Exploring The Impact of Resilient Leadership on Employee and Organizational Resilience: A Systematic Literature Review

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Abstract. This study constitutes a systematic literature review to depict the evolution of resilient leadership and employee and organizational resilience and also explore the impact of resilient leadership on employee and organizational resilience. Review data included 16 studies from the literature retrieved from the Scopus database, resulting in two patterns of interaction: (1) interrelationship between resilient leadership and employee resilience and (2) interrelationship between resilient leadership and organizational resilience. Our findings suggest that resilient leadership is key to achieving employee and organizational resilience.

Keywords: resilient leadership, employee resilience, organizational resilience

INTRODUCTION

Organizational resilience is critically important and increasingly urgent for several reasons, particularly in today's global business environment characterized by volatility, uncertainty, complexity, and ambiguity (VUCA). Organizations face constant changes and disruptions, from technological advancements and regulatory changes to economic fluctuations and global pandemics. Resilience enables organizations to adapt to these changes to survive and find opportunities for innovation and growth within these challenges. Resilient organizations are better prepared to handle crises. They have strategies to manage and mitigate risks and can respond quickly to emergencies. This rapid response capability is crucial to minimizing the impact of crises, protecting organizational assets, and ensuring continuity of operations.

Organizations that demonstrate resilience can maintain or improve their competitive position during difficult times. Resilience can lead to greater customer loyalty, as stakeholders often remember which organizations managed crises effectively. Moreover, resilience can attract investment and partnerships because resilience is seen as a marker of reliable management and long-term viability. It enables organizations to anticipate, prepare for, and respond to unexpected disruptions, ensuring survival and prosperity (Kim, 2020). Organizational resilience is about bouncing back and bouncing forward. Resilient organizations learn from adversities and continuously evolve. This learning capability leads to innovation, as challenges often present unique opportunities to rethink processes, products, and services. The ability to bounce back from adversity and thrive is essential for effective leadership and organizational success.

The urgency for developing organizational resilience has been amplified by several recent global events, including the COVID-19 pandemic, which showed how quickly and drastically business conditions could change. The increasing frequency of cyber attacks, the risks associated with climate change, and the rapid pace of technological disruption all underscore the need for resilience as a fundamental organizational capability. Organizational resilience is essential for managing current and future challenges effectively. It enables organizations to protect operations, capitalize on opportunities during adversity, and ensure sustainable growth. This capability is not just a strategic advantage but a necessity in navigating the complexities of the modern business landscape. Therefore, fostering organizational and employee resilience through resilient leadership is urgent to ensure sustainability and competitiveness in constant change.

LITERATURE

Resilience theory explores how systems, individuals, or communities can adapt positively to adversity, stress, and disruptive events. Originating in ecology, resilience theory has expanded to various fields, including psychology, social sciences, and organizational studies. Resilience is the capacity of a system or individual to adapt successfully through various processes when faced with challenges that threaten their function, survival, or development (Masten & Cicchetti, 2016).

The evolution of resilience theory began in the 1970s with its introduction in ecology, focusing on ecosystems' capacity to absorb disturbances and reorganize while undergoing change, so as to retain essentially the same function, structure, and feedbacks (Walker & Cooper, 2011). In the 1980s, the concept expanded to psychology. Researchers

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begin exploring resilience in psychology, particularly in relation to how individuals cope with stress and adversity. Key studies identify protective factors and adaptive processes in children exposed to risk (Ungar, 2011). The 1990s saw the development of resilience frameworks, emphasizing qualities that contribute to resilience, such as social support, self-efficacy, and coping skills. The concept of resilience as both a trait and a process is explored (Fonagy et al., 1994). The 2000s brought multidisciplinary approaches, incorporating social-ecological systems, leadership, and community resilience. Resilience theory expands into various disciplines, including social-ecological systems, leadership, and community resilience. Theories of changing resilience address the persistence or breakdown of diverse states of complex systems (Carpenter, Westley, & Turner, 2005). In this era, the Three Waves of Resiliency Inquiry also emerged (Richardson, 2002). In the 2010s, there was an emphasis on the role of gene-environment interactions. Studies focus on how genetic factors and environmental experiences interact to influence resilience (Rutter, 2012). The concept of community resilience is developed, highlighting the adaptive capacities of communities to function and adapt successfully after disasters (Norris et al., 2008). By the 2020s, resilience theory focused on multisystem processes and integrating knowledge across different levels to address complex threats, highlighting the importance of fostering resilience environments. The importance of creating environments that foster resilience is emphasized (Masten et al., 2021). The evolution of resilience theory reflects its expanding scope and applicability across various disciplines, from ecology and psychology to social sciences and organizational studies. This timeline captures the major milestones and shifts in understanding resilience as a dynamic and multifaceted concept.

METHOD

Systematic reviews are increasingly utilized for the comprehensive evaluation methodically and transparently of the existing knowledge across various domains, aiming to pinpoint deficiencies and propose future research pathways by analyzing an extensive array of scientific publications (Petticrew & Roberts, 2006). The methodology of this review adhered to the recommended procedures outlined by Petticrew and Roberts (2006), which involve conducting a thorough literature review, implementing screening criteria, data extraction, and synthesis.

We used Scopus as a database source because Scopus offers broader coverage than the Web of Science (WOS); Scopus also has an advisory board and independent content selection to ensure quality and monitor indexed sources (Baas et al., 2020). We searched

the aforementioned databases in the title, abstract, and keywords using the following keywords: resilient leadership" and "employee resilience" and "organizational resilience". The search was conducted in April 2024.

Figure 1 illustrates the screening and selection process. A total of 16publications was retained for analysis described in the following section. A list of these publications is included in the references. The following is a data collection flow diagram according to the PRISMA model for this research
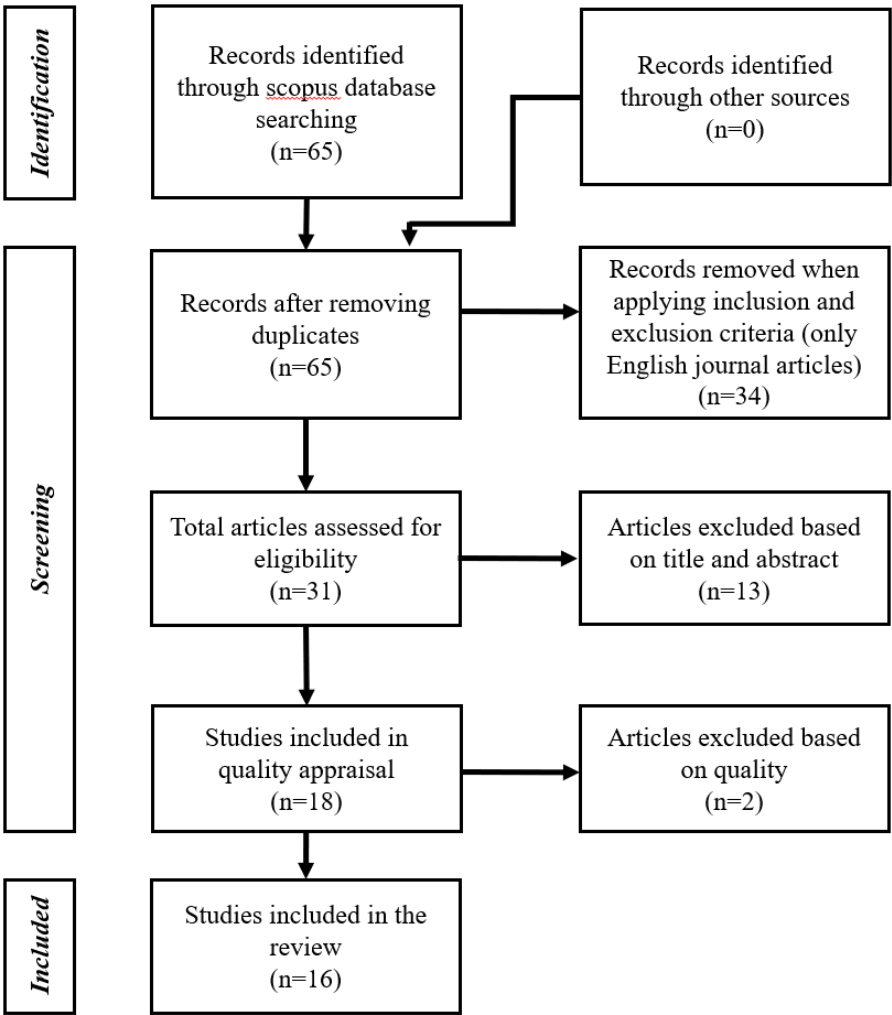

Figure 1. Screening Process and Search Results

DISCUSSION
Resilient Leadership

Early studies on resilient leadership concentrated on individual traits, emphasizing personal qualities that enable leaders to bounce back from adversity and loss (Dartey-Baah, 2015). The theory evolved to include collective leadership, where followers are involved in decision-making processes and are developed to take on leadership roles. This shift recognized the limitations of command-and-control leadership and the need for a more inclusive approach (Țiclău et al., 2021). Resilient leadership began to incorporate elements of transformational leadership, encouraging leaders to stimulate intellectual growth among followers. This approach aimed to foster innovative solutions and adaptability within teams and organizations. The evolution continued with a focus on emotional intelligence, where leaders are expected to understand and manage their and their followers' emotions.

This capability is crucial for navigating organizational changes and ensuring positive transition outcomes (Dartey-Baah, 2015). Modern interpretations of resilient leadership view it as a dynamic process involving positive adaptation to adversity. This perspective emphasizes the interaction of various personal and organizational factors in building resilience (Zhang et al., 2023, & Dartey-Baah, 2015). Resilient leadership was further clarified by distinguishing it from crisis leadership, leader resilience, and organizational resilience. This distinction helped us understand its unique focus on mutual growth and long-term sustainability (Zhang et al., 2023). The concept expanded to include the development of resilient organizations, which require a balance between performance and adaptation systems. This balance ensures immediate survival while fostering long-term sustainability through continuous innovation and flexibility (Dartey-Baah, 2015, & Prayag, Muskat, & Dissanayake, 2024). Today, resilient leadership is seen as an action process initiated by leaders to help organizations overcome adversity, recover, and grow. It involves instructing, influencing, and motivating subordinates to achieve these goals (Zhang et al., 2023).

Resilient leadership theory encompasses a variety of concepts related to how leaders can effectively withstand and thrive amidst adversity, changes, and challenges. Ledesma (2014) comprehensively reviews resilience theory as it applies to leadership. Key constructs include thriving, hardiness, and adaptability. Positive self-esteem, strong coping skills, a sense of coherence, self-efficacy, optimism, and a high tolerance for uncertainty characterize resilient leaders. These attributes help leaders maintain resilience in stressful

jobs and contribute to organizational sustainability. The theory of resilient leadership also involves the development of an organizational culture that can withstand and recover from crises. This includes fostering strong, cohesive teams and adhering to core organizational values, which evolve as management and teams respond to challenges (Southwick et al., 2017). Dartey-Baah (2015) discusses resilient leadership as a mix of transformational and transactional leadership styles. This approach focuses on strategic thinking, emotional intelligence, adaptability, and performance orientation, which are crucial for achieving desired organizational outcomes. These theories and frameworks provide a robust understanding of how resilient leadership operates within various organizational contexts, highlighting the importance of adaptability, strong personal qualities, and a supportive culture in fostering resilience.

Table 1. Pros and Cons of Resilient Leadership

Pros	Cons
Enhanced Organizational Performance Resilient leadership positively impacts organizational outcomes such as culture, employee motivation, job satisfaction, and overall performance. Leaders shape the organization's characteristics and image, driving success (Dartey-Baah, 2015)	**Complexity in Leadership Styles** There is no consensus on the type of leadership style required during crises, and resilient leadership often involves adopting multiple dominant styles. This complexity can make it challenging for leaders to consistently apply the most effective approach (Prayag et al., 2024)
Effective Crisis Management Resilient leaders are adept at managing crises through decisive, participative, and task-oriented leadership styles. This enables organizations to respond effectively to disruptions and maintain performance during crises (Prayag et al., 2024)	**Overemphasis on Individual Traits** Some approaches to resilient leadership focus heavily on individual traits, potentially overlooking the importance of collective leadership and the development of followers to take up leadership roles (Morales et al., 2019)
Promotion of Organizational Change Resilient leadership involves initiating and managing change, which is crucial for adapting to internal and external environmental challenges. This leadership style integrates transformational and transactional approaches to facilitate organizational resilience (Prayag et al., 2024)	**Potential for Overgeneralization** Existing studies on resilient leadership have been criticized for offering overly generalized views and operationalizing the construct too broadly. This can lead to a lack of specific, actionable insights for leaders (Prayag et al., 2024)
Development of a Resilient Workforce Resilient leaders foster a work culture that promotes harmony, synergies, and a sense of identity among employees. This culture supports the development of a capable and competent workforce prepared to address unexpected events (Prayag et al., 2024)	**Resource-Intensive** Developing a resilient organization requires significant investment in continuous technical training, management commitment, and change support. This can be resource-intensive and may not be feasible for all organizations (Prayag et al., 2024)
Strategic Thinking and Proactive Mindset Resilient leaders exhibit strategic thinking, a proactive mindset, and an orientation toward adaptation. These qualities help organizations plan for future disruptions and navigate ambidextrous activities required for resilience (Țiclău et al., 2021)	**Balancing Contradictory Tasks** Resilient leadership involves balancing complex and contradictory tasks, such as maintaining performance while initiating change. This dual focus can be challenging and may lead to conflicts in prioritizing organizational goals (Prayag et al., 2024)

Table 1 presents the pros and cons of resilient leadership. These pros and cons provide a balanced view of resilient leadership, highlighting its potential benefits and challenges within organizational contexts.

Employee Resilience

Early research acknowledged the importance of employee resilience in maintaining performance despite workplace adversity. This initial recognition highlighted the role of individual resilience in contributing to organizational resilience. Studies began to explore the connection between employee resilience and organizational resilience, suggesting that resilient employees can strengthen the overall resilience of the organization. This link was initially somewhat theoretical and lacked empirical evidence. The concept evolved to include specific dimensions of employee resilience, such as cognitive resilience (positive view of adversity) and behavioral resilience (resourcefulness and agility). These dimensions were critical for improving organizational resilience (Prayag et al., 2024). The research highlighted the role of Human Resource Management (HRM) practices in developing employee resilience. Effective HRM practices were essential for fostering employee resilience behaviors, such as problem-solving, creativity, and decision-making power (Prayag et al., 2024, & Lengnick-Hall, Beck, & Lengnick-Hall, 2011). The focus expanded to include the development of employee competence and competencies. Increasing psychological belief in one's ability and improving the application of competencies were identified as key factors in enhancing employee resilience (Kim, 2020). Employee resilience is the capacity to utilize and proactively develop personal and workplace resources. This broader definition emphasizes the importance of psychological resources and resilient behaviors in the workplace (Kim, 2020, & Prayag, Muskat, & Dissanayake, 2024). Empirical studies began to provide evidence of the mediating role of employee resilience in various organizational outcomes, such as service innovation and post-disaster recovery. These studies demonstrated the practical impact of employee resilience on organizational performance. Employee resilience was refined to be multidimensional, encompassing cognitive, behavioral, and contextual dimensions. This multidimensional approach provided a more comprehensive understanding of how employee resilience contributes to organizational resilience. Recent research has emphasized the role of leadership in fostering employee resilience. Leadership behaviors that support planned and adaptive resilience are crucial for enhancing employee and organizational resilience (Prayag et al., 2024). This step-by-step evolution highlights the

broadening scope of employee resilience from individual traits to a multidimensional concept, integrating HRM practices, psychological resources, and leadership support.

The following factors taken collectively from selected literature can provide a comprehensive understanding of the various dimensions that shape employee resilience:

1. Positive Response to Adversity

   Employees who respond positively to adversity and maintain performance despite stressful experiences demonstrate resilience. This ability to cope effectively with challenges is a crucial indicator of employee resilience (Prayag et al., 2024)

2. Sense of Purpose and Belief in Organizational Vision

   A strong sense of purpose and belief in the organization's vision enables employees to engage in problem-solving and creativity, which are crucial for resilience. This sense of purpose helps employees navigate challenging environments effectively (Prayag et al., 2024)

3. Cognitive Resilience

   Cognitive resilience involves having a positive view of adversity, being decisive despite uncertainty, recognizing opportunities, and using creativity to solve complex problems. These cognitive behaviors are essential indicators of employee resilience (Prayag, Muskat, & Dissanayake, 2024)

4. Behavioral Resilience

   Behavioral resilience is characterized by resourcefulness, agility, and the ability to perform repetitive, over-learned routines in response to unexpected threats. These behaviors help employees adapt and respond effectively to challenges (Prayag et al., 2024 & Lengnick-Hall, Beck, & Lengnick-Hall, 2011)

5. Competence and Self-Efficacy

   Competence (belief in one's capability to perform activities with skill) and self-efficacy (belief in one's ability to succeed) are critical indicators of employee resilience. These psychological beliefs motivate employees to engage in effective communication and problem-solving processes (Kim, 2020)

6. Proactive Development of Resources

   The capacity to utilize and proactively develop personal and workplace resources is a significant indicator of employee resilience. This includes continual adaptation through psychological resources and resilient behaviors (Kim, 2020)

7. Communication Behaviors

Positive voluntary communication behaviors, such as sharing information and knowledge widely, are indicators of employee resilience. Effective communication helps in sensemaking and sense-giving during crises, thereby enhancing resilience (Kim, 2020)

8. Reflective Practices

    Engaging in workplace reflective practices and psychological resilience activities can improve employee resilience. These practices help employees adapt to adversity and contribute to organizational resilience (Prayag et al., 2024)

9. Interpersonal Connections and Resource Networks

    Developing and leveraging interpersonal connections and resource networks within and outside the organization is a key aspect of employee resilience. These relationships enable quick and effective responses to challenges (Lengnick-Hall et al., 2011).

Organizational Resilience

Early concepts of organizational resilience were defined as the ability to bounce back following adverse events and restore normal functioning, indicating an organizational system's and infrastructure's robustness (Ledesma, 2014). The concept evolved to emphasize the role of resilient employees in contributing to organizational resilience. This perspective highlighted that resilient systems within an organization are composed of employees who can adapt and develop beyond merely bouncing back from adversity (Ledesma, 2014 & Kim, 2020). Organizational resilience began integrating with crisis management, emphasizing effective crisis communication and management processes. This integration facilitated coordination, information sharing, and collective sense-making among organizational members during crises (Morales et al., 2019). The development of a resilient organizational culture became a focal point. This culture includes values, attitudes, and technical capabilities that promote personal growth, harmony, and synergies, enhancing the organization's ability to adapt and respond to disruptive events (Kim, 2020). The concept further evolved to include the organization's capacity to continually develop resources and identify opportunities to increase competitive advantages post-crisis. This perspective emphasizes the importance of dynamic capabilities, such as knowledge transfer and flexible resource allocation (Ledesma, 2014, & Kim, 2020). Leadership was identified as a critical factor in building organizational resilience. Resilient leaders boost organizational resilience by sharing their vision, managing change, and directing complex tasks, enabling the organization to recover and restore performance following crises.

Organizational resilience was recognized as a multidimensional concept involving preparedness, adaptability, and the ability to manage constant and sudden changes. This approach highlighted organizations' need for plans and the adaptive capacity to cope with and recover from disruptive events. The role of employee communication behaviors (ECB) in fostering organizational resilience was explored. Effective internal and external communication by employees was crucial for sensemaking and sense-giving during crises, enhancing organizational resilience (Kim, 2020). The most recent perspective on organizational resilience emphasizes ongoing development and innovation. Organizations are encouraged to evolve continually by fostering an environment that supports risk-taking, feedback, and the development of solutions on the spot (Prayag et al., 2024). This step-by-step evolution illustrates how organizational resilience has broadened from a focus on recovery and robustness to dynamic capabilities, leadership, culture, and continuous innovation.

The following factors taken collectively from selected literature can provide a comprehensive understanding of the various dimensions that constitute organizational resilience:

1. Resilient Leadership

   Leadership plays a crucial role in fostering organizational resilience. Resilient leaders influence organizational culture, manage operations effectively, and drive the adaptation capacity of the organization (Morales et al., 2019)

2. Effective Crisis Communication

   Organizational resilience is reflected in effective crisis communication and management processes. This includes coordination, information sharing, and collective sense-making among organizational members during crises (Kim, 2020)

3. Empowered Workforce

   A high leadership quotient is essential, where many members feel empowered to make suggestions and take on leadership roles. This empowerment leads to more granular and accurate information about prevailing conditions and challenges (Southwick et al., 2017)

4. Organizational Culture

   A resilient organizational culture is built on values, attitudes, technical capabilities, and a commitment to personal growth. This culture promotes harmony, synergies, and a sense of identity and pride among employees (Morales et al., 2019)

5. Continuous Technical Training

   Continuous technical training is necessary to build a competent workforce prepared to address unexpected disruptive events. This training supports the development of flexibility and adaptive capabilities (Morales et al., 2019)

6. Adaptability and Flexibility

   Adapting and being flexible in response to changes is a key indicator of organizational resilience. This includes having communication webs for effective understanding, top management commitment, and support for changes and new perspectives (Morales et al., 2019)

7. Employee Engagement and Creativity

   Employees with a strong sense of purpose and belief in the organization's vision can engage in problem-solving and creativity, boosting the organization's capacity to adapt to potential threats (Prayag, Muskat, & Dissanayake, 2024)

8. Knowledge Sharing and Collaboration

   A climate of open communication and collaboration, where managers reward employees for knowledge sharing, is critical. This behavior strengthens organizational resilience by improving products and processes through shared knowledge and ideas (Prayag, Muskat, & Dissanayake, 2024)

9. Resourcefulness and Agility

   Resourcefulness, counterintuitive agility, and valuable habits and behavioral preparedness are key characteristics of organizational resilience. These behaviors enable organizations to respond effectively to unexpected threats (Prayag et al., 2024).

Table 2. Summary of The Literature Review (Presented in Year Order)

Year	Author	Concepts/ Ideas	Key Findings
2011	Cynthia A. Lengnick-Hall, Tammy E. Beck, Mark L. Lengnick-Hall	Developing organizational resilience through strategic HR management for competitive advantage.	HR policies and practices are crucial for organizational resilience. Collective resilience capability emerges from individual contributions and HR practices. Organizational resilience is essential for firms in high-velocity environments. HR professionals play a vital role in organizational resilience and success.

			Investments in human capital and organizational skills enhance resilience and innovation.
2014	Janet Ledesma	Resilience in leadership is crucial for overcoming adversity and stress. Thriving leaders are essential for organizational sustainability and productivity. Research models explore resilience, coping skills, and impact on organizations.	Resilience is crucial for effective leadership in the face of adversity. Resilience and thriving are essential concepts in leadership development. Resilient leaders are invaluable for organizational sustainability.
2015	Kwasi Dartey-Baah	Resilient leadership theory mirrors transformational and transactional leadership theories. Resilient leadership is a repetition of qualities in existing theories. New leadership thinking advocates for transformational and transactional approaches.	Resilient leadership theory overlaps with transformational and transactional leadership theories. An effective mix of transformational and transactional leadership is termed 'transfer-sectional' leadership. Principals showing both transformational and transactional leadership traits elevate staff morale.
2016	Cemal Zehir, Elif Narcıkara	The study focuses on authentic leadership, resilience, and productivity in organizations. Investigates the relationship between authentic leadership, psychological capital, and productivity. It uses an authentic leadership questionnaire and psychological capital dimensions for measurements.	We investigated the relationship between authentic leadership, psychological capital, and productivity. I used the Authentic Leadership Questionnaire and psychological capital dimensions for measurement. Analyzed factors like transparency, internalized moral perspective, balanced processing, and self-awareness.
2017	Frederick S. Southwick, Brenda L. Martini, Dennis S. Charney, Steven M. Southwick	Resilience in leadership, organizational success, and individual factors are discussed. Effective leadership involves listening, coaching, self-awareness, and team management. Personal experiences of	Discusses resilience, leadership, and organizational adaptation. Highlights the importance of individual resilience and fostering resilient teams. Shares a personal story of chronic illness and its impact.

		chronic illness influencing public health advocacy. The importance of social networks, realistic optimism, and team development is highlighted.	
2017	Jeff John Farrar	The paper discusses challenges in leading the UK police force amidst political and financial constraints. Emphasizes the need for personal and organizational resilience in police leadership. Highlights diminishing resources, increasing demand, and public criticism faced by police leaders.	Improved performance, victim satisfaction, and effectiveness ratings were achieved. Transition to a more localized operating model with geographic ownership. Enhanced resilience and leadership skills needed for challenging police environments.
2019	Salvador Noriega Morales, Luis Rau'l Martinez, Jesus Andres Hernandez Gomez, Roberto Romero Lopez, Vianey Torres-Arguelles	Research identifies factors of organizational resilience using the structural equations model. Resilient leadership plays a significant role in organizational culture and operations. Evaluation of convergent and discriminant validities in the PLS-SEM approach.	All indicators exceed 0.70, showing convergent validity. Relationships between constructs are significant, explaining over 50% of the variance.
2020	Young Kim	The study explores the effects of organizational resilience on employee work-role performance post-crisis. Organizational resilience is positively linked to employees' proficiency, adaptivity, and proactivity.	Organizational resilience is positively associated with employee work-role performance intentions. Resilient employees contribute to proficiency, adaptivity, and proactivity after a crisis.
2020	Jason L. Eliot	Servant leaders enhance follower resilience, benefiting organizations and HRD professionals. Resilience development is crucial for leaders and the workforce facing crises.	Servant leaders positively impact follower resilience through psychological support. HRD professionals can enhance organizational resilience by developing servant leaders. Resilient leaders can improve employee well-being and

			organizational performance. Developing resilience and servant leadership in leaders benefits the entire workforce.
2021	Montgomery Van Wart, Shafiqur Rahman, Theo Mazumdar	Examines toxic leadership, vampire leadership, and resilience in leaders.	Examines toxic and vampire leadership, highlighting Donald Trump's example.
2021	Tudor Țiclău, Cristina Hințea, Constantin Trofin	Resilience in leadership post-pandemic, financial pressures, and organizational challenges. Gender is not a significant factor in crisis response. The study was conducted with women leaders from the private and nonprofit sectors. Major shocks faced by organizations were financial.	Significant organizational challenges were governmental response, financial pressures, and organizational dimensions. Leaders faced financial shocks, fundraisings, voluntary work, and activity reduction.
2022	Danang Sudarso Widya Prakoso Joyo Widakdo	Soft skills impact organizational performance through resilient leadership. Resilient leadership mediates the influence of soft skills on performance. The study focused on the Indonesian Logistics Bureau, East Java Regional Office. Limited to one organization cannot be generalized to other institutions.	Soft skills positively impact organizational performance mediated by resilient leadership. Resilient leadership mediates the effect of workability, discipline, and communication. Communication and work discipline significantly affect performance. Resilient leadership positively influences organizational performance.
2023	Shuhua Nan, Kanokporn Chaiprasit	Resilient leadership positively impacts sustainable business performance in manufacturing enterprises. Executive incentives moderate the relationship between resilient leadership and business performance. The study explores resilient leadership, innovation, and executive incentives in the manufacturing industry.	Resilient leadership positively impacts sustainable business performance. Enterprise innovation mediates between resilient leadership and business performance. Executive incentives moderate the relationship between resilient leadership and performance.

2023	Monika Bansal and Surbhi Kapur	Explores ancient Indian scripture alignment with modern leadership for resilience. Bhagavad Gita insights guide leaders in emotional, intellectual, and spiritual aspects. Identifies leadership qualities for turbulent times and shifting work environments.	Leadership Life Skills include empathy, communication, time management, and adaptive agility. Resilient leadership themes consist of leadership elements, failure management, and leadership styles.
2023	Jiangchi Zhang, Chaowu Xie, Songshan (Sam) Huang	A resilient leadership scale (RLS) with seven dimensions has been validated for enterprises. Crisis response in hospitality and tourism enterprises explored for practical implications. New lens for resilience research in hospitality and tourism enterprises. RLS enhances empirical investigations on resilient leadership antecedents and consequences.	A resilient leadership scale with seven dimensions was validated for reliability and validity. Resilient leadership significantly impacts employee turnover intentions and resilience. Resilient leadership responses to crisis in hospitality and tourism enterprises. Ctrip demonstrated exemplary resilience during the COVID-19 pandemic.
2024	Girish Prayag, Birgit Muskat, Chaminda Dassanayake	Study links leadership behaviors to employee and organizational resilience during COVID-19. Resilient leadership enhances employee and organizational resilience in tourism firms. The survey collected 458 responses to analyze the impact of leadership behaviors.	Resilient leadership behaviors enhanced employee and organizational resilience. Employee resilience dimensions mediated the effect of leadership on organizational resilience.

Interrelationship between resilient leadership and employee resilience

The interrelationship between resilient leadership and employee resilience is multifaceted, with leaders playing a crucial role in fostering various aspects of resilience among their teams. Resilient leadership positively impacts employees' cognitive resilience by empowering them with decision-making power and encouraging innovative problem-solving during crises. This empowerment enhances employees' ability to think critically and adapt to changing situations effectively. Leaders also enhance behavioral

resilience by cultivating an organizational culture that promotes open communication, collaboration, and psychological safety. This environment enables employees to respond proactively and creatively to disruptions, improving their ability to navigate challenges. Additionally, effective leadership supports the contextual dimension of employee resilience by nurturing social interactions and trust within and outside the organization. This support facilitates rapid and effective responses to environmental complexities. Furthermore, resilient leadership practices such as vision sharing, goal setting, and clear communication during crises contribute significantly to both employee and organizational resilience. These practices ensure long-term strategic outcomes and help build a robust organizational foundation. By recognizing and valuing individual differences, leaders can develop employee autonomy, encouraging them to stretch their goals and enhance their adaptability and resilience in the workplace. Investing in employee training and development is another critical aspect of resilient leadership. By improving employees' skills and capabilities to handle change and adversity, leaders build a resilient workforce prepared for future challenges. Balancing immediate crisis management with long-term resilience-building strategies is essential for ensuring that employees are equipped to deal with both current and future obstacles. Lastly, resilient leaders create a collaborative organizational culture by empowering employees, articulating a positive vision, and fostering a sense of shared purpose. This collaborative environment enhances overall resilience, enabling the organization to thrive even in the face of adversity. The interplay between resilient leadership and employee resilience is vital for cultivating a resilient, adaptive, and forward-thinking organization (Prayag et al., 2024).

Kim (2020) found that organizational resilience, fostered by resilient employees through their psychological ability and positive communication behaviors, significantly enhances employee work-role performance post-crisis. This indicates that resilient leadership, which promotes these qualities in employees, contributes to the recovery and effectiveness of the organization following disruptions.

The study by Cemal Zehir and E. Narcıkara (2016) demonstrates that authentic leadership, which is integral to resilient leadership, significantly impacts the resilience of employees and their productivity. This suggests that genuine and supportive leadership styles enhance the adaptive capabilities of organizations and their members.

Interrelationship between resilient leadership and organizational resilience

The interrelationship between resilient leadership and organizational resilience is intricate and crucial, as leadership directly influences how effectively an organization can respond to and recover from challenges. Resilient leadership lays the groundwork for organizational resilience by embodying and promoting flexibility, foresight, and adaptability. Leaders who demonstrate resilience through decision-making, strategic planning, and crisis management inspire similar organizational behaviors. According to Lengnick-Hall, Beck, and Lengnick-Hall (2011), strategic human resource management practices that develop competencies among employees can create an organizational capacity for resilience. This underscores the role of resilient leadership in implementing HR practices that prepare organizations to handle severe shocks.

The interrelationship between resilient leadership and organizational resilience is pivotal in ensuring organizations can effectively navigate and thrive through crises. Resilient leadership involves sharing a clear vision and instilling employee confidence, which is crucial for directing recovery activities and enhancing organizational resilience during challenging times. Influential resilient leaders initiate and manage change by mobilizing resources and conveying confidence in recovery strategies. This approach helps organizations adapt and maintain performance during disruptions. Additionally, resilient leaders navigate ambidextrous activities, balancing immediate crisis response with long-term strategic planning, essential for achieving both planned and adaptive resilience. By empowering, motivating, and nurturing employees, resilient leaders significantly enhance the overall resilience of the organization. This empowerment ensures that employees can handle adversity and contribute to organizational goals. Furthermore, resilient leadership integrates strategic thinking and a proactive mindset, enabling organizations to anticipate and plan for future disruptions while maintaining operational performance. Creating a collaborative organizational culture is another critical aspect of resilient leadership.

Resilient leaders enhance the organization's ability to respond effectively to crises by promoting open communication, trust, and interdependence. This collaborative environment is vital for fostering a unified approach to overcoming challenges. Resilient leadership also involves capturing and transforming organizational learning, which enables the implementation of long-term preparedness strategies. This continuous learning process improves resilience for future crises. Additionally, resilient leadership combines

task-oriented and transformational leadership styles, helping organizations respond to disruptions by encouraging task-oriented activities and fostering a culture of adaptation and innovation. A crucial component of resilient leadership is building employee resilience, which directly contributes to organizational resilience. Resilient leaders ensure that employees can handle stress and ambiguity during crises, strengthening the organization's capacity to withstand and recover from disruptions.

Lastly, providing clear communication and ethical guidance during crises helps organizations become more resilient. This clarity ensures that employees understand how to change their behaviors and align with organizational goals, fostering a cohesive and resilient organizational environment (Prayag et al., 2024). In summary, the interrelationship between resilient leadership and organizational resilience is characterized by vision sharing, effective change management, strategic balancing, employee empowerment, collaborative culture, continuous learning, and clear communication. Together, these elements enable organizations to navigate crises successfully and emerge stronger.

CONCLUSION

Resilient leadership is an essential issue in employee and organizational resilience. These studies collectively highlight the crucial role of resilient leadership in enhancing employee and organizational resilience. Leaders who promote resilience prepare their organizations to manage and recover from crises effectively and ensure that their teams are psychologically capable and proactive in facing future challenges. However, leaders must pay attention to the fact that resilient leadership involves adopting multiple styles and balancing complex tasks. It requires significant investment, which can be challenging and resource-intensive for organizations. Additionally, overemphasizing individual traits and broad generalizations in studies can overlook the importance of collective leadership and actionable insights.

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