

Change Management, Digital Transformational Leadership, and Collective Efficacy on Organizational Resilience: A Conceptual Framework

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<p><i>Article history:</i> <i>Received: Nov 2025</i> <i>Revised: Nov 2025</i> <i>Accepted: Dec 2025</i> <i>Available online: Dec 2025</i></p> <p>Keywords: Change Management; Digital Transformational Leadership; Collective Efficacy; Organizational Resilience; Conceptual Framework.</p>	<p>Abstract This conceptual paper develops an integrative framework that examines how change management, digital transformational leadership, and collective efficacy interact to enhance organizational resilience in an increasingly volatile and technology-driven environment. Drawing from dynamic capabilities, transformational leadership, and social cognitive theories, the study conceptualizes resilience as a dynamic organizational capability shaped by the alignment of structural adaptability, visionary leadership, and collective belief systems. Effective change management ensures organizational readiness and cultural adaptability, fostering proactive responses to technological and environmental disruptions. Simultaneously, digital transformational leadership empowers employees through innovation, collaboration, and digital competence, enabling agile and informed decision-making. Collective efficacy acts as the psychological mechanism linking these dimensions by cultivating shared confidence, trust, and team cohesion, which transform strategic change and leadership efforts into sustained organizational strength. The proposed model bridges a significant theoretical gap by integrating structural, technological, and behavioral determinants of resilience into a unified perspective. It further provides practical insights for leaders, policymakers, and educators seeking to embed resilience into organizational systems through human-centered and technology-enabled strategies. Aligned with the transformative goals of initiatives such as Saudi Vision 2030, this framework underscores that sustainable resilience is achieved not solely through digital advancement but through the empowerment, engagement, and shared capability of people working collectively toward continuous innovation and adaptability.</p>
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1. Introduction

In today’s rapidly evolving organizational environments, resilience has emerged as a fundamental determinant of sustainability and competitiveness. The increasing complexity of global disruptions such as digital transformation pressures, geopolitical instability, and health crises has compelled organizations to focus on enhancing their adaptive capacity and strategic responsiveness. Organizational resilience reflects an entity’s ability to anticipate, prepare for, respond to, and recover from disruptions while maintaining its core functions and pursuing growth opportunities (Evenseth et al., 2022; Björndahl & Nilsson, 2023). Recent research has emphasized that resilience is not an

inherent trait but a dynamic capability that can be cultivated through strategic leadership, collective efficacy, and adaptive change management (Ho et al., 2023; Liu et al., 2024; Trieu et al., 2024).

Within this context, change management plays a pivotal role in shaping resilient organizations. Effective change management processes ensure that individuals, teams, and systems are aligned to navigate uncertainty, technological shifts, and evolving stakeholder expectations (Afshar & Shah, 2025; Candrasa et al., 2024). Studies in both public and private sectors demonstrate that proactive change strategies, including communication, participation, and empowerment, significantly enhance the organization's ability to withstand disruptions (SAYYD, 2024; Tipu, 2022). In regions such as the Gulf Cooperation Council (GCC), where Vision 2030 frameworks emphasize digital transformation and institutional adaptability, change management has become essential for maintaining continuity and fostering innovation (Yustian & Ratnapuri, 2025).

Parallel to change management, digital transformational leadership (DTL) has emerged as a crucial enabler of organizational resilience. Digital leaders leverage technology to drive innovation, promote agility, and inspire cultural shifts that align with digital modernization (Al Fataih & Aldhmour, 2024; Ali & Amin, 2025). Leadership in the digital era extends beyond technical expertise it involves empowering employees to adopt technology-driven solutions and adapt to continuous change (Al-Husban et al., 2021; Yang et al., 2025). Empirical studies have shown that digital transformational leaders foster knowledge sharing, digital culture, and learning systems that underpin organizational flexibility during crises (He et al., 2023; Ullah et al., 2025; Ye, 2025). Thus, leadership serves as a strategic conduit linking digital transformation initiatives with resilience outcomes.

A complementary dimension of this relationship lies in collective efficacy, a construct rooted in Bandura's social cognitive theory that denotes a group's shared belief in its conjoint capabilities to organize and execute actions required to achieve goals (Rice & Williams, 2020; Kuchenbaur & Peter, 2021). In organizational contexts, collective efficacy enhances collaborative performance, problem-solving, and adaptive behaviors, all of which are critical for resilience (Lopez-Gajardo et al., 2023; Valizadeh et al., 2022). Recent studies indicate that collective efficacy mediates the effects of leadership and change management on organizational outcomes by fostering cohesion, trust, and shared responsibility (Prayag & Dassanayake, 2023; Vinarski-Peretz & Kidron, 2024). Therefore, strengthening collective efficacy can be seen as a mechanism through which leaders and managers translate digital and structural initiatives into resilient performance. Despite the growing body of research on these variables, there remains a conceptual gap in understanding how change management, digital transformational leadership, and collective efficacy interact to build organizational resilience within emerging economies, particularly in the Saudi and GCC contexts. Previous studies have often examined these constructs in isolation, overlooking their synergistic impact (Trenerry et al., 2021; Saemaldaher & Emeagwali, 2025). Moreover, few conceptual frameworks have integrated psychological (collective efficacy) and structural (change management, leadership) determinants within a unified model of resilience (Gichuhi, 2021; Gunawan et al., 2023).

2. Theoretical Foundations

Organizational resilience has become a central concept in modern management theory, reflecting the capability of organizations to adapt, recover, and evolve amid disruption. Theoretical perspectives such as Dynamic Capabilities Theory, Transformational Leadership Theory, and Social Cognitive Theory offer complementary insights into how organizations respond to external shocks and internal transitions. These frameworks collectively suggest that change management, leadership, and collective belief systems play integrated roles in shaping resilience and sustaining performance in the face of uncertainty (Evenseth et al., 2022; Björndahl & Nilsson, 2023; Gunawan et al., 2023). The present section explores the theoretical foundations underlying the four major constructs of this study Change Management, Digital Transformational Leadership, Collective Efficacy, and Organizational Resilience emphasizing their relevance to organizational adaptability and sustainability in the digital era.

2.1 Change Management

Change management theory provides the foundation for understanding how organizations initiate, implement, and sustain change in response to dynamic environments. Grounded in classical frameworks such as Lewin's three-step model and Kotter's eight-step process, contemporary interpretations emphasize flexibility, stakeholder engagement, and continuous learning as essential to achieving successful transformation (Afshar & Shah, 2025; Sharma, 2025). Within the context of organizational resilience, change management serves as a systematic approach that aligns people, processes, and culture to new conditions, reducing resistance and enhancing adaptability (Candrasa et al., 2024; SAYYD, 2024). Recent studies highlight that effective change management fosters proactive organizational cultures capable of responding rapidly to crises such as pandemics, technological disruptions, or policy reforms (Tipu, 2022; Yustian & Ratnapuri, 2025).

This capacity for controlled adaptation positions change management as a dynamic enabler of resilience rather than merely a procedural response. Furthermore, within the public and private sectors of emerging economies, change management aligns with broader strategic goals like Saudi Arabia's Vision 2030, which emphasizes institutional agility and innovation (Saemaldaher & Emeagwali, 2025). From a theoretical standpoint, change management supports the Dynamic Capabilities Framework, suggesting that organizations must continually integrate, build, and reconfigure internal competencies to address shifting environments (He et al., 2023; Kogila et al., 2024). Through planned interventions, communication, and capacity-building, change management promotes a culture of learning that strengthens organizational resilience and prepares institutions for sustained transformation.

2.2 Digital Transformational Leadership

Digital Transformational Leadership (DTL) merges the principles of transformational leadership theory with the realities of digitalization and innovation-driven economies. Rooted in Bass and Avolio's transformational leadership framework, DTL emphasizes vision, inspiration, intellectual stimulation, and individualized consideration, yet redefines these attributes in alignment with digital technologies and data-driven decision-making (Al-Husban et al., 2021; Ali & Amin, 2025). In contemporary organizations, digital transformational leaders serve as catalysts for digital adoption, guiding their teams through technological transitions and fostering resilience through continuous learning and innovation (Al

Fataih & Aldhmour, 2024; Ullah et al., 2025). DTL contributes to organizational resilience by creating an adaptive culture that embraces uncertainty and complexity. Studies have shown that such leaders not only influence technology uptake but also strengthen employees' psychological readiness for change, empowering them to act autonomously within volatile environments (Trenerry et al., 2021; Ye, 2025).

By integrating human-centered and technology-oriented strategies, digital leaders enhance the organization's capacity for agility, communication, and sustained performance even amid disruption (Yang et al., 2025; Trieu et al., 2024). From a theoretical lens, DTL draws upon Transformational Leadership Theory, which asserts that visionary and inspirational leaders can transform followers' beliefs and motivations toward collective organizational goals (Ali et al., 2024; Karawya, 2024). It also aligns with the Dynamic Capabilities Perspective, where leadership enables the sensing and seizing of digital opportunities, thereby reinforcing the link between digital transformation and organizational resilience (He et al., 2023; Juliana et al., 2023). In this sense, digital transformational leadership serves as both an antecedent and facilitator of resilience through its influence on innovation, culture, and strategic alignment.

2.3 Collective Efficacy

Collective efficacy, derived from Bandura's Social Cognitive Theory, refers to the shared belief of a group in its collective capacity to organize and execute actions necessary to achieve specific objectives (Rice & Williams, 2020). In organizational contexts, collective efficacy underpins teamwork, collaboration, and coordinated problem-solving attributes that are crucial during periods of change or crisis (Kuchenbaur & Peter, 2021; Valizadeh et al., 2022). It extends beyond individual self-efficacy by emphasizing the collective confidence that emerges from mutual trust, shared experience, and cohesive effort. Collective efficacy functions as a psychological mechanism through which leadership and management initiatives translate into resilient outcomes. When employees collectively believe in their ability to overcome challenges, they demonstrate higher levels of creativity, adaptability, and persistence, thereby enhancing organizational resilience (Lopez-Gajardo et al., 2023; Prayag & Dassanayake, 2023).

Research also reveals that collective efficacy mediates the relationship between transformational leadership and organizational outcomes by strengthening commitment, morale, and mutual support among team members (Vinarski-Peretz & Kidron, 2024; Hardin, 2023). In the digital era, collective efficacy becomes even more critical as teams collaborate across virtual and technological platforms. Digital leaders play a vital role in sustaining this collective belief through transparent communication, inclusion, and shared decision-making (Yang et al., 2025; Trubetskaya & Mullers, 2021). By reinforcing group confidence and interdependence, collective efficacy fosters a culture of resilience where teams can adapt to technological and environmental disruptions with coordinated strength and innovation.

2.4 Organizational Resilience

Organizational resilience is a multifaceted construct reflecting the ability of organizations to anticipate, absorb, and recover from disruptions while maintaining functionality and competitive advantage (Evenseth et al., 2022; Björndahl & Nilsson, 2023). Rooted in Dynamic Capabilities Theory and systems thinking, resilience represents both a process and an outcome where organizations dynamically reconfigure resources, learn from adversity, and emerge stronger (Gunawan et al., 2023; Ho et al., 2023).

Recent conceptualizations highlight resilience as a strategic capability that integrates flexibility, innovation, and employee engagement. Digital transformation initiatives, for instance, enable organizations to maintain operations through data analytics, automation, and adaptive processes during crises (He et al., 2023; Al Mohannadi et al., 2023). Leadership also plays a central role by shaping a culture that embraces learning and psychological safety, thereby supporting recovery and future preparedness (Zadok et al., 2024; Ullah et al., 2025). Furthermore, organizational resilience is reinforced by collective efficacy, which enhances team cohesion and coordinated responses in uncertain environments (Valizadeh et al., 2022; Lopez-Gajardo et al., 2023). In this sense, resilience is not merely reactive but a proactive and transformational process encompassing learning, adaptation, and renewal.

3. Hypotheses Development

The development of hypotheses for this conceptual framework is grounded in the integration of Dynamic Capabilities Theory, Transformational Leadership Theory, and Social Cognitive Theory, which collectively explain how organizations anticipate, respond to, and recover from disruptions. These theoretical perspectives suggest that change management and digital transformational leadership serve as key antecedents that enhance organizational resilience through structural adaptation, innovation, and collective belief systems (Afshar & Shah, 2025; Ho et al., 2023; Liu et al., 2024). Moreover, collective efficacy as a social and psychological construct functions as a mediating mechanism that strengthens the impact of leadership and change management on organizational outcomes (Rice & Williams, 2020; Valizadeh et al., 2022; Prayag & Dassanayake, 2023). The following subsections propose specific theoretical linkages among the constructs of this study.

3.1 Change Management and Organizational Resilience

Change management is recognized as a structured process that enables organizations to adapt to environmental shifts, technological advancements, and market uncertainties. By fostering readiness and managing resistance, change management enhances organizational agility, learning, and long-term sustainability (Afshar & Shah, 2025; Sharma, 2025). Organizations that embrace effective change management cultivate resilience through clear communication, stakeholder involvement, and continuous improvement, allowing them to recover swiftly from disruptions (Candrasa et al., 2024; SAYYD, 2024). Within the context of Dynamic Capabilities Theory, change management reinforces the sensing, seizing, and transforming of resources necessary for resilience (He et al., 2023; Tipu, 2022). Consequently, the ability to institutionalize adaptive change processes translates into improved organizational resilience across sectors and contexts.

H1: There is a positive and significant relationship between change management and organizational resilience.

3.2 Digital Transformational Leadership and Organizational Resilience

Digital Transformational Leadership (DTL) embodies the capacity of leaders to integrate technological innovation with human-centric management to foster flexibility and resilience (Al Fataih & Aldhmour, 2024; Ali & Amin, 2025). Leaders who possess digital vision and strategic foresight empower employees to embrace digital tools, co-create innovative solutions, and maintain operational continuity during crises (Al-Husban et al., 2021; He et al., 2023). The Transformational Leadership Theory underscores the role

of visionary leaders in inspiring trust, collective purpose, and shared values, all of which are essential for building resilient cultures (Ali et al., 2024; Ye, 2025). Furthermore, digital leadership aligns technological adaptation with organizational learning, creating pathways for digital resilience (Trieu et al., 2024; Ullah et al., 2025). As organizations navigate volatile markets and digital disruptions, leaders who effectively balance technology with empathy strengthen the organization's capability to sustain performance under uncertainty.

H2: There is a positive and significant relationship between Digital Transformational Leadership and organizational resilience.

3.3 Collective Efficacy and Organizational Resilience

Collective efficacy refers to the shared belief among members of an organization in their joint ability to accomplish tasks and overcome challenges (Rice & Williams, 2020; Kuchenbaur & Peter, 2021). Rooted in Social Cognitive Theory, this belief system fosters motivation, cooperation, and shared accountability, which enhance the organization's adaptive capacity during disruption (Valizadeh et al., 2022; Lopez-Gajardo et al., 2023). High collective efficacy strengthens social cohesion, reduces anxiety during change, and increases the team's resilience by promoting coordinated responses to crises (Prayag & Dassanayake, 2023; Vinarski-Peretz & Kidron, 2024). In dynamic environments, collective efficacy enables teams to reframe adversity as a learning opportunity and to maintain high morale and innovation levels, even under pressure (Hardin, 2023; Yang et al., 2025).

H3: Collective efficacy positively influences organizational resilience.

3.4 Change Management and Collective Efficacy

Change management initiatives that encourage participation, communication, and empowerment significantly enhance employees' sense of collective efficacy (Candrasa et al., 2024; SAYYD, 2024). When employees are involved in decision-making and perceive change processes as transparent and inclusive, they develop greater trust in their collective capabilities to achieve successful outcomes (Afshar & Shah, 2025; Sharma, 2025). The alignment between leadership actions and employee engagement strengthens mutual confidence and fosters a sense of shared ownership over organizational objectives (Kogila et al., 2024; Tipu, 2022). From the perspective of Social Cognitive Theory, such participatory practices reinforce collective learning, collaboration, and the belief that the group can manage transitions effectively (Rice & Williams, 2020; Hardin, 2023). Consequently, effective change management acts as a psychological catalyst that elevates collective efficacy across organizational teams.

H4: There is a positive and significant relationship between change management and collective efficacy.

3.5 Digital Transformational Leadership and Collective Efficacy

Digital transformational leaders enhance collective efficacy by inspiring confidence, articulating a clear vision for digital innovation, and fostering an environment of trust and collaboration (Al-Husban et al., 2021; Ali & Amin, 2025). By empowering employees through knowledge sharing, digital skill development, and inclusive communication, leaders build a shared belief in the organization's ability to adapt to technological and strategic changes (Trenerry et al., 2021; Juliana et al., 2023). Transformational

leaders who integrate emotional intelligence with technological foresight strengthen psychological safety and reinforce group confidence in achieving collective goals (Ali et al., 2024; Yang et al., 2025). Moreover, through the Transformational Leadership Theory, DTL shapes an innovative culture where followers are motivated to collaborate, innovate, and embrace uncertainty key determinants of collective efficacy (Trubetskaya & Mullers, 2021; Ye, 2025).

H5: There is a positive and significant relationship between Digital Transformational Leadership and collective efficacy.

3.6 The Mediating Role of Collective Efficacy between Change Management and Organizational Resilience

Collective efficacy functions as a mediating mechanism that translates effective change management into organizational resilience (Valizadeh et al., 2022; Lopez-Gajardo et al., 2023). When change initiatives are well-planned and inclusive, they cultivate team confidence, mutual trust, and the belief that collective action can overcome uncertainty (Afshar & Shah, 2025; Candrasa et al., 2024). These shared beliefs enhance collaboration, problem-solving, and adaptability, all of which are essential for resilience (Kuchenbaur & Peter, 2021; Prayag & Dassanayake, 2023). In essence, change management fosters structural readiness, while collective efficacy reinforces psychological readiness, together forming a dual foundation for resilience (Gunawan et al., 2023; Björndahl & Nilsson, 2023). This mediating pathway underscores the importance of both strategic systems and collective mindsets in achieving sustainable adaptability.

H6: Collective efficacy mediates the relationship between change management and organizational resilience.

3.7 The Mediating Role of Collective Efficacy between Digital Transformational Leadership and Organizational Resilience

Leadership behaviors that promote collaboration, empowerment, and shared vision enhance collective efficacy, which in turn drives organizational resilience (Ali & Amin, 2025; Yang et al., 2025). Through digital transformational leadership, employees develop stronger trust in their leaders' vision and in their team's collective capacity to manage challenges (Ullah et al., 2025; Ye, 2025). This shared belief enhances adaptability and commitment, thereby enabling the organization to withstand disruption and sustain long-term growth (He et al., 2023; Ho et al., 2023). Empirical and conceptual studies confirm that collective efficacy is a crucial mediating factor between leadership and performance, acting as the psychological bridge between motivation and resilience (Valizadeh et al., 2022; Vinarski-Peretz & Kidron, 2024). Within digital ecosystems, this mediating effect becomes stronger as leaders leverage technology to build collaborative cultures that reinforce shared goals and continuous improvement (Trieu et al., 2024; Trenerry et al., 2021).

H7: Collective efficacy mediates the relationship between digital transformational leadership and organizational resilience.

4. Gap in the Literature

Although the literature on organizational resilience has grown significantly in recent years, much of it remains fragmented, focusing on isolated determinants such as leadership, change management, or innovation without integrating the psychological mechanisms that translate these factors into sustainable adaptability. The need for multidimensional frameworks that capture both structural and behavioral determinants of resilience is increasingly emphasized (Evenseth et al., 2022; Gunawan et al., 2023). Existing studies often address resilience as an outcome rather than as an evolving capability shaped by human cognition, leadership vision, and systemic adaptability (Björndahl & Nilsson, 2023; Ho et al., 2023). This section identifies specific gaps within the current literature related to the core constructs of change management, digital transformational leadership, collective efficacy, and their integrated impact on organizational resilience.

4.1 Change Management and Organizational Resilience

The literature acknowledges that change management is instrumental in building resilient organizations, yet most studies emphasize procedural or technical aspects rather than the behavioral and cultural dimensions that sustain adaptability (Afshar & Shah, 2025; Sharma, 2025). While frameworks such as Lewin's and Kotter's models are frequently applied, they are often criticized for being linear and less responsive to the complexities of digital transformation and global uncertainty (Candrasa et al., 2024; Tipu, 2022). Moreover, many empirical studies have focused on short-term change outcomes such as improved efficiency or reduced resistance rather than the long-term resilience that emerges from institutional learning and adaptive culture (SAYYD, 2024; Kogila et al., 2024). In the context of emerging economies and public institutions, particularly within the Gulf region, there is limited research examining how change management frameworks align with national transformation goals like Saudi Vision 2030, which emphasizes agility, innovation, and sustainability (Saemaldaher & Emeagwali, 2025; Yustian & Ratnapuri, 2025). The gap thus lies in understanding how change management practices not only facilitate adaptation but also embed resilience as a strategic organizational capability across complex digital ecosystems.

4.2 Digital Transformational Leadership and Organizational Resilience

While Digital Transformational Leadership (DTL) has become a central focus in studies on digital transformation, its link to organizational resilience remains under-theorized and underexplored (Al Fataih & Aldhmour, 2024; He et al., 2023). Most existing research has centered on DTL's impact on innovation, performance, or technology adoption rather than its influence on organizational recovery, learning, and resilience (Ali & Amin, 2025; Juliana et al., 2023). Additionally, the Transformational Leadership Theory has been widely validated in traditional contexts but less applied in digitalized organizational structures characterized by remote work, automation, and rapid change (Trieu et al., 2024; Ye, 2025). Empirical studies in GCC and developing economies reveal a lack of comprehensive models integrating digital leadership with resilience-building mechanisms, especially in sectors undergoing continuous digital reform such as education, energy, and public administration (Karawya, 2024; Ullah et al., 2025). The absence of contextual frameworks limits the generalizability of global leadership theories to regional transformation agendas. Consequently, a theoretical gap exists in explaining how digital transformational leadership influences resilience through cultural adaptation, employee empowerment,

and collective learning, particularly in the context of digital transformation policies and Vision 2030 objectives.

4.3 Collective Efficacy and Organizational Resilience

Although collective efficacy has been well established as a psychological determinant of group performance and motivation (Rice & Williams, 2020; Kuchenbaur & Peter, 2021), its role in fostering organizational resilience is still underexplored. Most research treats efficacy at the individual or team level, overlooking how collective belief systems interact with leadership and change management to strengthen institutional resilience (Lopez-Gajardo et al., 2023; Valizadeh et al., 2022). Moreover, while collective efficacy has been linked to innovation, commitment, and collaboration, few studies have empirically examined it as a mediating mechanism connecting leadership and change dynamics with resilience outcomes (Prayag & Dassanayake, 2023; Vinarski-Peretz & Kidron, 2024). In addition, there is a limited understanding of how collective efficacy develops in digitally transformed environments, where hybrid work systems and distributed teams rely on virtual collaboration and technological tools (Hardin, 2023; Yang et al., 2025). The gap also extends to how cultural and contextual variables such as collectivism and power distance in Middle Eastern organizations affect the development of collective efficacy and its influence on resilience. Addressing these omissions is essential for developing psychologically grounded models of resilience that extend beyond structural and operational dimensions.

4.4 Integrated Gaps in the Model

While previous studies have individually explored the effects of change management, leadership, and efficacy, very few have integrated these constructs within a unified framework to explain resilience as a multifactorial process (Gunawan et al., 2023; Ho et al., 2023). Current research often isolates structural factors (e.g., leadership style, organizational strategy) from behavioral factors (e.g., group confidence, collective efficacy), neglecting their interdependence in shaping adaptive capacity (Evenseth et al., 2022; Liu et al., 2024). Moreover, despite the prominence of digital transformation in the post-pandemic era, the combined influence of change management and digital leadership on organizational resilience through collective efficacy remains conceptually and empirically unaddressed (Ali et al., 2024; Trubetskaya & Mullers, 2021). The mediating role of collective efficacy has not been sufficiently theorized as a mechanism that translates structural and technological capabilities into sustainable resilience (Valizadeh et al., 2022; Prayag & Dassanayake, 2023).

5. Conceptual Framework Development

Building on the theoretical and empirical foundations discussed earlier, this study proposes a comprehensive conceptual framework that integrates Change Management (CM), Digital Transformational Leadership (DTL), Collective Efficacy (CE), and Organizational Resilience (OR) into a unified model. The framework is theoretically grounded in Dynamic Capabilities Theory, Transformational Leadership Theory, and Social Cognitive Theory, providing a multidimensional explanation of how organizations adapt and thrive in complex, uncertain, and technologically driven environments (Evenseth et al., 2022; Gunawan et al., 2023; Ho et al., 2023). The conceptual model suggests that both change management and digital transformational leadership directly influence

organizational resilience, while collective efficacy mediates these relationships by fostering psychological readiness, shared confidence, and team cohesion (Rice & Williams, 2020; Prayag & Dassanayake, 2023; Valizadeh et al., 2022). Through this integration, the framework emphasizes that resilience is not merely a structural capability but an emergent property resulting from aligned organizational systems, visionary leadership, and collective belief in capability and adaptability.

5.1 Change Management and Collective Efficacy

Change management practices, when effectively implemented, establish the behavioral and psychological conditions necessary for developing collective efficacy within organizations. Successful change management encourages employee participation, communication, and empowerment factors that enhance mutual trust and shared confidence (Afshar & Shah, 2025; SAYYD, 2024). According to Social Cognitive Theory, these practices influence group cognition, leading employees to believe that their collective actions can overcome challenges and achieve transformation goals (Rice & Williams, 2020; Kuchenbaur & Peter, 2021). Studies have shown that inclusive change management strategies increase employee engagement and foster a sense of ownership that strengthens team cohesion and efficacy (Candrasa et al., 2024; Sharma, 2025). Moreover, when change leaders promote transparency and continuous learning, employees develop a shared perception of competence and capability that translates into collective confidence in managing disruptions (Kogila et al., 2024; Tipu, 2022). This relationship underscores that effective change management does not merely alter structures or processes but shapes the collective mindset that sustains organizational resilience.

5.2 Digital Transformational Leadership and Collective Efficacy

Digital Transformational Leadership (DTL) operates at the intersection of technology, innovation, and human empowerment. It is characterized by leaders who inspire, intellectually stimulate, and individually consider followers while leveraging digital tools to achieve collective goals (Al-Husban et al., 2021; Ali & Amin, 2025). Transformational leaders articulate a compelling digital vision and cultivate trust, thus strengthening followers' confidence in their collective capacity to adapt to technological and strategic changes (He et al., 2023; Yang et al., 2025). Research indicates that DTL enhances collective efficacy by building collaborative digital cultures, encouraging continuous learning, and promoting cross-functional teamwork (Trener et al., 2021; Ullah et al., 2025). Through participatory digital environments, leaders enable employees to develop shared competencies and confidence in achieving transformation outcomes (Ali et al., 2024; Trubetskaya & Mullers, 2021). Moreover, transformational leaders act as catalysts for self-efficacy at the individual level, which accumulates into collective efficacy at the group and organizational levels (Vinarski-Peretz & Kidron, 2024; Hardin, 2023).

5.3 Collective Efficacy and Organizational Resilience

Collective efficacy represents a fundamental psychological resource that directly contributes to organizational resilience. It enhances collaboration, adaptability, and coordinated responses during crises (Lopez-Gajardo et al., 2023; Prayag & Dassanayake, 2023). According to Social Cognitive Theory, organizations with high collective efficacy display superior problem-solving, innovation, and perseverance in the face of challenges (Valizadeh et al., 2022; Björndahl & Nilsson, 2023). Collective efficacy fosters mutual accountability and shared learning, enabling organizations to transform adverse

experiences into opportunities for growth (Gunawan et al., 2023; Ho et al., 2023). In digitally transforming environments, collective efficacy also supports the integration of technological systems and human processes by ensuring that employees believe in their capability to adapt, collaborate, and innovate (Yang et al., 2025; Ye, 2025). This belief system transforms resilience from a reactive response to an active, strategic process of ongoing renewal. Hence, organizations with strong collective efficacy are more capable of maintaining stability and achieving sustained performance even under complex and uncertain conditions.

5.4 Proposed Conceptual Framework

The proposed conceptual framework integrates the constructs discussed above into a holistic model (see Fig.1). The model posits that Change Management (CM) and Digital Transformational Leadership (DTL) act as primary antecedents of Organizational Resilience (OR), both directly and indirectly through Collective Efficacy (CE) as a mediating variable. This framework illustrates that organizations achieve resilience not merely through structural transformation or leadership initiatives alone, but through the collective belief systems and shared competencies that translate vision into action. The interplay among these constructs reflects a balanced integration of strategic, technological, and psychological dimensions, offering a multidimensional explanation of resilience suitable for contemporary organizations, particularly those within the Saudi and GCC contexts undergoing Vision 2030 transformation (Saemaldaher & Emeagwali, 2025; Yustian & Ratnapuri, 2025).

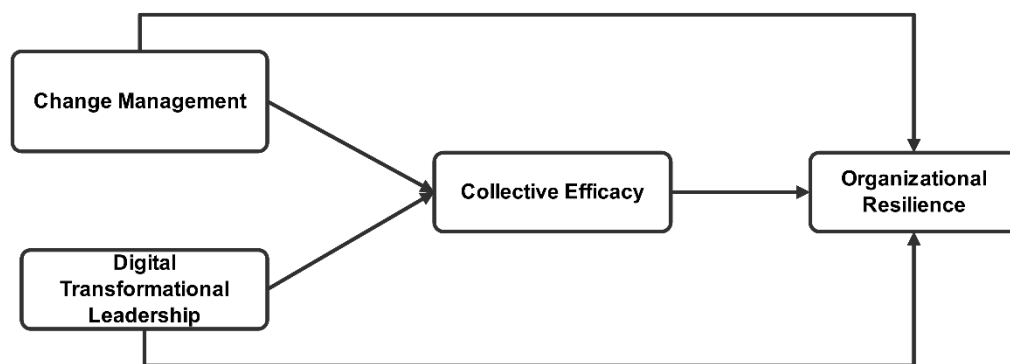


Fig. 1. Research Conceptual Framework

6. Practical Implications

The conceptual framework developed in this study provides several practical implications for leaders, policymakers, and researchers who seek to strengthen organizational resilience through effective change management, digital transformational leadership, and collective efficacy. By integrating these constructs, organizations can establish not only structural readiness but also psychological preparedness to navigate uncertainty, ensuring sustainable growth and performance. The following subsections outline the key implications of the model for practitioners and scholars within contemporary organizations, particularly in the context of emerging economies and digital transformation initiatives aligned with national development visions such as Saudi Vision 2030.

6.1 Implications for Organizational Leaders

For organizational leaders, this framework underscores the need to balance technical transformation with human-centered change. Leaders should recognize that resilience emerges from cultivating a workforce that feels confident, supported, and capable of managing uncertainty collectively (Ali & Amin, 2025; Ullah et al., 2025). Adopting digital transformational leadership (DTL) practices allows leaders to inspire shared vision, empower employees, and foster cultures of innovation and adaptability (Al-Husban et al., 2021; He et al., 2023). In digitalized work environments, leaders must also prioritize digital literacy, data-driven decision-making, and cross-functional collaboration to build organizational agility and responsiveness (Trieu et al., 2024; Ye, 2025). Furthermore, effective change management practices should emphasize transparent communication, inclusivity, and employee participation. These practices increase collective efficacy by promoting trust and commitment among team members (Afshar & Shah, 2025; SAYYD, 2024).

Leaders are encouraged to engage employees early in change processes, allowing them to co-create solutions and enhance their belief in the team's capacity to adapt successfully (Candrasa et al., 2024; Sharma, 2025). By integrating digital tools with human engagement strategies, leaders can cultivate a resilient mindset across all organizational levels, transforming disruption into a driver of innovation and renewal (Ali et al., 2024; Ho et al., 2023). In practice, this means that leaders should transition from directive management styles to transformational and participative leadership, emphasizing empowerment and continuous learning (Kogila et al., 2024; Juliana et al., 2023). They must also invest in training programs that develop collective digital capabilities, foster adaptability, and strengthen psychological resilience among employees. Such leadership-driven initiatives form the foundation for enduring organizational resilience in volatile business landscapes.

6.2 Implications for Policymakers and Regulators

From a policy and governance perspective, the framework highlights the strategic role of national and institutional policies in promoting digital transformation, organizational adaptability, and collective resilience. Policymakers should design regulatory frameworks that encourage organizations to adopt structured change management practices and invest in leadership development programs focused on digital competence, innovation, and emotional intelligence (Saemaldaher & Emeagwali, 2025; Yustian & Ratnapuri, 2025). This alignment ensures that transformation efforts are sustainable, inclusive, and consistent with national development objectives, such as those outlined in Vision 2030. Governments and regulatory bodies can further enhance resilience by incentivizing digital adoption and workforce capacity-building through grants, partnerships, and knowledge-sharing platforms (Al Fataih & Aldhmour, 2024; Al Mohannadi et al., 2023).

Such initiatives enable public and private organizations to strengthen their structural flexibility and crisis readiness (Evenseth et al., 2022; Björndahl & Nilsson, 2023). Policymakers must also emphasize the integration of collective efficacy principles such as collaboration, shared responsibility, and empowerment into national leadership and training programs to enhance social and institutional resilience (Valizadeh et al., 2022; Vinarski-Peretz & Kidron, 2024). Additionally, digital governance frameworks should mandate continuous monitoring and evaluation of organizational change initiatives, ensuring that digital transformation projects contribute to both efficiency and human well-being

(Trenerry et al., 2021; Trubetskaya & Mullers, 2021). The long-term policy implication is the establishment of adaptive governance systems those that learn, evolve, and respond dynamically to economic and technological changes, thereby embedding resilience within institutional and societal structures.

6.3 Implications for Researchers and Educators

For researchers, this study opens several theoretical and empirical avenues. The proposed conceptual framework addresses a major gap in the resilience literature by integrating change management, digital leadership, and collective efficacy into a unified model (Gunawan et al., 2023; Liu et al., 2024). Future research can empirically validate this framework using advanced modeling techniques such as PLS-SEM to test mediating and moderating relationships across diverse organizational contexts (Ho et al., 2023; Björndahl & Nilsson, 2023). Cross-sectoral and cross-cultural studies are particularly recommended to explore how regional and institutional variables influence the strength of these relationships, especially in the Gulf Cooperation Council (GCC) and other emerging economies undergoing digital transformation (Karawya, 2024; Ullah et al., 2025). Educators and academic institutions should integrate these concepts into leadership, management, and digital innovation curricula to prepare future leaders capable of managing both technological and human aspects of resilience (Ali et al., 2024; Ali & Amin, 2025).

Embedding collective efficacy and change management principles in academic programs will help cultivate leaders who value collaboration, communication, and empathy traits essential for resilient organizations in the digital age (Rice & Williams, 2020; Lopez-Gajardo et al., 2023). Moreover, further scholarly exploration should focus on longitudinal studies to measure how collective efficacy evolves during organizational change and digital transformation. Researchers should also consider hybrid methodological approaches that combine quantitative modeling with qualitative insights from leadership interviews and organizational case studies (Evenseth et al., 2022; Gunawan et al., 2023). Such approaches will deepen understanding of the dynamic interplay among leadership, change, and collective cognition in shaping organizational resilience over time.

7. Conclusion

This conceptual paper advances the theoretical and practical understanding of organizational resilience by integrating change management, digital transformational leadership, and collective efficacy within a unified framework. Drawing on the Dynamic Capabilities Theory, Transformational Leadership Theory, and Social Cognitive Theory, the proposed model illustrates that resilience is not merely a reactive response to crises but a proactive, evolving capability shaped by structural adaptability, visionary leadership, and shared belief systems. By positioning collective efficacy as a mediating mechanism, the framework highlights that resilient organizations emerge when employees collectively believe in their ability to navigate change, implement innovation, and sustain performance during uncertainty. The analysis reveals that change management serves as a structural enabler of resilience by aligning processes, culture, and strategy toward adaptive transformation. At the same time, digital transformational leadership empowers individuals and teams to embrace new technologies, sustain innovation, and build a learning-oriented culture that enhances flexibility and responsiveness.

Together, these factors interact to cultivate collective efficacy, fostering a cohesive belief in the organization's capability to overcome challenges and achieve strategic objectives. This framework contributes to theory by bridging psychological and structural dimensions of resilience, offering a multidimensional model that reflects the realities of digital transformation and global uncertainty. For practitioners, it emphasizes that resilience cannot be achieved solely through technological investment or hierarchical leadership; it must be cultivated through participatory change processes and collective confidence in the organization's ability to adapt and thrive. Future research should empirically validate this framework across various sectors and cultural contexts to determine the extent to which collective efficacy mediates the relationships among change management, leadership, and resilience. Studies employing structural equation modeling (SEM) and longitudinal designs are particularly recommended to explore these dynamic interactions over time. Moreover, comparative studies across industries and regions can enrich understanding of how contextual variables such as digital maturity and organizational culture affect the resilience process.

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