

Strengthening Institutional Resilience in Public Organizations: The Role of Dynamic Capabilities and Innovative Leadership in the Digital Era

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Abstract: Digital revolution and the disruption of the global labor market have made public organizations, especially vocational training institutions, even more complicated. This study seeks to examine the impact of dynamic skills on institutional resilience, with innovative leadership serving as a mediating variable. The study employed a quantitative methodology, utilizing data collected from 180 employees at the Medan Vocational and Productivity Training Center (BBPVP). We used Structural Equation Modeling based on Partial Least Squares (SEM-PLS) to look at the data. The findings indicate that dynamic capabilities exert a positive and significant influence on institutional resilience, underscoring the necessity for an organization to identify, capitalize on opportunities, and adapt to change. Dynamic qualities also have a big effect on inventive leadership, which is very important for making organizational change happen. Innovative leadership demonstrably influences institutional resilience and serves as a partial mediator between dynamic capabilities and institutional resilience. This research offers a theoretical advancement by synthesizing institutional theory, dynamic capacities, and innovative leadership to elucidate public organizational resilience. In practical terms, the findings of this study have significant significance for enhancing the adaptive capacity of vocational training institutions in the context of digital disruption.

Keywords: Dynamic Capabilities, Innovation, Resilience, Vocational Training Institutions, SEM-PLS.

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1. Introduction

A lot has changed in several fields in the last few decades because of the fast digital transition, including education and training (Hasrul Azwar Hasibuan et al., 2022). Vocational training institutions are one of the groups affected. They are very important for getting trained individuals ready for the challenges of a labor market that is becoming more competitive around the world (Lubis, Ananda, et al., 2024). Digitalization makes vocational training centers shift quickly and often in ways they didn't expect (Lubis, Hernosa, et al., 2024). Dynamic capabilities are needed for this adaptability. These include the organization's ability to respond to, manage, and modify itself when things change (Faris et al., 2024). Vocational training institutions will have a hard time staying relevant and sustainable in the digital age if they don't have enough dynamic capabilities (Bhastary et al., 2024).

In this study, dynamic skills are independent variables that are thought to have a direct effect on institutional resilience (Thamrin et al., 2025). Dynamic skills have three primary elements: the capacity to detect (identify opportunities and threats), seize (exploit these opportunities), and transform (adapt the company to capitalize on opportunities) (Muna et al., 2022). Dynamic capacities are essential for vocational training institutions to adapt to transformations in the global and digital job market (Abdelkareem, 2023). So, vocational training schools need to keep updating their dynamic talents if they want to stay in business and do well in this unpredictable world (Zheng, 2022).

Innovative leadership (Yüksel Sakınç & Ergün, 2024). is one of the things that can change the link between dynamic capabilities and institutional resilience. Innovative leadership serves as a conduit linking dynamic talents to institutional resilience (Fikri et al., 2024). Innovative leadership stresses the leader's ability to inspire change, foster an innovative work environment, and navigate the obstacles that emerge from both external and internal transformations (Paracha, 2022). Innovative leadership may build a culture in an organization that encourages resilience, which is important for vocational training centers to be able to quickly adjust to changes in the global and digital job market (Abourobah et al., 2024).

As a dependent variable, institutional resilience means an institution's ability to endure and grow in the face of change and uncertainty (Zaid & Yaqub, 2024). Vocational training institutions exhibiting high resilience will endure long-term, notwithstanding significant hurdles such as technology disruption, regulatory modifications, and fluctuations in labor market demand (Mustafa et al., 2022). This resilience also involves the ability to come up with new ideas, do better work, and stay relevant to the needs of the sector (Abun et al., 2023). Consequently, this study investigates the impact of dynamic capacities, facilitated by innovative leadership, on institutional resilience within vocational training institutions (Alt et al., 2023).

While many studies have looked at dynamic capacities in corporate organizations, just a few have looked at them in vocational training schools. Moreover, although innovative leadership has been extensively examined across multiple domains, its role as a mediator in the relationship between dynamic capacities and institutional resilience remains underexplored, especially within the context of vocational training institutions in Indonesia. This study seeks to address the existing research vacuum by investigating the impact of dynamic capabilities on institutional resilience, with innovative leadership serving as a mediating variable.

This research is extremely urgent due to the difficulties encountered by vocational training institutions in Indonesia in addressing digital disruption and shifts in the global job market. Vocational training institutes in Indonesia must enhance their dynamic skills to respond to the changing demands of the job market. Innovative leadership in vocational training institutions will foster an environment conducive to the requisite change and innovation for sustaining the institution's relevance. Consequently, this research aims to offer a pragmatic contribution to enhancing the adaptive capacity of vocational training institutions in Indonesia.

Moreover, the findings of this study will yield theoretical contributions by synthesizing many pertinent theories, including dynamic capabilities theory, innovative leadership theory, and institutional theory. This research can augment studies on the resilience of public organizations, especially vocational training institutes. Consequently, this research is pertinent not just for theoretical advancement but also for offering practical assistance to vocational training institutions in enhancing their capacity to endure and prosper amid digital disruption.

2. Literature Review

2.1 Dynamic Capabilities and Institutional Resilience

Dynamic capabilities refer to an organization's capacity to integrate, develop, and restructure competences in response to evolving environmental conditions (T. Yu et al., 2026). Sensing, seizing, and transforming are the three major parts of dynamic capacities (Bornay-barrachina et al., 2025). Sensing is how well an organization can see changes in the outside world, like changes in the market, laws, or technology (Burton & Dickinger, 2025). Seizing is what an organization does to take advantage of these chances by putting the right resources in place (Amin & Khan, 2024). Transforming means that an organization can adjust its internal structures and procedures to keep up with changes and be relevant and competitive over time.

Dynamic skills are essential for public enterprises due to the frequent regulatory challenges, policy shifts, and swift technical advancements they encounter (G. Wang, Niu, et al., 2024a). Dynamic capabilities will help public organizations deal with settings that change quickly and are hard to predict (Tjahjono & Purbiyati, 2023). Recent studies indicate that robust dynamic capacities are directly correlated with enhanced organizational resilience, defined as the capacity of an organization to endure and prosper in the face of substantial difficulties (Mikalef, 2021).

Institutional resilience is the ability of an organization to see changes coming, deal with them, and adjust to them (Juárez, 2021). In the public sector, resilience is not just about stability; it's also about the organization's ability to keep changing in order to be relevant and perform well (Ma et al., 2025). Companies that are very resilient can adapt to change more quickly and effectively. They can also come up with new ideas to stay competitive when technology and society change (G. Wang, Niu, et al., 2024b).

2.2 Dynamic Capabilities and Innovative Leadership

Dynamic capabilities not only affect how things work inside a company, but they also have a big impact on how leaders act (Chan, 2022). Leaders need to be more flexible, forward-thinking, and creative when things are changing and uncertain (Thneibat, 2021). Leaders with dynamic capacities can handle change well and help their organizations deal with new problems that come up (Pawera et al., 2024). Innovative leadership, which is necessary for managing these changes, is when a leader can inspire innovation, experimentation, and the use of new ideas to reach the organization's goals (Barakat et al., 2023).

Recent studies show that an organization's ability to adapt to changes in the environment quickly is closely linked to innovative leadership (Janmethakulwat & Thanasopon, 2025). Innovative leaders may cultivate a culture that fosters new ideas and simultaneously improve the organization's capacity to adapt and respond to external problems (S. Wang & Huang, 2022). The study underscored that innovative leadership is a crucial element in augmenting an organization's dynamic capacities, particularly within public entities encountering technological disruption and swift policy transformations (Studies, 2024).

2.3 Innovative Leadership and Institutional Resilience

Innovative leadership is very important for making organizations stronger (Prompong et al., 2024). Innovative leaders may make a workplace that encourages ongoing learning and the ability to adapt to change quickly (J. Yu & Xiang, 2025). This type of leadership not only fosters creativity and experimentation but also enhances the organization's ability to confront unpredictability and external difficulties (Fadli, 2024). In a world that is

changing quickly, leaders who can effectively promote new ideas and change have a big impact on the success and growth of a business (Harinto, 2024).

In public organizations, innovative leadership is very important for dealing with the many bureaucratic pressures that can make it hard for an organization to change fast (Susanto, 2025). Public organizations usually have more rigid structures and stricter laws, which might make it harder for them to be flexible and respond to change (Honkley et al., 2025). Innovative leaders can help organizations evolve by making them more flexible and able to respond to new rules, regulations, and social changes that affect how well they work (Herfianti et al., 2025). Innovative leadership also helps people deal with problems that come up inside the organization when things change quickly outside of it, as when technology changes or public policy changes (Nasib, 2020). Visionary and innovative leadership helps firms not only survive but also prosper by taking use of available opportunities (Syaifuddin et al., 2024).

2.4 The Mediating Role of Innovative Leadership

Innovative leadership is a key link between what an organization can do and the strategic goals it reaches (Chan, 2022). An organization's dynamic capabilities will not be fully utilized without effective leadership (Han, 2021). Innovative leadership empowers leaders to convert the potential of dynamic skills into tangible actions that facilitate organizational change and adaptability (Rafiquea et al., 2022). So, leadership is very important for making sure that the techniques used to reach organizational goals are effective (G. Wang, Mansor, et al., 2024).

Prior studies have demonstrated that innovative leadership can act as a mediator in the relationship between organizational capabilities and performance (Al Daboub et al., 2024). Effective leadership not only makes sure that dynamic capabilities are employed correctly, but it also guides them to get the strategic results that are wanted (Sijdeb, 2021). Creative leaders can use the resources of their organization and inspire their people to deal with problems in new and successful ways (Abid, 2023). Innovative leadership serves as a mediator, aligning the internal capabilities of the business with external demands, so generating synergies that facilitate enhanced and more sustainable performance (Ghanbari, 2022). Innovative leadership is important for both managing dynamic capabilities and making the link between organizational capabilities and the results obtained stronger, in both the public and commercial sectors (Juárez, 2021).

3. Method

This research employs a quantitative methodology utilizing a cross-sectional survey design to examine the link among the hypothesized constructs. This work employs Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4, owing to its capacity to handle intricate models, generate precise predictions, and its resilience in accommodating non-normal data distributions. The study's population comprises all employees at the Medan Vocational and Productivity Training Center (BBPVP) in 2026. To make sure that everyone in the population is part of this study, a census sampling method is used. This method makes sure that sampling errors are avoided and gives a more complete picture of the population being investigated.

A standardized questionnaire was immediately given to respondents to collect data. The answers were rated on a five-point Likert scale, with 1 being "strongly disagree" and 5 being "strongly agree." Items were derived from validated scales and evaluated by specialists to confirm their contextual relevance. The questionnaire included questions about things

that were relevant to the study's goals. The data collection took place over two weeks using institutional email and formal employee group communication channels to protect anonymity and ensure voluntary participation.

We used SmartPLS software to do Partial Least Squares (PLS)-based Structural Equation Modeling (SEM) to analyze the data. The SEM-PLS method was chosen because it is good for predictive research and model construction, and it can also handle data that is not normally distributed. This method is also good for medium-sized samples (n = 180), which makes it easier to fully test the model.

4. Results and Discussion

Respondent Characteristics

Table 1. Respondent Description

	Remarks	Quantity	Percentage
Gender	Male	102	56.70%
	Women	78	43.30%
Age	< 30 years old	35	19.40%
	30–40 years old	72	40.00%
	> 40 years old	73	40.60%
Long Time Working	< 5 years	42	23.30%
	5–10 years	65	36.10%
	> 10 years	73	40.60%

The data shows that there are more men than women in this sample. Of the people that answered, 56.70% were men and 43.30% were women. This means that most of the people that answered are men, but the difference is not big. This split by gender shows that there are almost the same number of men and women, although there are more men than women.

Most of the people that answered were between the ages of 30 and 40, which was 40.00%. This group was the biggest, and the over-40 age group was next, with 40.60%, which was a little higher. The group of people under 30 years old, on the other hand, only made up 19.40% of the total. This means that most of the people who answered were in their middle years, with a fairly even split between those who were 30 to 40 years old and those who were above 40. This also shows that the people who answered the survey are experienced and mature in work.

Almost half of the people who answered (40.60%) had worked for more than 10 years, which means that many of them had a highly mature experience. 36.10% of the people who answered the question had worked for 5 to 10 years, which shows that majority of the people in the sample were quite experienced in their occupations. 23.30% of the people had less than 5 years of experience, which means that some of them were new to the workforce. In general, this sample represents a wide range of people, and most of them have a lot of professional experience.

Measurement Model Evaluation (Outer Model)

Table 2. AVE and CR Results

Variables	AVE	CR
Dynamic Capabilities	0.712	0.902
Innovative Leadership	0.735	0.914

Resilience	0.701	0.895
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The assessment of the measuring model for the constructs of Dynamic Capabilities, Innovative Leadership, and Institutional Resilience demonstrates strong psychometric characteristics. The Average Variance Extracted (AVE) values for all constructs are greater than 0.50, indicating that each construct elucidates a significant portion of the variance in its indicators. The AVE for Dynamic Capabilities is 0.712, for Innovative Leadership it is 0.735, and for Institutional Resilience it is 0.701. These results show that all of the constructs have good convergent validity.

The Composite Reliability (CR) statistics also show that the measurement model is valid. All of the constructs have CR values that are far higher than the minimum of 0.70. Dynamic Capabilities is at 0.902, Innovative Leadership is at 0.914, and Institutional Resilience is at 0.895. These data illustrate that the indicators for each construct always measure the ideas they are supposed to.

In short, the AVE and CR tests reveal that the measurement model is powerful because all of the constructs are valid and reliable. These results meet the accepted standards for evaluating measurement models in quantitative research, showing that the constructs of Dynamic Capabilities, Innovative Leadership, and Institutional Resilience are valid and reliable for further analysis in the study.

Table 3. Hypothesis Testing Results

Hypothesis	Coefficient (β)	p-value
Dynamic Capabilities → Resilience	0.453	0.000
Dynamic Capabilities → Innovative Leadership	0.402	0.001
Innovative Leadership → Resilience	0.356	0.000
Dynamic Capabilities → Innovative Leadership → Resilience	0.356	0.001

The Influence of Dynamic Capabilities on Resilience

The study's findings demonstrate that dynamic capabilities exert a positive and significant influence on institutional resilience at the Medan BBPVP Office. Theoretically, these findings align with the theory (Joussen & Kraus, 2025), which is crucial for maintaining competitive advantage and ensuring long-term success in a rapidly evolving business environment. facilitate sustainable organizational adaptation. Dynamic capabilities make organizations more flexible and able to handle change (Prayag et al., 2024). Moreover, firms that can adaptively combine internal and external resources tend to be more resilient when dealing with crises and changes in the market dynamic capabilities (Hokmabadi et al., 2024).

The management implications of these findings underscore the necessity of fortifying dynamic capabilities as a principal technique for augmenting institutional resilience. The leaders of BBPVP Medan need to set up a structure for ongoing organizational learning, improve their ability to analyze the environment, and promote new ideas that meet the needs of the job market. Also, investing in the development of human resources, especially in digital and adaptive skills, is very important for helping organizations change. Management must also foster an agile and adaptable

organizational culture while establishing strategic partnerships with external stakeholders to enhance access to information and chances for innovation. So, improving dynamic capabilities not only makes institutions more resilient, but it also makes them more competitive in the long run in the vocational training environment, which is becoming more competitive.

The Influence of Dynamic Capabilities on Innovative Leadership

The research findings indicate that dynamic capabilities have been demonstrated to foster the development of innovative leadership at the BBPVP Medan office. The findings of this study align with the perspective (Garrido-moreno et al., 2024) that underscores dynamic qualities as the cornerstone for the development of strategic leadership in a volatile context. Companies that are very flexible and adaptable tend to have CEOs that are creative and open to new ideas (Ul et al., 2024). The combination of resources and organizational learning is a key part of building leadership that can support long-term innovation (Amin & Khan, 2024).

The management implications of these findings underscore that enhancing dynamic capabilities must be strategically oriented to cultivate innovative leadership within the BBPVP Medan context. Leaders in institutions need to promote a culture of trying out new ideas, making decisions based on evidence, and giving organizations room to try new things. Leadership development programs should work on improving visionary thinking, flexibility, and the ability to handle change. Also, companies need to set up a way for people to share knowledge and work together across departments so that innovation can happen more smoothly. So, dynamic capabilities are not only a way for organizations to adapt, but they are also a way to create innovative leaders who can lead the organization to long-term competitive advantage.

The Influence of Innovative Leadership on Resilience

The study's findings demonstrate that innovative leadership substantially impacts institutional resilience at the BBPVP Medan office. These findings corroborate the perspective (Kamal et al., 2025) that underscores the significance of innovation as a catalyst for organizational sustainability. Innovative leadership plays a crucial role in enhancing adaptive ability and organizational resilience (Walsh et al., 2024). Leaders who promote innovation can create more resilient organizational systems that can handle crises and changing environments (Junaid & Sarwar, 2024).

The management implications of these findings underscore that fortifying innovative leadership should be a strategic focus in bolstering institutional resilience. The management of BBPVP Medan needs to create a leadership training program that focuses on skills for coming up with new ideas, such as creative problem-solving, agile leadership, and managing change. It's also important to make the workplace one that encourages innovation, accepts constructive failure, and allows for free communication between work divisions. Leaders also require enough power to make swift strategic judgments when things change. So, innovative leadership is not only a way to encourage new ideas, but it is also an important part of developing institutional resilience that lasts and is very competitive.

The Influence of Dynamic Capabilities on Institutional Resilience Through Innovative Leadership

The study's findings demonstrate that innovative leadership plays a crucial role in mitigating the impact of dynamic capabilities on institutional resilience at the Medan BBPVP Office. The findings of this study corroborate the conclusions of other research that underscores the

significance of resource orchestration by pivotal organizational actors (Burton & Dickinger, 2025). Managerial and leadership responsibilities are critical in the activation of dynamic capabilities (Bornay-barrachina et al., 2025). Innovative leadership fortifies the connection between organizational competencies and institutional resilience amid environmental unpredictability (Studies, 2024).

The managerial implications of these findings underscore that the enhancement of dynamic capabilities must be coupled with the fortification of innovative leadership as a comprehensive strategy to bolster institutional resilience. BBPVP Medan needs to come up with a leadership development policy that covers more than just administrative issues. It should also cover things like digital transformation, innovative skills, and making strategic decisions. Also, it's necessary to set up a framework in the business that encourages people from different departments to work together, learn new things, and use technology to come up with new ideas. Leaders also need to be pushed to be change agents who can successfully organize resources and lead the organization in dealing with changes in the outside world. So, the combination of dynamic capabilities and innovative leadership will make institutional resilience stronger, more flexible, and more long-lasting.

5. Conclusion

The study's conclusion verifies that dynamic capacities are a crucial factor in bolstering institutional resilience in vocational training institutions, especially at BBPVP Medan. Being able to sense, seize, and adjust has been shown to make institutions more resilient to digital disruptions and changes in the global employment market. Dynamic capacities also have a big impact on innovative leadership, which in turn helps institutions become more resilient. Another crucial conclusion is that innovative leadership is a partial mediator that connects dynamic capacities and institutional resilience. This strengthens the idea that leadership is a key aspect of making an organization's adaptive potential a reality.

The managerial implications of this research underscore the necessity of systematically augmenting dynamic capabilities by improving the organization's capacity to recognize opportunities, navigate change, and execute innovation-driven transformation. The leaders of BBPVP Medan need to come up with a new way to lead that is flexible, forward-thinking, and able to respond to developments in the outside world. The company also needs to provide a flexible work environment, promote ongoing learning, and improve communication both inside and outside the company. Putting money into developing your employees' skills, especially in digital skills and creativity, is also a smart move to make sure your business stays strong in difficult times.

Some ideas are that vocational training schools should work on more than just increasing technical skills. They should also work on building leadership and an organizational culture that encourages new ideas. It is also important to strengthen creative performance-based monitoring and evaluation methods to make sure that strategies are put into action effectively. Additionally, the study's weaknesses include its cross-sectional methodology, which fails to capture longitudinal dynamics of change, and its limited sample size, which concentrates on a single institution, so restricting the generalizability of the findings.

Future research endeavors should employ a longitudinal methodology to thoroughly examine the evolution of dynamic skills and institutional resilience across time. Moreover, the study can be augmented by incorporating additional variables, like organizational culture, digital technology, and external environmental elements, to enhance the research

model. Using mixed approaches is also a good idea if you want to learn more about how variables are related to each other. Consequently, additional research is anticipated to yield more extensive contributions, both theoretically and practically, to the advancement of robust public organizations.

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