

The Influence of Leader Resilience on Employee Performance with Leaders' Coaching and Psychological Empowerment as Mediators Mediation (Study at Daarussalaamil Kholidiyyah Foundation Cilacap)

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ABSTRACT

This study aims to examine the impact of leader resilience on employee performance, specifically exploring the mediating role of Leaders' Coaching and Psychological Empowerment at Yayasan Daarussalaamil Kholidiyyah Cilacap. This study used a quantitative approach using primary data. Data were collected using a census of employees at Daarussalaamil Kholidiyyah Foundation Cilacap using a structured questionnaire. The analysis was conducted using Structural Equation Modeling with Partial Least Squares (PLS-SEM) with the help of SmartPLS software to assess the relationship between leader resilience and employee performance through leader coaching and psychological empowerment as mediation. The findings show that leader resilience has a significant positive influence on employee performance. Leader coaching and psychological empowerment were shown to mediate the effect of leader resilience on employee performance, suggesting that resilient leaders drive better performance outcomes through effective coaching and psychologically empowering their employees. In addition, Leaders' Coaching and Psychological Empowerment directly affect employee performance. The findings of this study are expected to be applied in human resource management, leadership development programs, and organizational behavior studies. It is particularly relevant for educational institutions, non-profit organizations, and any organization that aims to improve employee performance through leadership development and empowerment strategies. This research is expected to contribute to the existing literature by introducing leader coaching and psychological empowerment as mediating factors in the relationship between leader resilience and employee performance. This research provides new insights into how resilient leadership can be further leveraged to improve organizational outcomes, especially in the context of non-profit and educational organizations.

Keywords: Leader Resilience 1, Leader Coaching 2, Psychological Empowerment 3, Employee Performance 4.

1. INTRODUCTION

Competent human resources with high integrity are important factors in achieving organizational goals, including in the context of education such as the Daarussalaamil Kholidiyyah Cilacap Foundation. Success in achieving organizational goals depends not only on the individual's ability to perform their duties, but also on employee performance

that exceeds basic expectations. At the Daarussalaamil Kholidiyyah Cilacap Foundation, there is variation in the implementation of employee performance, where the foundation's leaders and employees show initiative, cooperation, and commitment that go beyond their formal duties. However, there are still leaders and employees who prefer to focus on their official responsibilities without making extra contributions. Research by Dolompaha et al. (2023) shows that employee commitment and cooperation play an important role in creating a productive work environment.

In general, employee performance is the extent to which employees effectively contribute to achieving organizational goals through their work. Employee performance encompasses various aspects, such as the quality of work, timeliness in completing tasks, and the extent to which employees' efforts align with organizational goals. Research has shown that employee performance is directly influenced by management practices, motivation, and available resources, which enable employees to perform at their best (Nyathi and Kekwaletswe, 2023).

Employees' behaviors in adapting to change and facing challenges are closely related to employee performance, especially how they navigate a dynamic work environment. Employee performance goes beyond meeting basic job descriptions and includes behaviors that enhance organizational value. This includes the ability to adapt and respond effectively to challenges and changes in the workplace. As organizations face increasing uncertainty and change, employees' capacity to adjust their performance – by integrating new skills, attitudes, and strategies – becomes critical (Mahmoud et al. 2022).

It is important for a resilience leader to have resilience in facing various challenges that come. So that resilient leaders have the ability to survive and adapt in stressful situations or failures, and still maintain team and organizational performance. This includes aspects such as the ability to remain calm in the face of crises, make quick and accurate decisions, and provide clear direction to the team. This allows them to manage complex organizational changes and dynamics more effectively (Singh et al. 2022). So quality in leadership can help leaders to remain strong in the midst of difficulties and be able to overcome obstacles that threaten organizational performance. Leaders who are resilient are not only able to survive under pressure, but can also motivate their teams to remain productive and optimistic, despite uncertain conditions.

Furthermore, leader resilience creates an organizational culture that supports openness, effective communication, and adaptation to change. Leader resilience encourages team members to address failure with a constructive approach, which ultimately increases employee engagement and productivity (Stokes et al. 2023). Therefore, leader resilience is not only important for the leader's personal success, but also for the success of the team and the organization as a whole, through employee development and empowerment. This is in line with the initial study conducted using the Systematic Literature Review (SLR) approach using the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) method showing that leader resilience has a significant positive impact on various employee performance behaviors, leaders coaching, and strengthening psychological empowerment for employees. This research indicates that leader resilience is not only able to face challenges but also plays a role in increasing employee capacity and adaptability, thereby

strengthening their commitment and efficiency in achieving organizational goals (Yu et al. 2022; Stokes et al. 2022).

Wang et al. (2023) found that leader resilience positively impacts employee performance, though this effect varies based on factors like organizational climate and stress levels. Resilient leaders improve productivity and engagement by overcoming challenges and effectively using organizational resources, especially in supportive climates (Yu et al., 2022; F. Ashfaq et al., 2022). Resilience fosters a positive work environment, boosts employee motivation, and enhances engagement, which predicts performance. It also promotes psychological well-being, helping employees remain adaptive and productive in uncertain conditions, supporting organizational goals (Yu et al., 2022; F. Ashfaq et al., 2022). This explanation forms an empirical gap that needs to be followed up by adding mediating variables in this study. This is in line with the explanation of the importance of adding mediating variables in research on the relationship between leader resilience and employee performance is an effort to explain more deeply the process of this relationship (Caniëls and Curseu, 2024).

To overcome the existing empirical gap, the researcher added mediating variables that can bridge the influence of leader resilience on employee performance, mediating variables such as *leaders' coaching* can be an important key. Research by (Nur Setyawati 2022; Syamsul Maarif 2023; Vinesian and Sari 2023) show that resilience has a significant effect on performance through work stress management mechanisms, including coaching approaches that encourage individual development. This study underscores the importance of resilient leader behavior in creating a supportive and adaptive work environment. The addition of this variable aims to understand more deeply the factors that mediate the relationship between leader resilience and employee performance. Leaders' coaching, which involves coaching to overcome challenges, is important in improving employee resilience and performance. A resilient leader not only overcomes adversity, but also helps his followers build resilience and transfer strategies to deal with them. A leader's toughness reinforces leadership skills, including coaching, which creates a supportive atmosphere for the team to thrive in an ever-changing environment. Research conducted by Istiqaroh et al (2022) & Wahyudono (2023) shows that leaders with a high level of resilience can help employees develop personal and professional resilience through direct mentorship. This process increases the motivation and ability of employees to cope with work pressure. Additionally, resilient leaders who are actively involved in coaching can transfer problem management and resilience strategies to their teams, creating an adaptive and productive organizational culture. This explanation strengthens the reason for adding leaders coaching as a mediator of the influence of leader resilience on employee performance in this study. In addition to leaders coaching, it is also important to add another mediating variable, namely psychological empowerment.

Psychological Empowerment plays an important role in improving employee performance. Empowered employees tend to feel more motivated, engaged, and committed, which translates into higher levels of performance. They emphasize that psychological empowerment is not just about the skills or roles assigned to employees, but also involves a strong feeling of confidence and a positive perception of their personal influence in achieving organizational goals (Mahmoud et al. 2022) Which includes the feeling of control

and meaning that individuals feel in their work, so that it can influence the extent to which the individual takes initiative and creates new ideas. Psychological empowerment can play an important role as a mediator in the relationship between leadership and organizational success. In the context of employee performance, psychological empowerment influences team members' perception of their ability to make meaningful contributions and influences work outcomes, ultimately improving work success through strengthening confidence and autonomy in decision-making (Khan et al. 2020). So employees consider themselves capable of making decisions and have a direct impact on the work environment, they are more likely to take over responsibility for tasks, leading to increased productivity and job satisfaction (Kaut et al. 2022). Based on the results of an in-depth review, Psychological Empowerment supported by leader resilience has an important role in improving employee performance. This is in line with other literature that reveals that Psychological Empowerment can function as an effective mediator in connecting leader resilience with employee performance outcomes, showing the importance of the role of leaders in creating an empowering environment (Kundi et al. 2021). The above findings are in line with Social Exchange Theory (SET), which emphasizes the reciprocal relationship between leaders and employees in organizations. In this context, the positive behaviors implemented by the leader will affect the causal relationship with the employee, which in turn creates a positive impact on employee performance (Singh and Sarkar 2020). This study aims to overcome the inconsistency of the influence of leader resilience on employee performance by adding mediation variables, namely leaders coaching and psychological empowerment. The focus of the research is on the influence of leader resilience on employee performance in educational institutions, where the head of the foundation acts as a leader. The dynamics of the relationship between leaders and employees in foundations can affect organizational performance. Observations show that some employees of the Daarussalaamil Kholidiyyah Cilacap Foundation show good performance, but some of the tasks do not match their job descriptions. High performance of employees is important for the continuity of the organization, as they contribute voluntarily, which is also influenced by leader resilience.

Employee performance is something that is coveted by the organization, in this case the foundation. Positive employee performance has a significant influence on the behavior of a leader. When employees demonstrate dedication, high productivity, and consistent work outcomes, leaders tend to feel more motivated to provide better support, be more responsive, and create a positive work environment. In some literature, inconsistencies between leader resilience and employee performance can arise for various contextual and individual reasons. While leader resilience is often expected to have a positive impact by providing support and stability in the face of pressure, this does not necessarily guarantee improved employee performance. Sometimes, leader resilience can make them appear too independent or less engaged in understanding the specific needs of the team, which can make employees feel less supported. In addition, in situations where leaders are too focused on achieving goals without considering the emotional state or well-being of employees, their resilience can be perceived as rigidity, which in turn leads to dissatisfaction among the team. Factors such as differences in work styles, employee perceptions of leader resilience, and lack of flexibility can also contribute to the suboptimal impact of leader resilience on employee performance. This encourages researchers to propose the addition of mediating variables,

namely leaders coaching and psychological empowerment. In some ways, this is because the two variables in some literature are able to be mediators. In addition, the phenomenon in the performance of employees of the Daarussalaamil Kholidiyyah Cilacap Foundation is in line with the existing empirical gaps, so the researcher took the title "The Influence of Leader Resilience on Employee Performance with Leaders' Coaching and Psychological Empowerment as Mediators (Study at the Daarussalaamil Kholidiyyah Cilacap Foundation, Central Java)".

2. THEORETICAL FOUNDATION

Social Exchange Theory is the basis of this research. Peter M. Blau and George C. Homans in 1958 are the founders of Social Exchange Theory. This theory is often used in organizational and human resources contexts to understand and improve the quality of employees' relationships with their organizations. In particular, this theory is widely applied to explain the antecedent attitudes and behaviors of personnel that have a positive impact on each other and the organizations in which they work. For example, when an employee in a company asks for help from another employee, they will be helped gradually. Ultimately, this will produce a reciprocal effect. This theory is based on the principle that when relationships in an organization are based on acts of mutual support, reciprocity, fairness, and trust, it can increase the productivity of the organization as a whole (Sihombing & Nasution, 2020).

Social Exchange Theory (SET) provides a basic lens for understanding the reciprocal relationship between leaders and employees, especially in the context of leader resilience and its impact on employee performance. According to SET, social behavior in an organization can be viewed as a process of exchange, where leaders offer support and guidance to their team members, and employees reciprocate with performance, commitment, and engagement. This theory emphasizes that organizational relationships are built on trust, mutual benefit, and equitable exchange of resources, which are aligned with the concept of leader resilience. When leaders demonstrate resilience, they are better equipped to navigate challenges, maintain positive relationships, and foster an environment where coaching and empowerment can flourish, as discussed in research by (Rini 2022; Maarif 2023).

In the context of a research on "The Influence of Leader Resilience on Employee Performance with Coaching and Psychological Empowerment as a Mediator" at the Daarussalaamil Kholidiyyah Cilacap Foundation, Social Exchange Theory helps explain how the resilience of leaders fosters a supportive and conducive environment for coaching. Leaders' ability to adapt and overcome setbacks strengthens their leadership qualities, which in turn motivates employees to perform at a higher level. Resilient leaders inspire trust and commitment, which improves employees' perception of their organizational environment, and encourages them to reciprocate through improved performance and work engagement. In addition, the resilience of leaders, through effective coaching, can facilitate psychological empowerment among employees. This creates a positive exchange cycle where leaders' ability to effectively train and empower their teams can improve employee satisfaction and performance. Employees, in turn, reciprocate by committing more deeply to their roles and contributing to the organization's goals, reinforcing the dynamics of social exchange evoked

by SET. This mutual influence is essential to foster a culture of sustainable and mutually beneficial improvement in organizations such as the Daarussalaamil Kholidiyyah Cilacap Foundation.

3. METHODS

3.1. Subjects and Research Objects

The subject of this study is an employee of the Daarussalaamil Kholidiyyah Cilacap Foundation located on Jalan Gatot Subroto, Widarapayung Wetan, Binangun, Cilacap Regency, Central Java Province. The object of this research is all research variables that have been explained, including the variables of *leader resilience*, *leaders' coaching*, *psychological empowerment*, and Employee Performance.

3.2. Population and Sample

According to Wiyono (2020), population is a set of subjects that are used as a basis for generalizing research results. Based on this definition, the population in this study includes all employees of the Daarussalaamil Kholidiyyah Cilacap Foundation located at Jalan Gatot Subroto, Widarapayung Wetan, Binangun, Cilacap Regency, Central Java Province. The number of people involved in this study is as many as 100 employees.

According to Wiyono (2020), samples are part of the population that represents and will be the object of research, or part of the characteristics possessed by the population being studied. In this study, the sampling technique used is a non-probability sampling model with a census approach. This method was chosen because the population being studied was not too large, so the census could be carried out taking into account time and cost efficiency (Wiyono, 2020). Therefore, the entire population of 100 employees of the Daarussalaamil Kholidiyyah Cilacap Foundation was used as respondents in this study.

3.3. Types and Methods of Data Collection

3.3.1. Types of Research Data

This study uses primary data collected directly from the research subject, namely employees of the Daarussalaamil Kholidiyyah Cilacap Foundation located on Jalan Gatot Subroto, Widarapayung Wetan, Binangun, Cilacap Regency, Central Java Province. Primary data were obtained from respondents whose confidentiality was guaranteed by the researcher through the distribution of questionnaires designed based on the variables studied.

3.3.2. Data Collection Methods

The data collection method in this study was carried out using a questionnaire, which means that the author compiled a list of questions to be given to respondents. In this study, the author also provides answer options for respondents. The sampling technique used is census, where data are obtained from the entire population relevant to the study. This allows the author to gather information from each unit in the population in question. To compile the questionnaire, the author used a scaling technique with a Likert scale that ranged from 1 to

5. The Likert scale is used to measure the attitudes, opinions, and perceptions of individuals or groups towards certain social phenomena (Wiyono, 2020). Here are the categories and scores on the Likert Scale used.

Table 1. Categories and Scoring

Statement	Code	Shoes
Strongly Disagree	STS	1
Disagree	TS	2
Neutral	N	3
Setuju	S	4
Strongly agree	SS	5

3.4. Test Instruments

Once the research instrument has been compiled, it is important to ensure that it can accurately and accurately measure the concept in question. For this reason, it is necessary to test the validity and reliability of the instrument. Validity is related to the extent to which the instrument can measure the actual concept, while reliability is related to the extent to which the instrument can produce consistent and accurate measurements (Wiyono, 2020). These measurements of validity and reliability are essential to ensure that the data obtained from such instruments are truly trustworthy and representative of the phenomenon being studied.

3.5. Validity Test

The validity test is carried out by correlating the item score with the total score of the existing item (Wiyono, 2020). This test uses a two-sided approach with a significance level of 0.05. A question item or statement is considered valid if there is a significant correlation with its total score. To test the validity, the technique used was Pearson's bivariate correlation analysis. An item is declared significant if the value of the two-sided significance is below 0.05 or if the Pearson correlation value (r calculated) is greater than the r of the table.

3.6. Reality Test

The reliability test was carried out using the Alpha method (Cronbach's) with a significance level of 0.05. An instrument is said to be reliable if the alpha value is greater than the r value of the product moment. If the alpha value is less than 0.6, then the reliability is considered poor, while the value of 0.7 is still acceptable, and the value above 0.8 indicates good reliability (Wiyono, 2020). This reliability assessment is important to ensure that the instrument used can provide consistent and reliable results in measurements.

3.7. Data Analysis Methods

In this study, two main analysis approaches were used, namely descriptive analysis and inferential analysis. Descriptive analysis methods aim to provide an overview of the characteristics of the collected data, while inferential analysis is used to draw conclusions or

make broader predictions based on existing sample data. These two methods serve to strengthen the understanding of the phenomenon being studied.

3.7.1. Descriptive Analysis

Descriptive analysis is a statistical technique used to describe or map data that has been collected without making generalizations or conclusions that apply to the entire population. In this case, descriptive analysis only focuses on presenting the data as it is. This analysis generally includes two types of descriptions, namely:

Cumulative Description

Describe and analyze in general according to the categories created.

Individual Description

Describe and analyze based on the results of the questionnaire in detail according to the categories created.

3.7.2. Inferential Analysis

In this study, inferential analysis was carried out using *Partial Least Square* (PLS), which is a *variance-based* Structural Equation Modeling (SEM) approach, with the help of SmartPLS software version 3.3.3. The stages of PLS testing are carried out as follows:

Test Indicators

Indicator tests or commonly referred to as *the outer model*, also known as measurement models, are used to test the relationship between indicators and their variable constructs. This test produces *outputs* in the form of model validity and *reliability* which are assessed based on several criteria, namely: *Convergent Validity*, *Discriminant Validity*, and *Composite Reliability*.

1. Convergent Validity

Convergent Validity is assessed based on the correlation between the indicator's score and the construct it measures. An indicator is considered valid if the correlation value exceeds 0.50. If there are indicators that do not meet these criteria, then they need to be eliminated.

2. Discriminant Validity

Discriminant Validity is measured through *cross loading* between the indicator and its construct. An indicator is considered valid if the relationship between the indicator and its construct is higher than the relationship between the indicator and other constructs.

3. Composite Reliability

The construct is declared reliable if *the composite reliability* has a value above 0.70.

3.8. Hypothesis Test

Inner Model or structural model is basically a hypothesis test that aims to represent the relationships and influences between latent variables based on substantive theory. The equation of the model can be formulated as follows.

$$h = \beta_0 + \beta + r\xi + z$$

Where:

η = vector endogenous (depend) variable Latin

ξ = vector exogenous (independent) Latin variable

ζ = vector residual

Since PLS is designed for recursive models, the relationships between latent variables can be specified as follows:

$$\eta_j = \sum_i \beta_{ji} \eta_i + \sum_i \gamma_{jb} \xi_b + \zeta_j$$

Where:

β_{ji} and γ_{jb} are the coefficients of the pathway that correlates the endogenous predictors and the exogenous latent variables ξ_b and η_i along the range of the index i and b . Whereas ζ_j is the inner residual variable.

Inner model is a test of a structural model that is carried out by analyzing the R-square value as an indicator of *the model's goodness of fit*. In addition, testing the significance of the influence between constructs was carried out by paying attention to the value of the parameter coefficient and the t-statistical significance.

3.9. Mediation Analysis

Mediation analysis is basically an analysis process of diagram models that describe the relationship between independent variables (exogenous), intervening variables (exogenous/endogenous), and dependent variables (endogenous). The relationship between these variables is described using an arrow that leads from an exogenous variable to an endogenous variable. Based on Wiyono's (2020) opinion, the path analysis was carried out by calculating direct effects (Direct Effect = DE), indirect effects (Indirect Effect = IE), and total effects (Total Effect = TE).

4. RESULTS

The following are the characteristics of the data of the respondents of this study, which can be seen in table 2.

Table 2. Characteristics of Respondents

Characteristics	Category	Sum	Percentage	Total
By Age	20 – 25 years old	10	10%	100%
	26 – 30 years old	24	24%	
	31 – 35 years old	26	26%	

	> 35 years old	40	40%	
By Gender	Man	40	40%	100%
	Woman	60	60%	
Based on Recent Education	SMA	15	15%	100%
	Academy/Diploma	20	20%	
	S1	62	62%	
	S2	3	3%	

Source: primary data processed by researchers (2025)

Table 2 shows the characteristics of the respondents in this study, which include age, gender, and last education. By age, 10% of respondents were 20-25 years old, 24% were 26-30 years old, 26% were 31-35 years old, and 40% were over 35 years old. Based on gender, 40% of respondents were male and 60% were female. In terms of education, 15% of respondents graduated from high school, 20% graduated from Academy/Diploma, 62% graduated from S1, and 3% graduated with S2. This data is processed from primary data collected by researchers in 2025.

Table 3. Outer Model Test

Variabel	Outer Loadings	AVE	Composite Reliability	Cronbach's Alpha	Information
Leader Resilience	All Indices > 0.70	0,543	0,877	0,898	Valid & Reliable
Leader Coaching	All Indices > 0.70	0,556	0,882	0,840	Valid & Reliable
Psychological Empowerment	All Indices > 0.70	0,567	0,948	0,941	Valid & Reliable
Employee Performance	All Indices > 0.70	0,661	0,921	0,832	Valid & Reliable

Source: SmartPLS results, processed by Researchers (2025)

Table 3 of the Outer Model Test shows that all variables in this model have an Outer Loadings value of more than 0.70, which indicates that the indicators for each variable are valid and reliable. The AVE value for each variable is more than 0.50, which indicates that the variation in the data can be well explained by the variables. Composite Reliability and Cronbach's Alpha are also more than 0.70, which indicates that all variables in this model are reliable and consistent.

Table 4. Inner model

Variabel	R ²	R ² Adjusted	Q ²	AVE
Employee Performance	0,687	0,677	0,357	0,543
Leader Resilience	-	-	0,122	0,661
Leader Coaching	0,230	0,222	0,122	0,556
Psychological Empowerment	0,256	0,248	0,133	0,567

Average - - - **0,582**

Source: SmartPLS results, processed by Researchers (2025)

Table 4 Inner Model presents the R^2 value for each dependent variable. Employee Performance has an R^2 of 0.687, which shows a good influence of independent variables on employee performance. Leader Resilience, Leader Coaching, and Psychological Empowerment have smaller R^2 (0.230, 0.256) and Q^2 indicating that these models have different matches between these variables. The average AVE value is 0.582, which indicates that this model is valid overall.

Table 5. Hypothesis

Path	Coefficient	P-Value	Information
X1 → Y	0,106	0,010	Positive and significant
X → X	0,480	0,000	Positive and significant
X → M2	0,506	0,000	Positive and significant
X → Y	0,532	0,000	Positive and significant
M2 → Y	0,341	0,000	Positive and significant
X → M1 → M2	0,255	0,000	Positive and significant
X → M2 → Y	0,173	0,000	Positive and significant

Source: SmartPLS results, processed by Researchers (2025)

Table 5 Hypotheses presents the results of the hypothesis test by showing the Path Coefficient and P-value for each relationship between variables. All relationships tested showed a P-value smaller than 0.05, which means that all relationships tested were positive and significant. The Path Coefficient value that shows the influence between variables varies, with the highest being the influence between Leader Resilience and Leader Coaching which has a value of 0.480.

5. DISCUSSION

5.1 Leaders Resilience to Employee Performance

Based on the results of the hypothesis test, leaders resilience has a positive and significant influence on employee performance in employees of the Daarussalaamil Kholidiyyah Cilacap Foundation. With a statistical t-value greater than the t-table (1.660), which is 4.469 with a magnitude of influence of 0.106 and a P-value of $0.010 < 0.05$, so that leader resilience has a positive and insignificant effect on employee performance. So these results are in accordance with research conducted by (Ayoko 2021) which shows that leader resilience can create a positive work environment, which in turn improves employee performance. Leaders who demonstrate this resilience tend to provide better emotional support to their teams, which can strengthen employee attachment and motivation in achieving organizational goals. Furthermore, according to the results of research conducted by Saputra et al (2023), it shows that leader resilience has a significant impact on employee performance. This happens because the leader can build trust and create effective

communication within the team. Employees who feel supported and motivated by their leaders are more likely to show increased productivity and commitment to their work.

Individual descriptive analysis showed that the majority of respondents had a positive perception of leader resilience with an average weight of 4.12. As many as 83.04% of respondents stated that they Agree or Strongly Agree that the direct contribution of leader resilience to improving employee performance is still limited. Therefore, these findings show that although statistically leader resilience is detected to have a positive impact, in practice its contribution is not strong enough to be considered significant in the context of performance improvement. This can indicate that the resilience aspect of a leader has not been fully felt or has a direct impact on the work performance of employees in this organization. Therefore, a follow-up approach is needed to strengthen the role of leader resilience so that it is more effective in creating a work environment that is able to encourage optimal employee performance.

This finding is in line with Social Exchange Theory which states that when relationships in an organization are based on mutually supportive actions, reciprocity, fairness, and trust, it can increase the overall productivity of the organization (Sihombing & Nasution, 2020). Previous research has stated that leader resilience can create a positive work environment, which in turn improves employee performance. Leaders who demonstrate this resilience tend to provide better emotional support to their teams, which can strengthen employee attachment and motivation in achieving organizational goals (Ayoko 2021). In addition, other research shows that leader resilience has a significant impact on employee performance. This happens because the leader can build trust and create effective communication within the team. Employees who feel supported and motivated by their leaders tend to show increased productivity and commitment to their work (Saputra et al., 2023).

Factors that cause a positive relationship between leader resilience have a significant impact on employee performance. This happens because the leader can build trust and create effective communication within the team. Employees who feel supported and motivated by their leaders are more likely to show increased productivity and commitment to their work. In addition, leader resilience also plays a role in managing stress and conflict in the workplace. When leaders can overcome pressure and remain calm in difficult situations, they create a model of behavior that employees at the Daarussalaamil Kholidiyyah Cilacap Foundation can follow. This not only boosts team morale, but also encourages employees to develop better skills, which positively impacts their overall performance at Daarussalaamil Kholidiyyah Cilacap Foundation.

5.2 Leaders Resilience to Leaders Coaching

Based on the results of the hypothesis test, leaders resilience has a positive and significant influence on leaders coaching in employees of the Daarussalaamil Kholidiyyah Cilacap Foundation, with a t-statistical value greater than the t-table (1.660) which is 5.940 with a magnitude of 0.480 and a P-value of $0.000 < 0.05$ So that leaders resilience has a positive effect on leaders coaching. So that leader resilience has an important role in improving employee performance. Therefore, these results are in accordance with research conducted by (Halliwell et al. 2023) which show that leader resilience is able to overcome

organizational challenges, provide emotional support to the team, and create a more collaborative work environment. This supports team members to be more engaged and productive in their work. In the context of coaching, leaders who have resilience are more open to feedback and focus on developing team members. This capability is in line with findings that show that resilience training in an organizational context can improve the effectiveness of leaders through interventions such as coaching and better emotional management. In addition, leader coaching can strengthen the resilience of leaders by building self-awareness, the ability to manage stress, and dealing with organizational changes.

Individual descriptive analysis showed that leader resilience had a positive perception of leader coaching with an average weight of 4.10. As many as 73.61% of respondents stated Agree or Strongly Agree, which indicates that the higher the resilience possessed by leaders, the greater their ability to effectively coach employees. In addition, resilience leaders tend to have a better capacity to provide guidance, direction, and support to their team members. Allowing leader resilience to remain emotionally stable, think clearly, and make the right decisions in the face of pressure, so that the coaching process is more directed and has a positive impact on employee development.

These findings are in line with Social Exchange Theory which states that leaders with high mental resilience tend to be more effective in implementing coaching styles (Halliwel et al. 2023). Previous research has stated that leader resilience is able to overcome organizational challenges, provide emotional support to the team, and create a more collaborative work environment. This supports team members to be more engaged and productive in their work. In the context of coaching, leader resilience is more open to feedback and focuses on developing team members. Resilience training in an organizational context can improve the effectiveness of leaders through interventions such as coaching and better emotional management. In addition, coaching can strengthen the resilience of leaders by building self-awareness, stress management skills, and dealing with organizational changes. Another study conducted by Hwang et al. (2023) is that resilience-based coaching approaches help leaders build a mindset that focuses on individual and team growth simultaneously, even in difficult situations.

A factor that supports the effectiveness of leaders coaching is the existence of leaders resilience, which is the ability of a leader to remain resilient, calm, and focused in facing various challenges and work pressures. In a work environment such as at the Daarussalaamil Kholidiyyah Cilacap Foundation, leaders who have a high level of resilience tend to be able to create a more consistent, empathetic, and targeted coaching approach. When leaders are faced with complex situations, such as team dynamics, resource limitations, or target pressure, resilience serves as a psychological foundation that allows them to remain emotionally stable and think clearly. Additionally, the ability to manage stress and stay focused is crucial in providing constructive guidance to employees. A resilient leader is not only able to respond to challenges with a positive attitude, but also be an example in showing perseverance and composure, which ultimately strengthens trust and openness in coaching relationships. In addition, the combination of leader resilience and leaders coaching practices creates a strong synergy in encouraging sustainable employee growth. The coaching approach carried out by resilient leaders is not only a tool for performance

improvement, but also a means to build motivation, develop potential, and increase the psychological resilience of employees in facing the work challenges of the Daarussalaamil Kholidiyyah Cilacap Foundation.

5.3 Leaders Resilience to Psychological Empowerment

Based on the results of the hypothesis test, leaders resilience has a positive and significant influence on psychological empowerment in employees of the Daarussalaamil Kholidiyyah Cilacap Foundation, with a t-statistical value greater than the t-table (1.660) which is 6.033 with a magnitude of 0.506 and a P-value of $0.000 < 0.05$. So that leaders resilience to psychological empowerment has an important role in improving the ability of employees at the Daarussalaamil Kholidiyyah Cilacap Foundation. These results are in line with previous research conducted by Li and Peng (2023) which showed that leader resilience can strengthen the psychological empowerment of employees, which contributes to improving their performance. Another study conducted by Blaique et al (2023) shows that good leadership not only impacts individual resilience but also on psychological empowerment, both of which are important factors for work engagement in difficult times such as during the COVID-19 pandemic.

Individual descriptive analysis showed that leader resilience had a positive perception of psychological empowerment with an average weight of 4.12. As many as 77.33% of respondents stated Agree or Strongly Agree, which shows that the contribution of leaders resilience to improving psychological empowerment is at a fairly strong and practically meaningful level. This shows that a leader's resilience in facing challenges, pressures, and organizational changes can have a real positive influence on employee psychological empowerment. A strong leader is not only able to maintain composure and focus in difficult situations, but it can also inspire his subordinates to feel more confident, have control over their work, and feel more competent and meaningful in their roles. Thus, leaders resilience is one of the important factors that strengthen psychological empowerment, which ultimately encourages increased performance, creativity, and employee involvement in the organization.

These findings are in line with Social Exchange Theory which states that the reciprocal relationship between leaders and employees is based on the principle of mutual benefit. Leaders who demonstrate high resilience tend to create a supportive work environment, which encourages employees to feel greater psychological empowerment (Chen and Sriphon 2022). Previous research conducted by (Xu et al. 2024) stated that employee psychological empowerment plays a role in improving the civic behavior of a challenge-oriented organization, which is mediated by perceived insider status and affective commitment. This shows that leader resilience can strengthen their sense of belonging and emotional commitment to the organization, ultimately encouraging positive work behaviors.

The factor that causes a positive relationship between leader resilience and psychological empowerment is that leaders who have high emotional and mental resilience tend to be able to empower employees psychologically more effectively. Leaders' resilience allows them to remain consistent, optimistic, and solutive in the face of challenges, which in turn creates a work climate that supports a sense of meaning, competence, autonomy, and influence for employees. In addition, when leaders show a resilient attitude, it encourages

employees to feel more confident, feel valued, and be bolder in taking an active role in the organization.

5.4 Leaders Coaching on Employee Performance

Based on the results of the hypothesis test, leaders coaching has a positive and significant influence on employee performance in employees of the Daarussalaamil Kholidiyyah Cilacap Foundation, with a t-statistical value greater than the t-table (1.660) which is 7.586 with a magnitude of influence of 0.532 and a P-value of $0.000 < 0.05$. So it can be concluded that the higher the leader coaching, the more it will increase the ability to innovate employee performance. Research conducted by Kim, Park, and Yoon (2023) shows that managerial coaching has a positive impact on creativity, behavior, and employee task performance. In addition, reinforced by previous research conducted by (Kim et al., 2023) which stated that intrinsic motivation and self-efficacy were found to mediate these effects, training can improve performance by increasing employees' motivation and confidence in their abilities.

Individual descriptive analysis showed that leader coaching had a positive perception of employee performance with an average weight of 4.12. As many as 79.52% of respondents stated Agree or Strongly Agree, which shows that leader coaching makes a strong enough contribution to improving employee performance. In other words, the higher the intensity and quality of leader coaching received by employees, the greater their ability to show innovative and productive performance. Individually, these results reflect that an employee who receives consistent direction, support, and coaching from their leaders tends to have a greater drive to improve and perform at their best. An effective coaching process from a leader helps employees understand their potential, set clear goals, and improve skills in completing tasks creatively and efficiently. Thus, the leader coaching approach acts as a catalyst in fostering superior and sustainable employee performance.

This finding is in line with Social Exchange Theory which states that the higher the intensity and quality of leader coaching received by employees, the greater their ability to show innovative and productive performance. Leaders coaching has a significant influence on the performance of an employee who receives consistent direction, support, and coaching from their leaders tends to have a greater drive to develop and provide the best performance (Novitasari and Asbari 2021). Previous research conducted by (Sari and Kistyanto 2020) states that an effective coaching process from a leader helps employees understand their potential, set clear goals, and improve skills in completing tasks creatively and efficiently.

The factors that support the positive relationship between leaders' resilience and psychological empowerment in employees at the Daarussalaamil Kholidiyyah Cilacap Foundation do not happen by chance. There are several main supporting factors that are a strong foundation why the resilience of a leader can increase the psychological empowerment of employees. First, the ability of leaders to deal with pressure and crisis situations adaptively is a direct example that inspires employees. When leaders are able to stay calm, make wise decisions, and maintain team stability in difficult conditions, this builds confidence and psychological security in employees. They feel more confident in their roles and contributions because they see the example of their superiors. Second, open and empathetic communication from a strong leader creates healthy interpersonal

relationships in the work environment. Leader resilience tends to have high emotional intelligence and is able to foster supportive two-way communication. Employees feel heard, valued, and involved in the work process. This increases the dimension of self-determination and impact in psychological empowerment. Social support from strong leaders reinforces employees' perception that they have control and influence over their work. Third, resilience leaders usually focus on developing individuals in their team. They not only survive the pressure, but also encourage the team to grow through challenges. A strong leadership style creates positively deviant performance through psychological empowerment, which has a direct impact on employee commitment and performance. Thus, the combination of exemplary, supportive communication, and employee development orientation possessed by a resilient leader becomes a foundation that strengthens the positive relationship between leader resilience and psychological empowerment. In the context of the Daarussalaamil Kholidiyyah Cilacap Foundation, this is the key to creating employees who not only feel psychologically empowered, but also have intrinsic motivation to develop and contribute more to the organization.

5.5 Psychological Empowerment on Employee Performance

Based on the results of the hypothesis test, psychological empowerment has a positive and significant influence on employee performance in employees of the Daarussalaamil Kholidiyyah Cilacap Foundation, with a t-statistical value greater than the t-table (1.660) which is 4.217 with a magnitude of 0.341 and a P-value of $0.000 < 0.05$, so it can be concluded that psychological empowerment has a positive effect on employee performance at the Daarussalaamil Kholidiyyah Cilacap Foundation. These results are in line with research conducted by (Zhao et al. 2022) showing that Self-determination involves autonomy to make decisions and control one's work processes, while impact reflects the extent to which employees believe that their actions can affect outcomes in the workplace. In addition, research conducted by (Nurhidayat et al. 2024) shows that it shows that empowered employees with higher competencies will be more productive and show higher quality in their tasks.

Individual descriptive analysis showed that psychological empowerment had a positive perception of employee performance with an average weight of 4.10. As many as 73.95% of respondents stated that they Agree or Strongly Agree that it shows that the influence of psychological empowerment on performance is quite strong and meaningful. These results show that employees who feel psychologically empowered, namely have a sense of meaning in their work, feel competent, autonomous, and have an influence on work results will tend to show more optimal performance. When employees feel that their work is important and in line with their personal values, they will be more intrinsically motivated to deliver the best possible results. In addition, confidence in their own abilities and freedom in decision-making encourages them to act proactively, responsibly, and be able to complete tasks efficiently. Furthermore, psychological empowerment also provides an important psychological boost in dealing with work pressure. Employees who feel they have control over their work are less easily affected by stress, are more resistant to challenges, and are able to maintain work productivity consistently. Therefore, it can be concluded that strengthening psychological aspects such as confidence, work meaning, and freedom of

action is the key to improving employee performance within the Daarussalaamil Kholidiyyah Cilacap Foundation.

These findings are in line with Social Exchange Theory which states that the relationship between psychological empowerment and employee performance can be understood as a form of social exchange between the organization and employees. When organizations provide psychological empowerment, employees feel valued and supported, which in turn encourages them to reciprocate by improving performance. Psychological empowerment directly and significantly affects employee performance. This is shown through job satisfaction mediating the relationship between psychological empowerment and performance, reinforcing the importance of psychological empowerment in improving individual performance (Miska and Amri 2024).

Previous research conducted by (Amalia and Handoyo 2020) states that psychological empowerment also provides an important psychological boost in dealing with work pressure. Employees who feel they have control over their work are less easily affected by stress, are more resistant to challenges, and are able to maintain work productivity consistently.

The main supporting factor for the positive influence of psychological empowerment on employee performance at the Daarussalaamil Kholidiyyah Cilacap Foundation is the strengthening of psychological aspects in employees. This reinforcement includes confidence, work meaning, and freedom of action. When employees feel confident in their abilities, have an understanding that the work they do is meaningful, and are given the space to make decisions independently, it creates an intrinsic drive to work better and more productively. A work environment that supports psychological empowerment allows employees to feel in control of their roles and responsibilities. They not only follow instructions, but also actively and critically engage in completing the work. This makes them feel valued, involved, and ultimately more committed to the organization. The trust given by the organization to employees will be reciprocated with positive work behavior. More than that, psychological empowerment also strengthens the emotional and professional bond between employees and the organization. Employees who feel meaningful in their work tend to show higher loyalty and work morale. They not only work to fulfill obligations, but also because they feel they are an important part of the organization's success. This becomes especially relevant in environments such as the Daarussalaamil Kholidiyyah Cilacap Foundation, which demands high engagement and dedication from its employees to support the foundation's social and educational mission. Thus, a psychological empowerment-based approach not only plays a role in improving individual performance, but also in strengthening healthy mutual relationships between employees and organizations. The combination of trust, work meaning, and autonomy creates a positive, adaptive, and growth-oriented work atmosphere between individuals and institutions.

5.6 Leader Resilience Affects Employee Performance Mediated by Leaders' Coaching

The results of the analysis show that the influence of Leader resilience on employee performance mediated by leaders' coaching is positive and significant. Based on the results of the hypothesis test, leader resilience has a positive and significant effect on employee

performance mediated by leaders' coaching and is significant on employee performance in employees of the Daarussalaamil Kholidiyyah Cilacap Foundation, with a t-statistical value greater than the t-table (1.660) which is 4.180 with a magnitude of influence of 0.225 and a P-value of $0.000 < 0.05$. So it can be concluded that Leader resilience has an effect on employee performance mediated by leaders' coaching. These results are in accordance with research conducted by Liu and Xiang (2020); Mao et al. (2022) who show that the leaders' coaching style that encourages exploration and learning helps improve employee learning orientation. This shows that the guidance provided by leaders is capable of creating a supportive work environment, which ultimately contributes to better performance outcomes. In addition, research conducted by (Mao et al. 2022) shows that the authenticity and resilience of leaders increase organizational identification and build employee resilience. This creates a synergistic relationship between the leader's role as a mentor and the improvement of individual and team performance.

Individual descriptive analysis showed that leader resilience had a positive perception of employee performance with an average weight of 4.12. As well as psychological empowerment. As many as 82.57% of respondents stated that they Agree or Strongly Agree that it shows the strength of a meaningful relationship between the resilience of leaders and the improvement of employee performance, with coaching as a connecting mechanism. This result illustrates that the resilience of a leader resilience not only has an impact on himself in the face of pressure, but also has a real positive influence on the performance of his subordinates. When a leader has a high resilience to stress, uncertainty, and organizational challenges, he or she tends to provide consistent direction, support, and coaching to his team. This coaching, ultimately, becomes the primary channel through which the values of resilience and adaptability of leaders are passed on to employees. In the context of the Daarussalaamil Kholidiyyah Cilacap Foundation, the coaching approach carried out by resilient leaders helps employees better understand their responsibilities, set structured work goals, and develop creative and efficient problem-solving strategies. The guidance provided by leaders also provides space for employees to develop their potential, correct shortcomings, and feel supported in their daily work processes. Thus, leader coaching acts as a bridge between the resilience of the leader and the performance of employees, because it is through coaching that the character of leader resilience can be internalized by employees. When leaders are not only strong, but also present as coaches who foster, it strengthens employees' work ethic, responsibility, and intrinsic motivation to achieve optimal work results.

These findings are in line with Social Exchange Theory which states that when leaders are not only strong, but also present as coaches who foster, it strengthens employees' work ethic, responsibility, and intrinsic motivation to achieve optimal work results. A leader's resilience not only has an impact on himself in the face of pressure, but also has a real positive influence on the performance of his subordinates. When a leader has a high resilience to stress, uncertainty, and organizational challenges, he or she tends to provide consistent direction, support, and coaching to his team. So that support-based leadership has a positive and significant effect on employee work engagement, which is moderated by the quality of the relationship between leaders and team members (leader-member exchange) (Puryantini and Honor Satrya 2024).

The factors that positively impact the relationship between leader resilience and employee performance mediated by leaders' coaching reflect a leadership process that not only relies on the leader's personal resilience, but also on the leader's ability to guide, accompany, and develop employees' potential. In this case, there are a number of supporting factors that strengthen the mediation path. First, resilient leaders tend to have emotional stability and clarity of direction in the face of pressure, which makes them ideal figures to coach effectively. Resilience in the face of challenges allows the leader to remain emotionally and mentally present to his team members. This creates a safe space for employees to grow, learn from mistakes, and obtain constructive feedback without fear. In other words, resilience is an important foundation in building quality coaching practices. Second, resilient leaders typically have a high learning orientation, and this naturally encourages them to transfer these values to employees through the coaching process. Leaders focus not only on achieving targets, but also on developing competencies, strengthening motivation, and increasing individual capacity in the team. This then becomes an intermediary between the personal strength of a leader (resilience) and real results in the form of improving employee performance. Third, leaders' coaching serves as a direct channel that bridges the influence of leaders' resilience into employee work behavior. In the coaching process, leaders transform their resilience into tangible actions: providing clear direction, encouraging in difficult times, and inviting employees to reflect on achievements and challenges. These interactions form an adaptive, efficient, and solution-oriented work pattern among employees, thus having a direct impact on improving their performance. Thus, it can be concluded that the resilience of leaders creates a strong psychological and emotional foundation, which is then strategically channeled through coaching to form more productive, responsible, and competitive employee work behaviors. In the context of the Daarussalaamil Kholidiyyah Cilacap Foundation, this approach is very relevant because it reinforces the values of coaching, tenacity, and sustainability in the overall performance of the organization.

5.7 Leader Resilience Affects Employee Performance Mediated by Psychological Empowerment

Based on the results of the hypothesis test, leader resilience has an influence on psychological empowerment-mediated performance, employee performance is positive and significant in employees of the Daarussalaamil Kholidiyyah Cilacap Foundation, with a t-statistical value greater than the t-table (1.660), which is 3.552 with a magnitude of influence of 0.173 and a P-value of $0.000 < 0.05$. So it can be concluded that Leader resilience affects employee performance mediated by psychological empowerment. The results of this study are in accordance with the research conducted by (Liu and Xiang 2020; Mao et al. 2022) which shows that psychological empowerment mediates the relationship between leadership and performance through mechanisms such as self-efficacy and affective commitment. Employees who feel empowered are more likely to show initiative and engage in high-performance behaviors.

Individual descriptive analysis showed that leader resilience had a positive perception of leaders coaching with an average weight of 4.12. As well as psychological empowerment. As many as 80.76% of respondents stated that the resilience of a leader in facing pressure,

change, and challenges does not necessarily have a direct impact on improving employee performance, but needs to be mediated through the psychological empowerment process. Employees who see toughness and consistency from their leaders will feel more emotionally secure, be encouraged to assess the meaning of work more deeply, and develop confidence in their own capacity. Therefore, leader resilience plays an important role in forming human resources who are not only mentally tough, but also empowered, confident, and able to make optimal contributions to the organization.

These findings are in line with Social Exchange Theory (SET), which states that the relationship between leaders and employees is formed through mutual social exchange. A leader's resilience in dealing with pressure, change, and challenges does not necessarily have a direct impact on improving employee performance. Instead, the influence is mediated through a process of psychological empowerment, where employees feel more psychologically empowered. When leaders demonstrate resilience and consistency, employees feel more emotionally secure, are encouraged to assess the meaning of work more deeply, and develop confidence in their own capacity. This creates a positive reciprocal relationship between leaders and employees. In addition, psychological empowerment acts as a mediator in the relationship between leader resilience and employee performance. Resilient leaders create a supportive work environment, which in turn increases employees' sense of meaning, competence, and autonomy (Çevik and Doğan 2025). Thus, leader resilience not only provides an example of resilience to employees, but also creates conditions that allow employees to feel more psychologically empowered. This strengthens the social relationship between the leader and the employee, which ultimately improves employee performance. In the context of the Daarussalaamil Kholidiyyah Cilacap Foundation, this approach is important to form human resources who are not only mentally resilient, but also empowered, confident, and able to make an optimal contribution to the organization.

The factors that have a positive impact on leader resilience and employee performance mediated by psychological empowerment can be explained through a number of supporting factors that are psychologically and organizationally interrelated. One of the key factors is the ability of a resilient leader to create an emotionally safe and psychologically supportive work environment. Leaders who are able to remain calm, adaptive, and solution-oriented in the face of organizational pressures or challenges will provide a real example to employees of how to deal with difficulties constructively. This example not only increases employees' respect, but also strengthens their perception of the meaning and value of the work they do. Another supporting factor is the sense of psychological empowerment triggered by the resilience of the leader. Leader resilience generally shows confidence in the team's abilities, provides autonomy in decision-making, and provides constructive feedback. In addition, psychological empowerment has been shown to be a significant mediator in bridging the relationship between leadership characteristics and employee performance output. In this context, leader resilience serves as an emotional and behavioral foundation that creates ideal working conditions for the growth of a sense of empowerment in employees, which ultimately has a positive impact on performance improvement. Thus, in the context of the Daarussalaamil Kholidiyyah Cilacap Foundation, it can be concluded that leader resilience does not directly encourage employee performance, but through the process of forming

psychological empowerment, employees become more prepared, confident, and productive in facing work challenges. This makes psychological empowerment a key mechanism that connects leadership quality with the effectiveness of the organization as a whole.

6. CONCLUSION

Based on the results of the analysis and discussion that has been carried out, it can be concluded that there is a positive and significant influence between various factors on employee performance at the Daarussalaamil Kholidiyyah Cilacap Foundation. First, leader resilience has a positive and significant effect on employee performance with a t-statistic of 4.469, an effect of 0.106, and a P-value of 0.010. Second, leader resilience also has a positive and significant effect on leader coaching with a t-statistic of 5.940, an influence of 0.480, and a P-value of 0.000. Third, leader resilience has a positive and significant influence on psychological empowerment with a t-statistic of 6.033, an influence of 0.506, and a P-value of 0.000. Fourth, leader coaching has a positive and significant effect on employee performance with a t-statistic of 7.586, an influence of 0.532, and a P-value of 0.000. Fifth, psychological empowerment has a positive and significant effect on employee performance with a t-statistic of 4.217, an effect of 0.341, and a P-value of 0.000. Sixth, leader resilience affects employee performance mediated by leader coaching with a t-statistic of 4.180, an effect of 0.225, and a P-value of 0.000. Finally, leader resilience also affects employee performance mediated by psychological empowerment with a t-statistic of 3.552, an influence of 0.173, and a P-value of 0.000.

During the implementation of this study, the researcher realized that there were several constraints and limitations that could affect the generalization of results. Some of the limitations found include: first, this study only uses the variables of leader resilience, leader coaching, psychological empowerment, and employee performance as factors that affect employees at the Daarussalaamil Kholidiyyah Cilacap Foundation, which limits the scope of analysis and does not consider other factors that may have an effect. Second, the data in this study was collected directly by the researcher, which provides full control over the data collection process. However, this approach also has the potential to cause limitations in objectivity and can open up opportunities for bias in the interpretation of results.

This research contributes to the development of theories regarding leader resilience, leader coaching, psychological empowerment and employee performance in the Daarussalaamil Kholidiyyah Cilacap Foundation. This study has limitations in identifying other factors that can affect employee performance. Therefore, it is suggested that further research can expand the model used to include other variables, such as transformational leadership, to deepen understanding of the factors that affect employee performance. In addition, the use of more varied research approaches, such as qualitative methods through in-depth interviews, will also be very beneficial to enrich research results and strengthen existing empirical findings. For the Daarussalaamil Kholidiyyah Cilacap Foundation, it is hoped that it can improve leader coaching, psychological empowerment, and employee performance to improve work efficiency and create an environment that encourages employee collaboration and creativity in various situations and conditions in the future. Meanwhile, for employees of the Daarussalaamil Kholidiyyah Cilacap Foundation, it is

hoped that they can optimize the use of technology and digital-based work systems that are available to increase efficiency in completing tasks. In addition, employees are also expected to play an active role in increasing engagement, such as by participating in innovative discussions, providing input on organizational policies, and establishing effective communication with colleagues and leaders. An efficient work environment can also be supported by maintaining a balance between work and personal life, so that good management of working time and the use of welfare facilities provided by the organization are important in supporting employee productivity and creativity.

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