



## Investigating the Transformational Leadership Strategy and Strategic Deviation with Organizational Resilience Considering the Moderation of Trust in Leadership Decisions

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### **Abstract**

The purpose of this research is to investigate the strategy of transformational leadership and strategic deviation with organizational resilience, taking into account the moderation of trust in leadership decisions among the managers of food manufacturing companies located in the industrial towns of Alborz province. The research method is descriptive-survey, practical in terms of purpose, and cross-sectional in terms of time. The statistical population of this research is the production units active in the food industry located in the industrial towns of Alborz province, in the number of 100 industrial units, and the managers of these units are the representatives of the society. The sampling method at the organization level is enumeration; That is, all the managers in the active food industries located in the industrial towns of Alborz province are considered. At the individual level, sampling was done purposefully; This means that in each industrial unit, 2 active managers in planning and planning, strategic planning, research and development units and with relevant education in the field of management and strategic planning were selected and the number of volumes The sample is 200 people. To measure the validity of the questionnaires using the content method and to determine its reliability, Cronbach's alpha was calculated, and the total Cronbach's alpha value was estimated to be 0.845. To check the normality of the data, the Kolmogorov-Smirnov test and all these analyzes were performed using SPSS 24 and Smart PLS software. The results of the research showed that the transformational leadership strategy and strategic deviation have a significant relationship with organizational resilience and moderation of trust in leadership decisions. The hypothesis test in this research showed that transformational leadership strategy and strategic deviation have a significant relationship with organizational resilience. And all research hypotheses were confirmed.

**Keywords:** *Transformational Leadership Strategy; Strategic Deviation; Organizational Resilience; Trust in Leadership Decisions*

## **Introduction**

With the spread of the Covid-19 virus in the world and its various effects on the world's industry and economy, organizations, as one of the most important pillars of the world's economic system, have been involved in a crisis and great uncertainty, which due to the unknown characteristics of the virus, it is not possible to give an exact duration for this crisis. Considered on the other hand, different organizations have prepared their plans and strategies for the years 2019 and 2020 before the crisis, and now with the occurrence of a widespread crisis in the world, the previous strategies no longer have the necessary effectiveness and organizations are required to revise their strategic management document. Undoubtedly, overcoming this crisis situation will require different activities in the organization and the revision of the strategic plan will be part of it. The manager and leader of the organization will have the most key role in passing through this crisis and entering the new normal state after Corona, so that getting to know the impact of the transformational leadership strategy on strategic decisions and the need to deviate from past strategies for the survival of the organization is necessary, on the one hand, for strategic deviation Organizations must be resilient in many ways, because without flexibility and resilience, any change and deviation from the strategy will be impractical and will not guarantee the survival of the organization. Also, considering all the mentioned relationships, we can emphasize the importance of trusting leadership decisions as a very important component that can directly influence the behavior of employees. In this research, the effort is to investigate the existence or non-existence of the relationship between the variables of this research, so that if the relationships between the variables are positive, the organization can be managed more effectively during crises such as the Covid-19 epidemic.

## **Research Problem**

For any organization, a major disruption, such as the crisis caused by the Covid-19 pandemic, can threaten business continuity. However, regardless of the impact of the crisis, the issue of preparing to face the crisis and the crisis management process is still a big problem for organizations (Lockwood, 2022; Tomastik and Strohmendel, 2020). If crises such as the Covid-19 pandemic are not managed, companies will continue to face economic problems. For the correct management of the organization in times of crisis, there are important components that should be studied and researched. One of these components is the importance of organizational resilience. Organizational resilience means the ability to resist systematic discontinuities and adapt to new risk environments and has three main categories: self-regulation, recovery, renewal and improvement. Self-regulation refers to the ability to respond quickly to external shocks to reduce losses. Resilience refers to the improvement and development of enterprises during the crisis period, which affects their ability to survive. Resilience plays an important role in urban development, export and company growth (Rose and Crossman, 2021).

Understanding the factors that help improve crisis management and allow companies to better withstand crisis situations has become a top priority in crisis management. In times of crisis alternatives.

Inside the country, the concept of strategic deviation has not been researched; However, due to the importance of this issue, in the current research, we try to define and understand the impact of this component on the organization and its relationship with organizational resilience. The relationship of all three variables mentioned in the current research can be influenced by the moderator variable of leadership trust, and if this variable is taken into consideration in connection with other variables, it may be possible to manage the organization in a better way in times of crisis. Trust in leadership decisions has been defined in the previous literature as follows: trust in leadership decisions is the belief of the followers of the transformational leadership strategy that the organization can be controlled and guided; Therefore, it is necessary to examine the relationship between transformational leadership strategy and organizational resilience so that in the event of a crisis, it can be managed more effectively by understanding this relationship. On the other hand, the leader as a guide plays an important role for an appropriate and quick response with limited resources during a crisis (Al-Kharabsheh et al., 2014;

Carrington et al., 2019; Fenner and Sivik, 2015). Transformational leadership has been described as a universal way to manage organizational change. In previous studies in the country, the relationship between organizational resilience and transformational leadership has been investigated. Another factor that can affect organizational resilience in times of crisis is strategic deviation. Strategic deviation has received increasing attention from researchers and experts (Tang et al., 2011). We define strategic deviation as the degree to which a company's strategy deviates from its industrial strategy standard (Carpenter, 2020). Some studies show that strategic deviance increases firm performance (Hambrick and Schecter, 2021), while others show a decrease in firm performance (Singh et al., 2021). A firm significantly deviates from its industry norm, which indicates a deviant strategy (Tang et al., 2022). Strategic deviation has been studied abroad, but this component has not been given much attention in the existing researches. It depends on the leader's actions, especially their expectation of a positive outcome from the leader's decisions (Schwerman et al., 2017). Trust in leadership decisions largely depends on the employees' belief, the leader's honesty and the way he behaves and cares for his followers (Dirks and Farin, 2022). This research, according to the mentioned cases, is trying to solve it.

It is deviant (Tang et al., 2022). Strategic deviation has been studied abroad, but this component has not been given much attention in the existing researches. It depends on the leader's actions, especially their expectation of a positive outcome from the leader's decisions (Schwerman et al., 2017). Trust in leadership decisions largely depends on the employees' belief, the leader's honesty and the way he behaves and cares for his followers (Dirks and Farin, 2022). According to the mentioned cases, this research is trying to examine the relationship between transformational leadership and strategic deviation with organizational resilience by moderating trust in leadership decisions in industrial units in order to find the way to manage crises that the survival of the units. Check out endangering the industry. At this time, due to the criticality of controlling and allocating internal and external resources and improving innovation for crisis management in these units, it is necessary for industrial units to make maximum use of the available tools to maintain their survival.

### **The Importance and Necessity of Research**

Previous studies have discussed the effects of industry characteristics, financial status, external and internal governance on the cumulative abnormal returns of firms that withstand external shocks during the COVID-19 pandemic (Xiao et al., 2020). These studies show that companies with higher cash assets with larger scale, better profitability and growth opportunities, higher comprehensive leverage ratio and fixed assets are less negatively affected by the Covid-19 pandemic (Xiao et al., 2020). In addition, companies with a distributed leadership structure and workforce, as well as the ability to adapt to cultural changes, can better cope with the crisis (Obernovich et al., 2020). According to the above explanations, the importance of paying attention to research variables is evident, but still, in-depth research on how transformational leadership and strategic deviation affect organizational resilience and trust in leadership decisions has not been investigated yet. Therefore, it is important to improve organizational resilience in times of crisis, which includes dealing with risks and threats to protect critical business assets, whether physical, intangible, environmental, or human.

On the other hand, organizational resilience refers to the talent and skill of an organization in maintaining its resources and capabilities at a stable level and reorganizing, and despite the challenging business environment in which it operates, it supports itself in case of disruption. Paunescu and Argato, (2020). According to Kondler (2017), organizational resilience is measured through its ability to identify, communicate, respond and recover from a disruption and the company's ability to adapt to changing business conditions. If the importance of this component is considered in the organization, it can make the organization resistant to critical conditions.

Also, the importance of transformational leaders is because they motivate their followers to think more about their goals and interests and focus more on team, organizational, national and global goals. Such leaders influence their followers by providing a vision of the future. In such a way that they consider

that point of view as their goal and show great effort to achieve it. These leaders coordinate Employees and the integration of all system components are able to move the organization towards the ideal vision (Cachiope, 2018) emphasizes that transformational leaders have a vision and challenge others to do extraordinary things. He believes that transformational leaders can draw necessary new directions for modern organizations, because they are the source of change; In other words, transformational leaders have a complete influence on organizational changes. This type of leadership can draw a clearer and better picture for the future, define its vision for employees more effectively, and employees accept their vision as a reality in an interesting way, and if the leadership is accepted by the employees of the organization. It can work in an integrated way.

On the other hand, several studies have investigated the factors affecting the level of strategy deviation. The importance of examining the component of strategic deviation is that managers can improve the organization's performance by changing the organization's strategies according to crisis conditions. Many businesses fail due to a poor approach to leadership and employees' lack of trust in the leader (Gompers and Metrick, 2021). Organizational success or failure may depend on the level of trust between leaders and their followers (McLean and Hackman, 2016). In recent years, due to the spread of the Covid-19 epidemic and its impact on business and organization, which has caused most organizations to face financial, human, structural, and cultural crises, so that Organizations have lost their ability to survive and have been forced to close their business or significantly reduce their main activity. For example, the preliminary survey of Iranian businesses in March shows that 65% of economic activities have faced a reduction in production and services. Also, the obtained results show that 31% of economic activities are not accompanied by changes in production and production has increased in 4% of cases. Therefore, it has become important to identify the relationships of some factors, including strategic deviation and transformational leadership strategy, with organizational resilience and modulating trust in leadership decisions. According to the mentioned cases and the crises that the organizations face and the importance of managing this crisis and not investigating the variable relationship of strategic leadership with the resilience of the organization, as well as the moderation of trust in leadership decisions in relation to strategic leadership. With organizational resilience in internal research, it is felt necessary to conduct the current research to investigate the relationship between this variable and the moderator of these relationships. If the managers of the organization are aware of the organizational characteristics, they can better lead and manage the organization in the face of crisis.

## ***Research Questions***

### **The Main Research Question**

- How is the relationship between transformational leadership strategy and strategic deviation with organizational resilience considering the moderation of trust in leadership decisions?

### **The Research Minor-Questions**

- What is the relationship between transformational leadership strategy and organizational resilience?
- What is the relationship between strategic deviation and organizational resilience?
- What is the moderating role of trust in leadership decisions in the relationship between transformational leadership strategy and organizational resilience?
- What is the moderating role of trust in leadership decisions in the relationship between strategic deviation and organizational resilience?

## ***Research Hypotheses***

### **The Research Main Hypothesis**

- The transformational leadership strategy and strategic deviation have a significant relationship with organizational resilience and moderation of trust in leadership decisions.

### **The Research Minor-Hypotheses**

- Transformational leadership strategy has a significant relationship with organizational resilience.
- Strategic deviation has a significant relationship with organizational resilience.
- Trust in leadership decisions is a significant moderator in the relationship between transformational leadership strategy and organizational resilience.
- Trust in leadership decisions is a significant moderator in the relationship between strategic deviation and organizational resilience.

## ***Research Background***

Kausar et al., (2023), the factors influencing the organizational resilience of the statistical population of this research were 1400 cultural heritage managers and experts, and a total of 299 questionnaires were collected. and manage the number of destructions of their components and also learn from their experiences and create the capacity to adapt to environmental changes, they have high resilience.

Qadirli et al., (2022), the relationship between transformational leadership and the organizational resilience of education teachers in Nobran region, the sampling method is relative stratified sampling, and the data collection method is library and field method, and the data collection tool is a standard questionnaire type. the results of this research showed that transformational leaders in the schools of the region were able to empower the teachers of the region by creating a cooperative atmosphere and freedom of action, as well as the transformative school managers by creating a high capacity in their followers to face internal pressures and threats, to take steps to improve and increase the resilience of teachers, which is the goal of the research.

Kramer and Van Knippenberg (2022), about leader selflessness and leadership effectiveness and the moderating role of trust in leadership decisions. In this research, 77 students were studied using the within-Minorject method and manipulated by reading scenarios. Therefore, in summary, we conclude that the present study not only shows the potential to advance our understanding of leadership effectiveness and especially charismatic leadership by studying the interactive effects of different leader (charismatic) behaviors, but also shows the added value of studying leadership using there are many methods.

Jandaghi et al., (2021), The comparison of transformational leadership strategy in successful and unsuccessful companies is practical research. The research is a descriptive survey and a questionnaire was used to collect data from the statistical population, and the result of this research showed that leaders in successful companies have more transformational leadership characteristics than unsuccessful companies.

Daivid yonavati et al., (2021), determined the perceived effectiveness in crisis management and company reputation during the covid-19 pandemic in research through an online questionnaire that they sent to 280 people, and one of the results related to their current research was that transformational leadership has a relationship It is not directly related to the effectiveness of crisis management. During a crisis, leaders must inspire and motivate the organization, but at the same time leaders must follow strict

rules and timelines; Therefore, leaders with a leadership style beyond the transformational leadership strategy are needed.

Kahn et al., (2021), strategic deviation, diversification and organizational resilience and the heterogeneous effect of managerial power in the context of Covid-19 in China were investigated in the stock market. In this research, the researchers used the event study method to create a strategic deviation index based on the changes in stock prices of stock companies before and after the outbreak of Covid-19, and the result of this research is summarized in 3 cases: first, strategic deviation and diversity They have a significant positive effect on organizational resilience. Second, the interaction term of strategic deviation and diversity has a significant negative effect on organizational resilience. Third, when managers have high power, diversity does not have a significant effect on organizational resilience.

### ***Research Conceptual Model***

It has identified transformational leadership as one of the most effective leadership approaches (Judge and Capo, 2018). Especially when trying to change an organization (Middleton et al., 2020). The transformational leadership strategy style includes these four components (Bass, 2019): 1. Ideal influence that increases moral interaction and the level of trust between leaders and their followers. 2. Inspirational motivation that encourages followers and increases their self-confidence. 3. Stimulation of thought that helps the followers in raising questions and also providing solutions. 4. Individual considerations that require leaders to assume the role of teacher or coach and provide personal care, support, and encouragement to their followers. The concept of resilience has been widely discussed in ecology, physics, economics and other fields. In ecology, Holling (2015) resilience can be defined as the continuity of relationships within a system and a measure of the system's ability to absorb changes in state variables, stimulus variables, and parameters. Gallopin (2016) pointed out that organizational resilience refers to companies' adaptability and their ability to deal with and recover from disruption. Resilient companies must be able to mitigate risks, rebuild in a changing environment, and recover effectively with minimal resources. Burns (1987) the first person that he proposed the term transformational leadership in political science discussions, but it was Bess (1985) who brought this concept into the field of leadership in organizations with his studies. Transformational leadership strategy is related to organizational resilience, and trust in leadership decisions, if it is of high quality between employees and leaders of the organization, affects the relationship between transformational leadership strategy and organizational resilience. On the other hand, trust in leadership decisions also plays a mediating role in the relationship between strategic deviation and organizational resilience; Because if there is this component among the people of the organization, the organization can be put on a new strategic path in a better way and faster, so that the organization has the advantage of resilience.

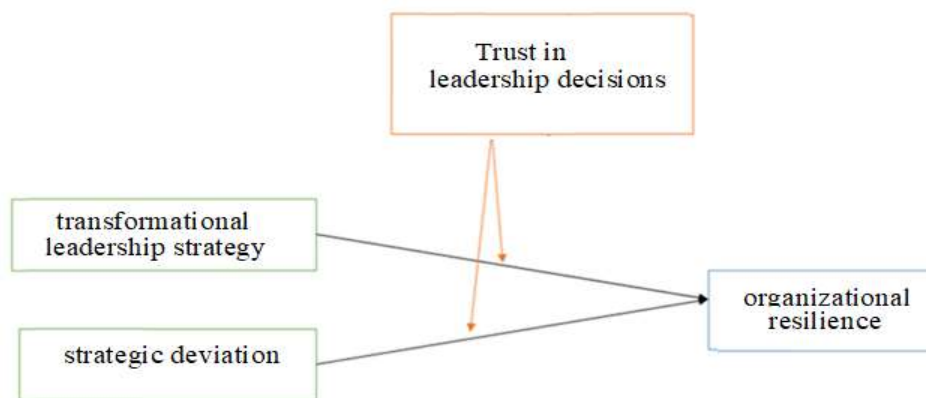


Fig. 1: Research Conceptual Model  
Derived studies of Kan et al., (2021) and Daivid yonavati et al., (2021)

## Methodology

This research is quantitative in terms of approach and practical in terms of purpose. The approach of this research is quantitative and its method is descriptive-survey in terms of data collection and cross-sectional in terms of time. Since this research systematically follows relationships and is implemented in real life conditions, it is considered field research.

## Data Analysis Methods

Descriptive statistical analysis methods were used to analyze the data, including community characteristics, average, and correlation coefficient criteria. In addition, structural equation modeling test is used. In order to analyze the data in the descriptive and inferential statistics section, SPSS software was used, as well as structural equation method in the form of Smart PLS software.

## Statistical Population

The target community of this research is the production units active in the food industry located in the industrial towns of Alborz province, with the number of 100 industrial units, whose managers are the representatives of the society.

## Sampling Method and Sample Estimation

The sampling method at the organization level is enumeration; That is, all the managers in the food industry located in the industrial towns of Alborz province are considered. At the individual level, sampling was done purposefully; This means that in each industrial unit, 2 active managers in planning and planning, strategic planning, research and development units and with relevant education in the field of management and strategic planning were selected and the number of volumes The sample is 200 people.

## Cronbach's Alpha and Composite Reliability

Cronbach's alpha coefficients and composite reliability of constructs indicate the ratio of variance between each construct and its indicators to the variance of the whole construct. A reliability coefficient higher than 0.7 is considered acceptable. The results of reliability coefficients are presented in the table below.

Table (1): Reliability coefficients of the questionnaire

<b>Composite reliability <i>CR</i> &gt; 0.7</b>	<b>Cronbach Alpha</b>	<b>Variable</b>
0.862523	0.909	<b>Strategic deviance</b>
0.850118	0.827	<b>Organizational tolerable</b>
0.865393	0.835	<b>Trust in leader's decision</b>
0.844031	0.849	<b>Leadership Strategy</b>

According to the visible results in table (1), all the factors have an acceptable composite reliability coefficient. Cronbach's reliability coefficient is also acceptable; Therefore, it can be concluded

that the research questionnaire has adequate reliability. As a result, the appropriateness of the measurement model is also confirmed.

### Divergent Validity

To show the independence of the concepts used in the research, divergent validity was used by Fornell and Larcker, the results of which are presented in the table below. As can be seen in the table, the root value of AVE (numbers on the main diameter) of all the hidden variables of the research is higher than the correlation value between them with other variables, which shows the appropriate divergent validity of the measurement models.

Table (2): The results of the validity of the model based on the Fornell and Larcker matrix

Variable	Strategic deviance	Strategic deviance	Strategic deviance	strategic ٧ deviance
Strategic deviance	1.000000			
Organizational tolerable	0.636335	1.000000		
Trust in leaders' decisions	0.673145	0.636412	1.000000	
Leadership Strategy	0.624803	0.542140	0.654793	1.000000

### KMO Index and Bartlett's Test

KMO and Bartlett tests are as follows:

Table 3: KMO and Bartlett test

0.910	(Kaiser-Meyer-Olkin)	
7291.000	K, square	Bartlett Test
903	Freedom degree	
0.000	Sig.	

According to the significance value of KMO of 0.7 and the significance value of Bartlett's test (Sig<0.05), it can be said that the data is suitable for factor analysis.

Determining the type of data distribution of research variables (testing the normality of data distribution).

The Smirnov-Kolmogorov test was used to check the normality of the distributions. The following table summarizes the results of the Smirnov-Kolmogorov test. As can be seen, the variables do not have a normal distribution; Because the Sig of all variables is less than 0.050.

Table 4: Smirnov-Kolmogorov test

Leadership strategy	Trust in leader's decisions	Organizational tolerable	Strategic deviance	Normal distribution test
0.139	0.227	0.169	0.105	Deviance more
0.139	0.105	0.169	0.092	Positive deviance
-0.103	-0.227	-0.142	-0.105	Negative deviance
0.743	1.221	0.921	0.552	Z Statistics of Kolmogorov and Smirnov
0.041	0.018	0.034	0.042	Sig.,



### Model Fit Index Criterion $Q^2$

If in a model, the relationships between the structures are correctly defined, the structures will be able to have a sufficient effect on each other's indicators and thus the hypotheses will be correctly confirmed. The value of  $Q^2$  should be calculated for all the endogenous structures of the model and the result should be stated in the interpretation section of the model.

If the value of  $Q^2$  in the case of an endogenous structure is close to 0.02, it indicates that the model has a weak predictive power for the indicators of that structure.

Table 5:  $Q^2$  model fit index

Variable	$Q^2$
Strategic deviance	0.351
Organizational tolerable	0.359
Trust in leader's decisions	0.356
Leadership strategy	0.352

According to the explanations provided and the prepared table of the fitting values of each of the research components, which is close to 0.35, it shows that the research components have a good predictive power for the presented indicators. has it.

### GOF Benchmark

The general part of the model is fitted with the GOF criterion. This means that with this criterion, the researcher can control the fit of the overall part after checking the fit of the measurement part and the structural part of the overall research model. The fit indices are given in the table below.

Table 6: Model fit index

Redundancy	$f^2$	Variable
0.37	0.318	Strategic deviance
	0.321	Organizational Tolerable
	0.324	Trust in leaders' decisions
	0.365	Leaders' strategy
<b>GOF=0.60</b>		<b>Total estimation parameter</b>

According to the indicators presented in the table above, it can be said that the research model has a suitable fit.

## Analysis of Research Hypotheses

Table 7: Investigating the rejection or confirmation of research hypotheses

Confirmation or rejection	Sig.	Path coefficient	Hypothesis
Confirmed	8.53	0.25	Organizational tolerable has relationship with organizational leadership
Confirmed	5.65	1.35	Organizational variation has relationship with organizational leadership
Confirmed	5.92	0.96	Organizational tolerable has relationship with strategic deviance
Confirmed	4.12	0.43	Orbitational tolerable has relationship with leadership
Confirmed	3.79		Organizational tolerable has relationship with modified variable

Confirmation of a hypothesis is on due to  $x > 1.96, x < -1.96$

## Results and Discussion

### The Main Hypothesis of the Research

the transformational leadership strategy and strategic deviation have a significant relationship with organizational resilience and moderation of trust in leadership decisions.

According to the structural model of the research, in the case of significant coefficients, it can be seen that the calculated t value, which is 8.53, which is greater than 1.96, can confirm the above hypothesis and therefore the hypothesis is accepted. The effect of transformational leadership strategy and strategic deviation with organizational resilience with the moderation of trust in leadership decisions is equal to 0.25. There is a significant relationship between organizational development and the moderation of trust in leadership decisions. Of course, the results of this hypothesis are agreed with the findings of researchers such as Osanlo and Khodami (2016), Esben Rabek (2016), Boyo (2020), and Weerawardena et al., (2021).

Table (8): Analysis results of the main research hypothesis test

Result	Standard path coefficient	t_value	Hypothesis
Confirmed	0.25	8.53	Leadership strategy and organizational tolerable have relationship with modified variable

### The First Minor-Hypothesis of Research

#### Transformational Leadership Strategy Has a Significant Relationship with Organizational Resilience

According to the structural model of the research, in the case of significant coefficients, it can be seen that the calculated t value, which is 5.65, which is greater than 1.96, can confirm the above hypothesis and therefore the hypothesis is accepted. The effect of Transformational leadership strategy on organizational resilience is equal to 1.35. There is a significant relationship between transformational leadership strategy and organizational resilience. Of course, the results of this hypothesis are agreed with

the findings of researchers such as Moradi et al., (2021), Esben Rabek (2016), Boyo (2020), and Weerawardena et al., (2021).

Table (9): Analysis results of the first minor research hypothesis test

Result	Standard coefficient	T-value	Hypothesis
Confirmed	1.35	5.65	Transformational leadership strategy has a significant relationship with organizational resilience

### The Second Minor-Hypothesis of Research

#### Strategic Deviation Has a Significant Relationship with Organizational Resilience

According to the structural model of the research, in the case of significant coefficients, it can be seen that the calculated t value, which is 5.92, which is greater than 1.96, can confirm the above hypothesis and therefore the hypothesis is accepted. The effect of Strategic deviation on organizational resilience is equal to 0.96. There is a significant relationship between Strategic deviation and organizational resilience. Of course, the results of this hypothesis are agreed with the findings of researchers such as Osanlo and Khodami (2016), Esben Rabek (2016), Ciampi et al., (2021) and Soluk et al., (2021).

Table (10): Analysis results of the second minor research hypothesis test

Result	Standard coefficient	T-value	Hypothesis
Confirmed	0.96	5.92	Strategic deviation has a significant relationship with organizational resilience.

### The Third Minor-Hypothesis of Research

#### Trust in Leadership Decisions is a Significant Moderator in the Relationship between Transformational Leadership Strategy and Organizational Resilience

According to the structural model of the research, in the case of significant coefficients, it can be seen that the calculated t value, which is 4.12, which is greater than 1.96, can confirm the above hypothesis and therefore the hypothesis is accepted. The effect of Trust in leadership decisions by moderator in the relationship between transformational leadership strategy and organizational resilience is equal to 0.43. There is a significant relationship between transformational leadership strategy and organizational resilience by moderator of trust in leadership decisions. Of course, the results of this hypothesis are agreed with the findings of researchers such as Parhizkar et al., (2022), Hosseini et al., Boyo (2020), and Weerawardena et al., (2021).

Table (11): Analysis results of the third minor research hypothesis test

Result	Standard coefficient	T-value	Hypothesis
Confirmed	0.43	4.12	Trust in leadership decisions is a significant moderator in the relationship between transformational leadership strategy and organizational resilience.

## The Fourth Minor-Hypothesis of the Research

### Trust in Leadership Decisions Is a Significant Moderator in the Relationship between Strategic Deviation and Organizational Resilience

According to the structural model of the research, in the case of significant coefficients, it can be seen that the calculated t value, which is 3.79, which is greater than 1.96, can confirm the above hypothesis and therefore the hypothesis is accepted. The effect of trust in leadership decisions in the relationship between strategic deviation and organizational resilience is 0.38. With these interpretations, it can be said that there is a significant relationship between trust in leadership decisions in relation to strategic deviation and the moderation of organizational resilience. has it. Of course, the results of this hypothesis are in line with the findings of researchers such as Parhizkar et al., (2022), Hosseini et al., (2023), Chiampi (2022), Soluk et al. (2021).

Table (12): Analysis results of the fourth minor research hypothesis test

Result	Standard coefficient	t_value	Hypothesis
Confirmed	0.38	3.79	Trust in leadership decisions is a significant moderator in the relationship between strategic deviation and organizational resilience.

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