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## SCIENTIFIC REVIEW

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# EMPLOYEE RESILIENCE AND LEADERSHIP STYLES

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## ABSTRACT

*Employee resilience and leadership styles are closely interconnected in the workplace. Resilience refers to an individual's ability to bounce back from setbacks, adapt to change, and thrive under pressure. Leadership styles, on the other hand, describe how leaders approach their roles and interact with their teams. This paper dives into the topic of leaders, whether they be charismatic or non-charismatic. It describes five attributes that describe a charismatic leader and how that sets them apart from other types of leaders. The paper also describes the global and leadership tasks that leaders need to complete in order to be successful. The goal of this paper is to describe leadership styles and their significant role in shaping employee resilience. Leaders who create a supportive, empowering, and positive work environment tend to nurture resilient teams. Authors concluded that it's essential to recognize that individuals vary in their resilience levels, and a combination of leadership styles may be needed to support a diverse workforce effectively.*

**Keywords:** Leadership styles, leaders, employee resilience, organization

**JEL classification:** M54, D23, L22

## INTRODUCTION

Leadership is the action of organizing and guiding a population. Not all individuals are born leaders, however with the right knowledge about organizational behaviour, one can begin to understand methods and strategies for successful leadership. In addition, studies have shown that leadership characteristics are perceived as strong and as such as masculine. In history, the most well-known leaders are more often male than female [1]. This does not mean, however, that men are better leaders than women, but rather it is indicative of gender roles that have changed over time [2]. Women who try to become leaders struggle to balance between asserting their opinion whilst also not coming across as aggressive, a sentiment generally placed on females in power; societal roles and expectations have established a barrier for females in leadership roles [3]. Almost all female leaders dress and present themselves in a neutral, if not masculine way and possess a perceived intense energy. It is thus more difficult for women in power to also be thought of as charismatic, a characteristic essential for inspiring others.

## THEORETICAL OVERVIEW

Studies have thus far conceptualized employee resilience as an individual resource developed and manifested in response to adversity, rather than as a dynamic capability that signals and ensures innovation and preparedness for future crises [4].

Kuntz, Naswall & Malinen [5], defined employee resilience as “the capacity of employees, facilitated and supported by the organization, to utilize resources to positively cope, adapt and thrive in response to changing work circumstances” (p. 3). According to Riggio [6], charisma and charismatic leadership does not have the same definition for everyone. Personal charisma is defined as someone having genuine emotional expressiveness, emotional sensitivity, emotional control, social expressiveness, social sensitivity, and social control [7].

Leaders who create a supportive, empowering, and positive work environment tend to nurture resilient teams. However, it's essential to recognize that individuals vary in their resilience levels, and a combination of leadership styles may be needed to support a diverse workforce effectively [8].

Leadership styles, on the other hand, describe how leaders approach their roles and interact with their teams [9]. Here's how they relate:



**Figure 1.** Employee resilience

Source: [11].

**Transformational Leadership:** Transformational leaders inspire and motivate their employees to achieve their full potential. They often foster resilience in their teams by creating a positive and supportive work environment [10]. By setting high expectations and providing guidance, they help employees develop the skills and mindset needed to overcome challenges.

**Transactional Leadership:** Transactional leaders focus on clear goals, rewards, and punishments. While this style may not inherently promote resilience, it can create a structured work environment where employees know what is expected of them. Resilience can still develop in such settings, as individuals learn to navigate the system and adapt to its demands.

**Servant Leadership:** Servant leaders prioritize the needs of their employees and support their personal and professional growth. This style can enhance employee resilience by fostering a sense of belonging and trust within the team, making employees more willing to face challenges.

**Laissez-Faire Leadership:** This style involves minimal direct guidance from leaders, which can either help or hinder employee resilience. Some individuals may thrive when given autonomy, while others may struggle without clear direction and support.

**Authoritarian Leadership:** Authoritarian leaders exert strong control and make decisions without much input from employees. This style can stifle resilience as employees may feel disempowered and unable to cope with unexpected situations.

*Charismatic leadership:* It is seen in many different leadership roles in the world. From public leaders to famous actors, charisma is an important aspect of many successful businesspeople and leaders. The makeup of charismatic people is described and is compared with those that are non-charismatic. Charismatic leadership is just one type of leadership and there are many other ways to be a successful leader.

Charismatic leadership can positively impact the resilience of an organization. They often inspire and motivate their teams through their personality, vision, and communication skills. This can foster a sense of purpose and dedication among employees, which can be crucial during challenging times.

Charismatic leaders can enhance resilience by:

- a) Building trust: Charismatic-leaders often gain the trust and loyalty of their teams, which is essential for maintaining stability during crises.
- b) Creating a shared vision: They can articulate a compelling vision that helps employees understand the organization's long-term goals, even in turbulent times.
- c) Encouraging innovation: Charismatic-leaders can inspire creativity and innovation, enabling the organization to find new solutions when faced with challenges.

However, it's important to note that overreliance on a charismatic leader can also have downsides. Organizations should strive for a balance between charismatic leadership and other forms of leadership to ensure long-term sustainability and resilience.

## DISCUSSION

Most leadership styles provide inspiration towards their followers and bring people together to complete a certain task or goal. In charismatic leadership, the leader has a personal vision which influences the followers in a very impactful way. Charismatic leaders have a great impact in the workforce and in society. It is important to understand what makes a charismatic leader great and how to use some of their influences to become a better leader in the workplace [8].

Global leaders have a large impact on much of the population. Success for a global leader may be dependent on the leader's work experience, previous results, educational background, and managerial skills [13]. Global leadership tasks include keeping up with the worldwide technological advances and demands of the workforce [16, 17].

## CONCLUSION

Leadership styles should be adaptable to different situations and individuals. The key is to create an environment where resilience is valued, encouraged, and supported. There are many types of leadership styles that are defined across the world. One type of leadership style is charismatic leadership. Charismatic leadership has been shown to

emphasize symbolic leadership behavior, inspiration, nonverbal communication that gives the organization moral purpose that translates to success [14].

It is concluded that charisma in an organization is a key indicator of successful leadership. There are many attributes that distinguish charismatic leaders from no charismatic leaders. It was found that there are five attributes that define charismatic leaders most. According to the Success Factory, these include confidence, compassion, communicative, emotive, and determined (Wilson). Leaders of this type have high amounts of confidence that engages followers to trust them. Their compassion is necessary to show awareness of how decisions affect others and to be thinking about the full picture when making a decision. Charismatic leaders have communication skills that articulate their thoughts and ideas in a manner that is impactful. They are able to elicit emotion from their followers which creates more motivation. With this motivation comes determination which is echoed to the charismatic leaders' followers [15].

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