

## **ABSTRACT**

*This study aims to analyze the effect of Transformational Leadership on Organizational Resilience with Adaptive Culture as a mediating variable at PT. Sumigita Jaya Duri. This study is motivated by the need for organizations to be able to survive and adapt in the face of dynamic work environment pressures, as well as the importance of leadership and culture in shaping that resilience. The method used is a quantitative approach with Partial Least Square Structural Equation Modeling (PLS-SEM) analysis, involving 50 respondents who are company employees.*

*The results show that Transformational Leadership does not have a significant direct effect on Organizational Resilience, indicating that this leadership style is insufficient to build organizational resilience without the support of other elements. However, Transformational Leadership has a positive and significant effect on Adaptive Culture, reflecting its ability to foster a flexible, responsive, and open work culture toward change. Adaptive Culture also has a significant effect on Organizational Resilience and fully mediates the relationship between Transformational Leadership and Organizational Resilience. In other words, transformational leadership values indirectly shape organizational resilience through adaptive culture.*

*The implications of these findings suggest that efforts to build organizational resilience should focus on establishing adaptive culture first, which can be fostered through empowering and inspiring transformational leadership. A work culture that is responsive, participatory, and open to innovation has proven to be a crucial link between leadership and organizational resilience. This research contributes both practically and theoretically to understanding the internal mechanisms that shape organizational resilience, particularly in the construction services sector.*

*Keywords: Transformational Leadership, Adaptive Culture, Organizational Resilience, PLS-SEM, Mediation.*

