms battling in these challenging times can learn from Gooyabadi's article. The research paper details small firms' pandemic challenges. The analysis found that the pandemic caused considerable financial losses and business closures for many small enterprises. The paper recognizes that small firms need fresh approaches to create resilience and adapt to these challenging times. The resilience framework for small firms is broad. Organizational, community and financial resilience are crucial. Leadership, communication, and innovation are critical to small business organizational resilience. Community resilience emphasizes strong stakeholder relationships with customers, suppliers, and local communities. Finally, financial resilience involves managing financial risk and securing cash to sustain the organization.

Pertheban et al.'s 2023 study found that proactive resilience methods improve Malaysia's manufacturing SMEs' performance. In the survey, SMEs implementing proactive resilience strategies like identifying and managing risks, adapting to changing market conditions, and building solid relationships with suppliers, customers, and partners had better financial performance, operational efficiency, and competitiveness. The report also emphasizes the importance of formal and informal interactions within and outside the organization for SMEs' long-term sustainability.

Undoubtedly, there exists a need for more research concerning the interplay between strategic resilience, work engagement, and university organizational performance. This study underscores the urgency of conducting additional studies to understand better the connection and how universities can leverage SR to improve their performance. This research tries to close this research gap would undoubtedly prove advantageous for private universities in Malaysia, allowing them to maintain their competitiveness within the higher education sector.

RESEARCH FRAMEWORK AND HYPOTHESES DEVELOPMENT

Strategic Resilience and Organizational Performance

Resilience is gradually becoming a topic of interest in the business world, as evidenced by articles discussing the factors contributing to a company's survival in times of adversity or ongoing uncertainty (Morais-Storz et al., 2018). SR refers to the ability of companies to effectively navigate and adapt to uncertain or disruptive events, such as the COVID-19 outbreak, the collapse of international supply chains, or the 2008 financial crisis (Iborra et al., 2020). In addition, Linnenluecke (2017) expands on organizational resilience by examining why certain companies are better equipped or achieve tremendous success in the face of adversity than others.

The notion of the resource-based view (RBV/RBT) has been extensively utilized in the research on OP (Björndahl & Nilsson, 2023; Kero & Bogale, 2023; Björndahl & Nilsson, 2023; Ahmed et al., 2018). Multiple studies have investigated the correlation between dynamic capabilities and organizational resilience across various industries (Pertheban et al., 2023; Barasa et al., 2023; Hillmann & Guenther, 2021; Afraz et al., 2021; Rezaei et al., 2022; Buzzao & Rizzi, 2023; Bustinza et al., 2023).

Numerous researchers examine the notion of resilience within the business realm, specifically organizational resilience. Examples of such studies include those conducted by Belalcázar et al. (2017), Hillmann and Guenther (2021), and Slagmulder and Devoldere (2018).

Research on OP has shown that SR has dramatically enhanced the overall performance of organizations (Lengnick-Hall et al., 2011; Ortiz-de-Mandojana & Bansal, 2016; Xiao & Yin, 2018; Gorjian et al., 2021; Duchek, 2020; Pertheban et al., 2023; Shahul Hameed et al., 2022; Alharthy, 2018; Wang et al., 2022; Khuan, 2024).

In addition, a study by Pertheban et al. (2023) found that proactive resilience strategies significantly impact the performance of small and medium-sized enterprises (SMEs) in Malaysia's manufacturing sector. Cantante-Rodrigues et al. (2021) found that cultivating SR and WE can positively impact organizational performance. Ailincal (2023) explores the influence of resilience on employee engagement. Asare-Kyire et al. (2023) found that organizational resilience in innovation and firm performance in Ghana's hospitality sector was positively affected. Lansonja and Austin (2024) found that SR positively affects organizations' adaptation to change. Nugroho and Lutfiyah's study (2024) found a significant positive impact of financial culture, risk management, organizational innovation, and organizational resilience on organizational performance. Suryaningtyas (2019) states that organizational resilience, directly and indirectly, influences performance.

Research on SR has found that it affects the performance of organizations in several sectors. Nevertheless, whereas studies indicate a robust connection between organizational success and strategic resilience, further study is required to establish conclusive findings in the university sector of Malaysia.

Therefore, it is crucial to investigate the influence of SR on the performance of private institutions in Malaysia. Thus, the hypothesis might be expressed in the following manner:

H1: *Strategic Resilience positively impacts Organizational Performance in Malaysian private universities.*

Work Engagement and Organizational Performance

Amidst today's dynamic and evolving corporate landscape, characterized by various internal and external challenges like economic recessions, technology advancements, and natural calamities, possessing this capability is of utmost importance (Jutidharabongse et al., 2024).

Efficient WE is crucial for an organization's longevity and success. Measuring WE is essential, whether in the service or manufacturing sectors (Yadav et al., 2022; Saks, 2022; Neuber et al., 2022). It enables organizations to identify areas that need improvement, make informed decisions, and achieve growth and success. Businesses can maintain their competitiveness and achieve long-term objectives by prioritizing strategies that enhance performance (Mataruka et al., 2024; Alexandro & Basrowi, 2024). Therefore, organizations must allocate resources wisely to improve performance and remain relevant and prosperous in their respective industries. These studies suggest that WE is an essential predictor of organizational performance. Organizations focusing on improving employee engagement will likely see increased productivity, customer satisfaction, and profitability benefits.

A substantial body of research has established a critical correlation between WE and OP (Wood et al., 2020; Tensay & Singh, 2020; Imran et al., 2020; Aldoghan, 2021; Khusanova et al., 2021; Liu et al., 2022; Blaique et al., 2023; Abdullahi, 2021; Schaufeli, 2013; Gede & Huluka, 2024; Marshoudi et al., 2023). Research has demonstrated that employees who exhibit high levels of engagement in their work demonstrate enhanced productivity, innovation, and organizational commitment (Soomro et al., 2023). In a seminal study by Leiter and Bakker (2010), WE significantly predicted several key performance indicators, including customer satisfaction, profitability, and job satisfaction.

Furthermore, the results of Ahmed et al. (2020) indicate a positive and significant impact of employee engagement and knowledge sharing on organizational performance. Juevesa and Castino (2020) conducted a comprehensive analysis to explore the correlation between employee engagement and OP within a private, non-sectarian school.

Generally speaking, engaged employees exhibit greater levels of loyalty, creativity, and productivity. WE is characterized by the enthusiasm, commitment, and dedication of employees toward their jobs and the organization as a whole. WE is an essential factor in enhancing business performance, as supported by a number of studies (Park et al., 2023; Yadav et al., 2022; Patil et al., 2024; Mazzetti et al., 2023). Organizations should therefore prioritize fostering employee engagement through the establishment of a conducive work environment (Turner, 2019; Wulur & Mandagi, 2023; Iqbal et al., 2023; Yousf & Khurshid, 2024).

Several investigations have examined job engagement, including studies conducted by Smith, Johnson, & Brown (2024), Li & Wang (2021), and Yu & Kim (2019). These studies suggest that firms tend to have highly engaged employees, improving performance and outcomes.

Another study by Xanthopoulou et al. (2013) revealed that employees likelier to be actively involved and committed to their work. Similarly, a study by Lengnick-Hall et al. (2011) revealed that businesses could sustain elevated levels of employee engagement amidst periods of transition and uncertainty. Wright and Hobfoll (2018) conducted a study that revealed that employees who perceived their organization as robust were more inclined to be actively involved in their work.

Research have shown that SR impacts employee engagement in various firms. However, to arrive at definitive results in the university sector of Malaysia, additional research is necessary.

Therefore, the hypothesis could be formulated as follows:

H2: Work Engagement positively impacts organizational performance in Malaysian private universities.

THEORETICAL UNDERPINNING

Resource-Based View

The Resource-Based View (RBV) theory is a management concept that focuses on analyzing a company's competitive advantage and performance based on the distinctive and valuable resources and skills that the company possesses (Dionysus & Arifin, 2020; Utami & Alamanos, 2022; Putra et al., 2021). It implies that the success of a company is not primarily defined by the external environment in which it operates but also by the resources that it possesses internally and the efficiency with which it utilizes those resources (Kryvovyazyuk et al., 2023).

APPLICATION OF THEORY TO FRAMEWORK

The conceptual framework specifies that SA and SR are the independent variables, whereas WE acts as the mediator and OP is the dependent variable. The study incorporated dynamic capabilities theory in relation to the independent variables; however, resource-based theory was applied to elucidate work engagement.

CONCEPTUAL FRAMEWORK

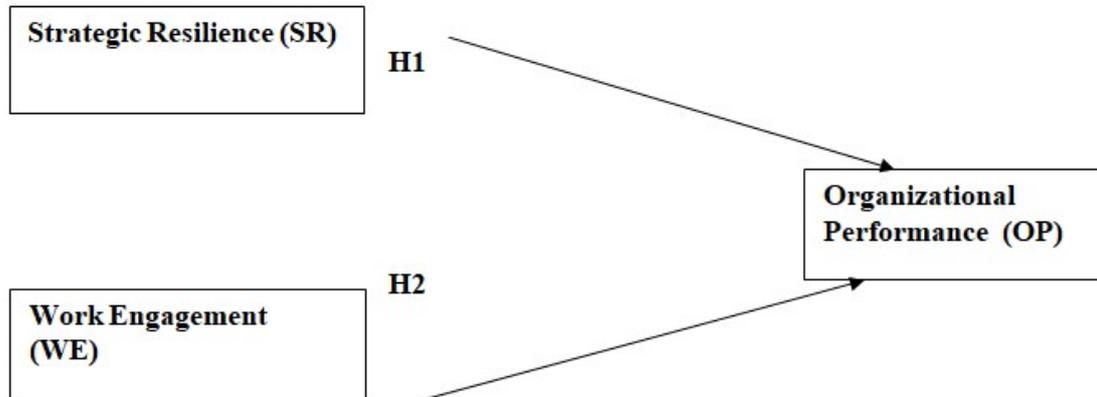


Figure 1: Conceptual Framework of the Study.

The conceptual framework specifies that SR and WE are the independent variables, whereas OP is the dependent variable. The study incorporated resource-based view theory in relation to the independent variables; resource-based theory was applied to elucidate work engagement.

METHODOLOGY

Research Philosophy

The study adopts a positivist philosophy, which assumes an objective reality that can be measured and analyzed independently of the researcher's perspective. This aligns with a deductive approach, allowing hypotheses to be derived from existing theory and tested using empirical data.

Research Design

A quantitative, cross-sectional survey design was employed to examine the relationships among SR, WE, and OP. The deductive method and quantitative strategy were selected to test pre-established hypotheses based on existing theory such as Resource-Based View.

Population and Sampling Technique

- **Population:** The population consisted of 416 private Higher Education Institutions (HEIs) in Malaysia.
- **Sampling Technique:** The study used a non-probability purposive sampling technique, targeting decision-makers in high-level management at each institution due to their strategic insight.

Sample Size

Based on Krejcie and Morgan's (1970) table, the appropriate sample size for a population of 416 is 212. A total of 225 responses were collected, but after excluding incomplete or invalid responses, 212 valid questionnaires were used for analysis.

Measurement Instrument and Sources

Each variable was measured using established scales validated in previous literature. A **5-point Likert scale** (1 = strongly disagree to 5 = strongly agree) was used for all items.

Table 1: Measurement Scale

Item Code	Strategic Resilience	Source	
SR1	Sharing academic-related challenges for continuous improvement.	Kurniawan et al. (2017)	
SR2	Identifying significant opportunities to enhance academic activities		
SR3	Enhancing information sharing for future strategic planning		
SR4	Collaborating to monitor academic activities and trends		
SR5	Making timely decisions in academic processes under any circumstance		Lee & Rha (2016)
SR6	Holding regular meetings to discuss changes in student demands and academic trends		Pertheban et al. (2023)
SR7	Effectively addressing academic conflicts in a timely manner		
SR8	Adapting academic processes to align with evolving educational needs		
WE1	I observe that employees are bursting with energy at work	Schaufeli et al. (2002; 2006)	
WE2	Our employees are strong and vigorous in their roles		
WE3	In the mornings, employees are eager to come to work	Saputra et al. (2018)	
WE4	Employees exhibit enthusiasm for their tasks		
WE5	The work in our university inspires the employees	Ludviga&Kalvina (2023)	
WE6	The employees take pride in the work they accomplish		
WE7	I notice happiness in their demeanour when they are deeply engaged in their tasks	Karafakioglu&Findikli (2024)	
WE8	The employees are fully immersed in their work		
WE9	Sometimes, they seem to get carried away when working		
OP1	In my institution, the net benefit was increased	Lin (2014)	
OP2	In my institution, added economic value services/products improved		
OP3	Growth in my institution was improved		
OP4	Our service quality has improved		
OP5	Introduced innovative services within our organization		
OP6	Rapidly commercialize new innovations		
OP7	Improve market share growth		
OP8	Increase customer satisfaction		
OP9	Keep current customers		
OP10	Employee skills have improved		
OP11	Improved employees' satisfaction		
OP12	Improved new service development		Sengottuvel & Aktharsha (2016)
		Shea et al. (2023)	

ANALYSIS

Descriptive Analysis Summary

The structural model analysis conducted through Partial Least Squares Structural Equation Modeling (PLS-SEM) revealed the following:

Strategic Resilience and Organizational Performance

The path coefficient between Strategic Resilience (SR) and Organizational Performance (OP) was $\beta = 0.148$, with a T-value of 1.198 and a p-value of 0.231. These results indicate that the relationship is not statistically significant, suggesting that strategic resilience, on its own, does not directly influence organizational performance in Malaysian private universities.

Work Engagement and Organizational Performance

The analysis showed a significant positive relationship between Work Engagement (WE) and Organizational Performance (OP), with a path coefficient of $\beta = 0.289$, a T-value of 2.410, and a p-value of 0.016. This implies that when employees are more engaged—demonstrating vigor, dedication, and absorption—organizational performance tends to improve meaningfully.

Explained Variance (R² Values)

The model explains 32.3% of the variance in Work Engagement (WE) and 30.8% of the variance in Organizational Performance (OP). These R² values suggest a moderate level of explanatory power, indicating that SR and WE together account for a reasonable portion of the performance variability observed in the institutions studied.

FUTURE IMPLICATIONS

The findings of this study present several avenues for future research and strategic development in the higher education sector:

- **Expanding Contextual Applications:** Future studies can extend this research framework to other educational contexts, such as public universities or technical and vocational institutions, to examine whether the relationships between Strategic Resilience, Work Engagement, and Organizational Performance hold in different organizational cultures and structures.
- **Longitudinal Approaches:** Given that organizational performance evolves over time, future research should adopt longitudinal designs to better capture how strategic resilience and engagement affect performance in the long run.
- **Integration of Additional Variables:** Incorporating other psychological or organizational constructs—such as leadership style, organizational commitment, or innovation capability—may deepen understanding of the mechanisms through which SR and WE influence performance.
- **Post-Crisis Strategic Models:** As resilience has proven vital during disruptions like the COVID-19 pandemic, future research could develop and test crisis-responsive strategic models tailored to higher education institutions.
- **Technology and Engagement:** Exploring how digital transformation and virtual work environments influence work engagement and strategic resilience in academic settings could offer practical insights into future-readiness.

CONCLUSION

This study examined the effects of Strategic Resilience (SR) and Work Engagement (WE) on Organizational Performance (OP) in Malaysian private universities using a quantitative approach. The findings revealed that while Strategic Resilience did not have a direct significant impact on Organizational Performance, it positively influenced Work Engagement. Work Engagement, in turn, had a significant positive effect on Organizational Performance. These results underscore the critical role of employee engagement in translating strategic capabilities into improved institutional performance. The study contributes to the understanding that fostering a resilient organizational environment enhances employee involvement, which is essential for achieving sustainable outcomes in higher education institutions.

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