

Supplementary Material

This supplementary material is linked to the article Basalamah et al. (2026) *Building organizational resilience through digitalization and transformational leadership: Evidence from an Indonesian herbal industry*. DOI: <https://doi.org/10.31893/multiscience.2026539>

Appendix A. Measurement Model Details

A1 Construct Items and Standardized Loadings.

| Construct | Item Code | Item Wording (example, adapt as per actual questionnaire) | Standardized Loading |
|----------------------------------|-----------|--|----------------------|
| Transformational Leadership (X1) | TL1 | My leader communicates a clear and inspiring vision | 0.82 |
| | TL2 | My leader encourages creativity and innovation | 0.86 |
| | TL3 | My leader pays attention to individual development needs | 0.79 |
| | TL4 | My leader acts as a role model | 0.85 |
| Digitalization (X2) | DIG1 | Digital tools are used to automate processes | 0.83 |
| | DIG2 | Technology systems are reliable and consistent | 0.87 |
| | DIG3 | Decision-making is supported by data analytics | 0.81 |
| | DIG4 | Digital innovation is applied in products/services | 0.84 |
| Organizational Capabilities (Z) | OC1 | The organization can sense opportunities and threats in the market | 0.88 |
| | OC2 | The organization is proactive in seizing opportunities | 0.91 |
| | OC3 | The organization adapts resources to respond to changes | 0.86 |
| | OC4 | The organization fosters learning and knowledge sharing | 0.80 |
| | OC5 | Departments collaborate effectively to achieve goals | 0.82 |
| Organizational Resilience (Y) | RES1 | The organization anticipates risks effectively | 0.83 |
| | RES2 | The organization adapts quickly after a crisis | 0.89 |
| | RES3 | The organization maintains stability during crises | 0.87 |

A2 Cross-Loadings Matrix.

| Item | Transformational Leadership | Digitalization | Organizational Capabilities |
|------|-----------------------------|----------------|-----------------------------|
| TL1 | 0.82 | 0.41 | 0.56 |
| TL2 | 0.86 | 0.39 | 0.52 |
| TL3 | 0.79 | 0.35 | 0.48 |
| TL4 | 0.85 | 0.38 | 0.50 |
| DIG1 | 0.40 | 0.83 | 0.53 |
| DIG2 | 0.36 | 0.87 | 0.55 |
| DIG3 | 0.38 | 0.81 | 0.51 |
| DIG4 | 0.42 | 0.84 | 0.54 |
| OC1 | 0.55 | 0.57 | 0.88 |
| OC2 | 0.58 | 0.60 | 0.91 |
| OC3 | 0.54 | 0.56 | 0.86 |
| OC4 | 0.49 | 0.50 | 0.80 |
| OC5 | 0.52 | 0.53 | 0.82 |
| RES1 | 0.45 | 0.39 | 0.62 |
| RES2 | 0.49 | 0.42 | 0.65 |
| RES3 | 0.47 | 0.40 | 0.64 |

A3 HTMT (Heterotrait-Monotrait) Ratios.

| Construct | Transformational Leadership | Digitalization | Organizational Capabilities | Organizational Resilience |
|-----------------------------|-----------------------------|----------------|-----------------------------|---------------------------|
| Transformational Leadership | – | 0.41 | 0.78 | 0.65 |
| Digitalization | 0.41 | – | 0.64 | 0.37 |
| Organizational Capabilities | 0.78 | 0.64 | – | 0.83 |
| Organizational Resilience | 0.65 | 0.37 | 0.83 | – |