How Leaders Build Organizational Resilience?

by 37640 J

How Leaders Build Organizational Resilience?
An Empirical Literature Review

*Choirum Rindah Istiqaroh[1], Indrianawati Usman[2], Dhyah Harjanti [3]

[1]Departement of Management, Faculty of Economic and Business, Airlangga University, Surabaya, Indonesia
Departement of Management, Faculty of Economic and Business, Universitas Merdeka Madiun, Madiun, Indonesia.
[2] Departement of Management, Faculty of Economic and Business, Airlangga University, Surabaya, Indonesia
[3] Departement of Management, Faculty of Economic and Business, Petra Christian University, Surabaya, Indonesia.

Correspondence*:
Address: Building, Street name, Number, City, Country, Postal Code | e-mail: example@gmail.com

Abstract

Objective: The purpose of this study is to compile a synthesis of the application of leadership in building organizational resilience, especially when the organization faces a crisis or difficulty.

Design/Methods/Approach: The approach used is a literature review, with a systematic search from a database of scientific journals indexed by SCOPUS as an indexing organization for reputable research journals. Selected journals that match the theme will be reviewed and data synthesized.

Findings: When the organization is down, leaders play various roles in building organizational resilience. The leader develops and disseminates the organization's vision, builds awareness, ensures the learning process runs, builds capability and adaptability, strengthens physiological capital, and builds an organizational culture and team resilience. These roles are doable by implementing the right leadership style and strategy, configuring resources, and building relationships and collaborations. Furthermore, this research also identified the stages of the process and their mechanisms. From the results of this study, there are several opportunities for future research.

Originality: This research generates a literature review on building organizational resilience with a leadership perspective and its synthesis model.

Practical/Policy implication (optional): This research provides a more comprehensive understanding of how resilience is fostered in organizations and best practices regarding the role of leaders in building organizational resilience.

Keywords: leadership, organizational resilience.

JEL Classification: L21, L22, M10

1. Introduction

The concept of organizational resilience is interesting to be discussed in the current study when many management experts begin to examine how organizations grow through challenges and develop new competencies (Oeij et al., 2017; Weick et al., 2008) (Oeij, 2017) and (Weick, 2017). & Guinote, 2008). Organizational resilience also shows an increasing trend in academic publications (Annarelli & Nonino, 2016). The idea of resilience is growing in popularity. However, the question of "how an organization can build resilience at the organizational level" has not been fully answered (Linnenluecke, 2017). Building organizational resilience (OR), especially when the organization suffers from a crisis or adversity cannot be separated from the role of the leader (Teo, Lee, & Lim, 2017); James et al., 2011) [(Boin, Kuipers, & Overdijk, 2013). The leadership role is fundamental to actively facilitate resilience to manage crises and focus on recovery (James & Wooten, 2011) (James et al., 2011). However, there has been little research on how leaders build resources (within organizations and themselves), especially those that promote resilience (Williams, Gruber, Sutcliffe, Shepherd, & Zhao, 2017; Williams et al., 2017). Leadership is an organizational process rarely discussed in resilience research (Tengblad, 2018).

When discussed, the discussion is more often associated with specific leadership than with the process (Andersson, Cäker, Tengblad, & Wickelgren, 2019). There is a lack of explanation of how leaders facilitate the process by which an organization and its members learn from the crises they face by encouraging resilience from adversity (Williams et al., 2017). According to Manfield & Newey (2018) Manfield & Newey (2017/2018),

resilience is a process developed concerning specific threats. Resilience development can be a deliberate learning process that forms capabilities that can lead to different desired outcomes, such as returning to a previous balance or growth from adversity and an entirely new company incarnation.

A comprehensive study of the role of leaders in building resilience in organizations is crucial to building a holistic understanding. Empirical research is essential as a basis for testing how leaders succeed in building the resilience of their organizations in the face of decline. Unfortunately, most of the literature related to leadership and organizational resilience is in the form of conceptual papers. Empirical research on resilient organizations is still rare (Van Der Vegt et al., 2015; Boin and Eeten, 2013) (Boin & van Eeten, 2013). Williams et al. (2017) even stated that 'there is no empirical research that discusses the role of leadership in the process of building organizational resilience.' The scarcity of empirical research is an opportunity for future studies so that the concept of leadership in building organizational resilience can be more established.

Following the directions of Williams et al. (2017), this study contributes substantially to the literature by exploring the role of leadership in preparing for, adapting to, and responding to adversity and building support by encouraging greater resilience. This understanding assists companies in managing crises and avoiding events that trigger them. This research contributes by conducting a literature review, especially empirical studies on the role of leaders in encouraging resilience in organizations. The results of this empirical literature review become the foundation for building a synthetic model, providing future research opportunities, and bringing practical contributions to leaders who face difficulties in their organizations.

2. Method

This article reviews the empirical literature and compiles a synthesis of the application of leadership in building organizational resilience, especially when organizations face crises or adversity. The literature search was carried out systematically by searching for articles listed in the SCOPUS database as reputable journals. The research started by selecting the topic "leadership" and "organizational resilience" in the article title, abstract, and keywords. This search found 321 documents from the period 1999-2019. We filtered these documents first based on the field to get articles with the scope of resilience at the organizational level (not at the individual, group, or industry level). Second, based on perspective, which excludes resilience from a medical perspective. Third, based on title similarity across the field.

Table 1. Article Selection from SCOPUS Database

Field	Collected Documents	Deleted Documents*	Filtered Documents
Business, Management dan Accounting	87	0	87
Decision Sciences	13	9	4
Engineering	23	20	3
Arts and Humanities	12	11	1
Economics, Econometrics, and Finance	13	13	0
Nursing	28	27	1
Psychology	30	29	1
Environmental Science	31	31	0
Medicine	84	82	2
Number of documents filtered	321	222	99

* The title is the same as other fields or not the scope of the organization

In the next step, we conducted a full-text analysis of 99 filtered documents to identify papers in the research domain that were relevant to the research question. Two documents in the form of a book and two articles that emphasize gender comparisons in organizational leadership were removed from the list. The remaining 95 articles analyzed were re-filtered by selecting only empirical studies of leadership practices in building organizational resilience. Of the 95 articles, we had 42 empirical studies published from 1999-2019. Finally, we reviewed and synthesized the model from the study findings. The results of article selection from the database are shown in Appendix 1.

Appendix 1: Articles in Management and Accounting

No	Authors	Year	Constructs	Method
1.	Diamond,	1992	Conceptual study	
2.	Dulewicz, and Higgs	1999	Empirical study	Survey
3.	Krygier.	2000	Empirical study	Case Study
4.	Kouzmin, and Korac-Kakabadse,	2000	Conceptual study	
5.	Marshall,	2000	Conceptual study	
6.	Coutu.	2002	Conceptual study	
7.	Whittington. and Evans	2005	Conceptual study	
8.	Wing, L.S.	2005	Conceptual study	
9.	Avey, J.B. et al.	2008	Empirical study	Survey
10.	de Mello e Souza Wildermuth,and Pauken	2008	Conceptual study	
11.	Gallos.	2008	Conceptual study	
12.	Edmondson et al.	2009	Conceptual study	
13.	Courtney	2009	Conceptual study	
14.	Davis et al.	2010	Conceptual study	
15.	London.	2010	Conceptual study	
16.	Kirkhaug. et al	2010	Empirical study	Survey
17.	Tangihaere.	2011	Conceptual study	
18.	Pal. et al.	2011		Semi-structured survey
19.	Koronis and Ponis	2012	Conceptual study	
20.	Smith. et al.	2012	Conceptual study	
21.	Povah.	2012	Empirical study	Case Study
22.	Zulkifli. et al.	2012	Empirical study	Survey
23.	Weber.	2012	Empirical study	Case Study
24.	Edson	2012	Empirical study	Case Study
25.	Ncemane and Weeks	2012	Mix Method	
26.	Grant, Anthony M.	2013	Conceptual study	
27.	Donovan et al.	2013	Conceptual study	
28.	Leggat and Balding	2013	Empirical study	Survey
29.	Cheney	2014	Conceptual study	
30.	Dennis	2014	Empirical study	Experiment
31.	Grant.	2014	Conceptual study	
32.	Davison	2014	Empirical study	Survey
33.	Powley, and Taylor.	2014	Empirical study	Case Study
34.	Pal, et al.	2014	Conceptual study	
35.	Campbell Quick. et al.	2014	Conceptual study	
36.	Rusk and McGowan	2015	Conceptual study	
37.	Liang,	2015	Conceptual study	Mathematic model
38.	Pirotti.and Venzin.	2016	Conceptual	Book
39.	et al.	2016	Empirical study	Survey
40.	dleZulueta	2016	Conceptual study	
41.	Mofuoa.	2016	Empirical study	Case Study
42.	Rego et al.	2016	Empirical study	Survey
43.	Antunes and Franco	2016	Empirical study	Case Study
44.	Sommer et al.	2016	Conceptual study	
45.	Nold. and Michel.	2016	Empirical study	Survey
46.	Brendel,.and Bennett	2016	Conceptual study	
47.	Cheese.	2016	Conceptual study	
48.	Brendel. et al.	2016	Empirical study	Experiment (book)
49.	Manring et al.	2017	Conceptual	(book)
50.	Luthans.and Youssef-Morgan	2017	Empirical study	Survey

No	Authors	Year	Constructs	Method
51.	Magsaysay and Hechanova.	2017	Mix Method	
52.	Hodges.	2017	Conceptual study	
53.	Dovey et al.	2017	Empirical study	Phenomenology
54.	Alavi.Band Gill.	2017	Empirical study	Case Study
55.	Wei. et al.	2017	Empirical study	Case Study
56.	Williams et al.	2017	Conceptual study	
57.	De Clercq and Belausteguigoitia, .	2017	Conceptual study	
58.	Teo. et al.	2017	Empirical study	Survey
59.	Dalgaard-Nielsen,.et al.	2017	Empirical study	Case Study
60.	Tunley, et al.	2018	Conceptual study	
61.	Martin, et al.	2018	Empirical study	Phenomenology
62.	Gucciardi. et al.	2018	Conceptual study	
63.	Esteves. et al.	2018	Empirical study	Survey
64.	McCray.et al.	2018	Empirical study	Case Study
65.	Edwards. et al.	2018	Conceptual study	
66.	Ahmad, et al.	2018	Conceptual study	
67.	Douglas. et al.	2018	Conceptual study	
68.	Baur. et al.	2018	Conceptual study	
69.	Dimas, et al.	2018	Empirical study	Survey
70.	Zheng, et al.	2018	Conceptual study	
71.	Holbeche	2018	Empirical study	
72.	Azevedo & Shane	2019	Empirical study	Survey
73.	Kakkar	2019	Empirical study	Survey
74.	Mervyn, Amoo & Malby	2019	Empirical study	Case Study
75.	Thude, Juhl, Stenager, Plessen & Hollnagel	2019	Empirical study	
76.	Morales, Martínez, Gómez, López, & Argüelles	2019	Empirical study	
77.	Hirudayaraj & Sparkman	2019	Conceptual study	Survey
78.	Ahmad, Athar, Azam, Hamstra, & Hanif	2019	Empirical study	
79.	Suryaningtyas, Sudiro, Eka & Dodi	2019	Empirical study	
80.	Tuazon, Wolfgramm & Whyte	2019	Empirical study	
81.	Zwane, Kanyangale & Ndoro	2019	Empirical study	
82.	Oliver	2019	Empirical study	Survey
83.	Kakkar, S	2019	Empirical study	Survey

Source: Database

3. Result and Discussion

3.1. Research Methodology Development

Based on the type of study conducted, the conceptual studies dominated research conducted from 1999-2009 (77%). Empirical research is sparse. As time goes on in the 2010-2019 period, empirical research has begun to develop. Even in 2019, empirical studies dominate, of which 43 (we still want to add the number from articles in other fields) empirical research conducted for 20 years since 1999, turned out that as many as 25% of articles were published in 2019. Table 2 shows the categories of articles based on the research method used. Most quantitative research used survey methods, while qualitative research mostly used case studies.

Table 2: Methodology Used in Empirical Research

Quantitative		Qualitative		Mixed Method	Total
Survey	Experimental	Case Study	Phenomenology		
20	2	16	3	2	43

Table 2 shows the dominance of survey methods in quantitative research, while the case study design dominates qualitative research. There are opportunities to use experimental, phenomenological, narrative, or other methodologies to enrich the method usage in future research.

3.2. Context/Main Topic

The relationship between leadership and organizational resilience was studied in various topics. From several existing studies, we classified these topics into major and minor. The major includes the capacity of leaders to build resilience, leadership styles, strategies applied by leaders, psychological capital needed by leaders and teams, organizational culture, and leader behavior in building organizational resilience.

Table 3: Topics of Research

Major Topics		Minor Topics	
Topic	Total	Topic	Total
Leadership Style	10	Culture	2
Psychological Capital	9	Strategy	2
Capability	9	Relationship	2
Behavior	7		
Total	35		6

The description of each research topic is as described below.

3.2.1. Leadership Style

In a crisis, some leadership styles are considered more effective than others in helping organizations respond (Ballesteros, Useem, & Wry, in press; Bundy & Pfarrer, 2015; Stam, Van Knippenberg, Wisse & Pieterse, 2016). However, the effectiveness of the leadership style depends on the nature, causes, and stage of the crisis, how leaders interact, and how leaders and organizations prepare for possible organizational adversity (Bundy & Pfarrer, 2015). Organizations implemented several different leadership styles to deal with the crisis.

Table 4: Leadership Style in Crisis

Leadership Style	Authors	Nature/Stage of Crisis
Transformational leadership	Avey, et al. (2008), Dimas (2016)	Effectively applied in mobilizing human resources in times of crisis and building positive framing within the organization
Authentic Leadership	Alavi_and Gill (2017)	Influence follower responses to complex change.
Creative leadership	Dovey, et al., (2017)	As a collective achievement
Charismatic leadership	Waldman, et al (2001)	Effective during periods of high uncertainty, communicating determination, conveying vision and mission while articulating high-performance expectations.
The "all-weather" leaders	Povah (2012)	Leaders with the capacity to adapt to changing contexts. The five core elements of a leader are: Learning, Intellect, Values, Emotion, and Drive (LIVED)
Leader-Member Exchange (LMX)	Kakkar (2019)	High LMX leaders induce positive appraisals of situations that encourage subordinates which in turn increases employee motivation and resilience
Resilient Leadership		

From the literature review, we identify several leadership styles that are applied when the organization faces a crisis/downturn. These are transformational leadership, authentic leadership, creative leadership, charismatic leadership, Leader-Member Exchange (LMX), Resilient Leadership, and the "all-weather" leaders. Transformational leadership is the dominant leadership style applied in building organizational resilience. A transformational leader is a visionary, innovative, and inspirational leader who is sensitive to the needs of others (Bass and Avolio, 1994). In emergency management, a transformational leader can be considered effective in building a resilient organization, for example, when the leader inspires and articulates a vision for dealing with future emergencies.

In his conceptual paper, Grote (2019) argues that leaders play a central role in helping individuals and teams to adapt to complex demands while building and using appropriate leadership styles for different situations. Beyond these operational leadership requirements, building support structures in organizational design requires strategic leadership.

3.2.2. Psychological Capital

Leaders can move their subordinates by influencing them in their mental strengthening or psychological aspects. Therefore, strengthening the psychological capital (PsyCap) of both the leader and subordinates/employees is crucial for developing organizational resilience. PsyCap is directly related to positive emotions (Avey et al. 2008). PsyCap's positive traits can trigger positive affective states, which can facilitate the expansion of one's mind-action repertoire (Fredrickson 2001, 2009) and lead to higher creativity (Luthans et al. 2011) and a broader range of pathways (Snyder 2000). In turn, positive emotions can facilitate the building and restoration of previously depleted physical, social, and psychological resources (Fredrickson 2001, 2009), including PsyCap and its constituent psychological resources. PsyCap can facilitate the processes necessary for attention, interpretation, and retention of positive and constructive memories conducive to well-being. As a positive psychological resource, PsyCap can have an expanding and building effect (Fredrickson 2001, 2009) on positive affective states that are especially beneficial in times of adversity. PsyCap can help reduce common negative biases and hedonic adaptations and maintain well-being over time (Cameron 2008).

Table 5: Psychological Capital

Authors	Psychological capital
Dulewicz and Higgs (1999)	Emotional intelligence
Krygier (2000)	Commitment to moral realism and intellectual coherency
Avey. et al. (2008)	Positive psychological capital (hope, efficacy, resilience, and optimism) were significantly related to feelings of empowerment. Empowerment was significantly related to intentions to quit
Rego, et al (2016)	Four dimensions of positive psychological capital (optimism, resilience, self-efficacy, hope).

3.2.3. Capabilities for Organizational Resilience

Table 6: Building Capabilities for Organizational Resilience

Capability	Authors	Leader Action
Adaptability	(2016)	Mobilizing human resources and building positive framing within the organization
Agility	Holbeche, L.S (2018)	
Learning Capability		
Absorptive Capability	(2001)	
Relational network & Collaboration	Mervyn, K., Amoo, N., Malby, R (2019)	Challenges and insights in inter-organizational collaborative healthcare

Capability	Authors	Leader Action
		networks: An empirical case study of a place-based network
	Wei, H., Bilimoria, D., Li, S. (2017)	Kompetensi sosial berbasis Xin berdampak interaksi yang efektif dalam konteks relasional yang melibatkan diri individu, diri organisasi, dan interaksi
	Teo (2017)	memanfaatkan *social relationship* dalam mengaktifkan ketahanan selama krisis
Strategic Planning	Zwane, M., Kanyangale, M., Ndoro, T. (2019)	mengeksplorasi bagaimana kegiatan perencanaan, memimpin dan mengorganisir membentuk arsitektur organisasi
Organizational Cultural	Azevedo, A., Shane, M.J. (2019	kemampuan membangun kecerdasan budaya peserta
	Suryaningtyas, D., Sudiro, A., Eka, A.T., Dodi, W.I.(2019)	Kepemimpinan yang tangguh dan budaya organisasi memainkan peran penting dalam dengan ketahanan organisasi.

Building capability is about maximizing individuals' contribution to the benefit of the organization in a planned and managed manner. Building capabilities help motivate people to make the behavioral changes needed to achieve goals and successfully implement and persist in change. There are several capabilities that leaders build in dealing with crises or difficult times:

- Adaptability
  Grote (2019) argues that leaders play a significant role in helping individuals and teams to cope with the complex demands of adaptive behavior.
- Agility
- Learning capability
- Absorbtive capability
- Relational network.

Leadership and relational relationships are very important to increase organizational resilience in a crisis. It is very important for leaders as organizational actors to "engage, interact, and negotiate" with each other, and how to interact together to build meaning, and generate understanding and results (Fairhurst & Uhl-Bien, 2012: 1044). The relational aspect enables organizations to develop solutions to unexpected changes in the business environment and helps direct joint efforts to achieve mutually beneficial solutions (Ortiz-de-Mandojana and Bansal 2015), thereby contributing to the adaptive capacity of the organization. Leaders need to build relational capital at the intercompany level to help organizations survive. Leaders need to build relational capital which requires companies to create relationships that are nurtured through mutual respect, trust, reciprocity, and personal friendship. For organizations to thrive after a crisis, the deep social fabric of goodwill and interpersonal relationships provides the foundation on which to build and maintain resilience (Adler and Kwon 2002; LengnickHall and Beck 2005). Teo (2017) suggests that leadership plays a key role in generating liminal suspensions through signaling changes in routines and procedures. It also links transitional network theory to leadership activities and highlights the role of mutual trust and rapid trust in building different types of relational relationships during crises. Future studies could be directed towards achieving a more sophisticated understanding of how leadership behavior affects relationships and hence organizational resilience during crises. Future studies regarding the role of social capital in encouraging innovation to increase resilience are still not widely carried out.

3.2.4. Leadership in Building Organizational Resilience

Based on the literature reviewed, we build a framework of the leadership role in developing organizational resilience as shown in Figure 1. This framework provides important insights for practitioners who attempt to design resilient organizations and build the necessary leadership capabilities. Studies using resilience constructs to explore the relationship between leadership and organizational resilience still need to be developed.

This study examines the influence of leadership on the organization it leads. Future studies can identify the characteristics and leadership styles needed to support the efforts of organizations willing to commit to fostering employee and organizational resilience through leadership development. We need a more comprehensive understanding of how resilience fostered in organizations can contribute to the existing literature on leadership development and organizational resilience. Researchers from the relational leadership school may be interested in examining how organization actors engage and interact with others and how these interactions construct meaning and generate understanding and outcomes (Fairhurst & Uhl-Bien, 2012).
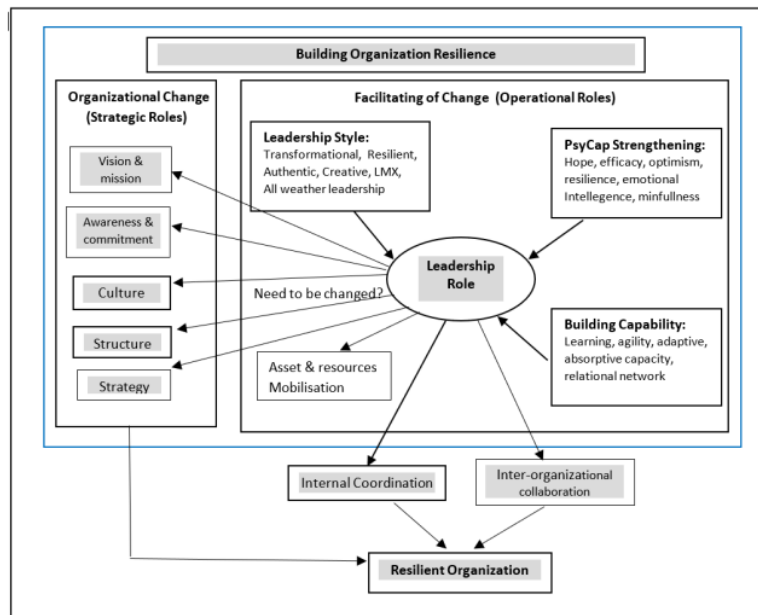

Figure 1: Framework of Leadership in Building Organizational Resilience

5. Conclusion

This study reviews empirical work in leadership and organizational resilience over the last two decades (1999 to 2019). We discover how this field has evolved with new characters, methodologies, and various leadership contexts for building organizational resilience. Leaders have a significant role in the organization's future success (Poah, 2012). This study reviews empirical studies about leadership and organizational resilience, especially when organizations face crisis conditions or setbacks. Previous empirical studies have not discussed the mechanism and process of building organizational resilience carried out by leaders in depth. This field becomes an opportunity for future research, where empirical research can provide best practices regarding the role of leaders in building organizational resilience.

Author Contribution
Author 1: conceptualization, writing original draft, data curation, formal analysis, investigation, methodology.
Author 2: review and editing, writing review and editing, supervision, validation, visualization.
Author 3: review and editing, visualization.

Financial Disclosure
None

Conflict of Interest
The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

References

Ahmad, J., Athar, M.R., Azam, R.I., Hamstra, M.R.W. & Hanif, M. (2018). A Resource Perspective on Abusive Supervision and Extra-Role Behaviors: The Role of Subordinates' Psychological Capital (Article in press). *Journal of Leadership and Organizational Studies*

Alavi, S.B. & Gill, C. (2017). Leading Change Authentically: How Authentic Leaders Influence Follower Responses to Complex Change. *Journal of Leadership and Organizational Studies*, 24(2), 157-171.

Antunes, A. & Franco, M.(2016). How people in organizations make sense of responsible leadership practices: Multiple case studies. *Leadership and Organization Development Journal,* 37(1), 126-152

Avey, J.B., Hughes, L.W., Luthans, K.W. & Norman, S.M. (2008). Using positivity, transformational leadership, and empowerment to combat employee negativity. *Leadership & Organization Development Journal*, 29(2), 110-126.

Baur, J.E., Haynie, J.J., Buckley, M.R., Palar, J.M., Novicevic, M.M. & Humphreys, J.H.(2018). When Things Go From Bad to Worse: The Impact of Relative Contextual Extremity on Benjamin Montgomery's Positive Leadership and Psychological Capital. *Journal of Leadership and Organizational Studies*, 25(3), 323-338.

Brendel, W. & Bennett, C. (2016). Learning to Embody Leadership Through Mindfulness and Somatics Practice. *Advances in Developing Human Resources*,18 (3), 409-425.

Brendel, W., Hankerson, S., Byun, S. & Cunningham (2016). Cultivating leadership Dharma: Measuring the impact of regular mindfulness practice on creativity, resilience, tolerance for ambiguity, anxiety, and stress. *Journal of Management Development*, 35(8), 1056-1078.

Campbell Quick, J., McFadyen, A. & Lynn Nelson, D. (2014). No accident: health, well-being, performance, and danger. *Journal of Organizational Effectiveness*, 1(1), 98-119.

Cheese, P. (2016). Managing risk and building resilient organizations in a riskier world. *Journal of Organizational Effectiveness*, 3(3), 323-331

Cheney, G., Santa Cruz, I., Peredo, A.M. & Nazareno, E. (2014). Worker cooperatives as an organizational alternative: Challenges, achievements, and promise in business governance and ownership. *Organization*, 21(5), 591-603.

Courtney, A. (2009). Fear, panic and prosperity consciousness: Developing resilience as the paradigm shifts. *Development and Learning in Organizations*, 23(3), 18-20.

Coutu, D.L. (2002). How resilience works. *Harvard Business Review*, 80(5), 46.

Dalgaard-Nielsen, A. (2017). Organizational resilience in national security bureaucracies: Realistic and practicable? *Journal of Contingencies and Crisis Management*, 25(4), 341-349.

Davis, E.B., Kee, J., Newcomer, K. (2010). Strategic transformation process: Toward purpose, people, process, and power. *Organisation Management Journal*, 7(1), 66-80.

Davison, C.B. (2014). Selected leadership demographics as predictors of continuity planning. *Disaster Prevention and Management: An International Journal*, 23(3), 243-25.

De Clercq, D. And Belausteguigoitia, I. (2017). Mitigating the negative effect of perceived organizational politics on organizational citizenship behavior: Moderating roles of contextual and personal resources. *Journal of Management and Organization*, 23(5), 689-708.

de Mello e Souza Wildermuth, C. And Pauken, P.D. (2008). A perfect match: Decoding employee engagement – Part I: Engaging cultures and leaders. *Industrial and Commercial Training*, 40(3), 122-128.

Dennis, R. (2014). Improvised performance: Nurturing natural leadership. *Journal of Organisational Transformation and Social Change*,11(2), 108-124.

Diamond, Michael A., (1992). Hobbesian and Rousseauian identities: The Psychodynamics of Organizational Leadership and Change. *Administration & Society*, 24(3), 267-289.

Dimas, I.D., Rebelo, T., Lourenço, P.R. & Pessoa, C.I.P. (2018). Bouncing Back from Setbacks: On the Mediating Role of Team Resilience in the Relationship Between Transformational Leadership and Team Effectiveness. *Journal of Psychology: Interdisciplinary and Applied*, 152(6), 358-372.

dle Zulueta, P.C. (2016). Developing compassionate leadership in health care: An integrative review (Review) (Open Access). *Journal of Healthcare Leadership*, 8, 1-10.

Donovan, G.F. (2013). Personal resilience: A gateway to organizational health and progress. *Frontiers of health services management*, 30 (I2), 36-42.

Douglas, H., Eti-Tofinga, B., Singh, G. (2018). Hybrid organizations contributing to wellbeing in Small Pacific Island Countries. *Sustainability Accounting, Management and Policy Journal*

Dovey, K., Burdon, S. & Simpson, R. (2017). Creative leadership as a collective achievement: An Australian case. *Management Learning*, 48(1), 23-38.

Dulewicz, V. & Higgs, M. (1999). Can emotional intelligence be measured and developed? *Leadership & Organization Development Journal*, 20(5), 242-253.

Edmondson, A.C. & Nembhard, I.M. (2009). Product development and learning in project teams: The challenges are the benefits. *Journal of Product Innovation Management*, 26(2), 123-138.

Edson, M.C. (2012). A Complex Adaptive Systems View of Resilience in a Project Team. *Systems Research and Behavioral Science*, 29(5), 499-516.

Edwards, M.S., & Ashkanasy, N.M.(2018). Emotions and failure in academic life: Normalising the experience and building resilience. *Journal of Management and Organization*, 24(2), 167-188.

Esteves, T., Lopes, M.P., Geremias, R.L. & Palma, P.J. (2018). Calling for leadership: leadership relation with worker's sense of calling.*Leadership and Organization Development Journal*, 39(2), 248-260.

Gallos, J.V. (2008). Learning from the toxic trenches: The winding road to healthier organizations-and to healthy everyday leaders. *Journal of Management Inquiry*, 17(4), 354-367.

Grant, A.M. (2014). The Efficacy of Executive Coaching in Times of Organisational Change. *Journal of Change Management*,14(2), 258-280.

Gucciardi, D.F., Crane, M., Ntoumanis, N., Parker, S.K., Thøgersen-Ntoumani, C., Ducker, K.J., Peeling, P., Chapman, M.T., Quested, E. & Temby, P. (2018). The emergence of team resilience: A multilevel conceptual model of facilitating factors. *Journal of Occupational and Organizational Psychology*.

Hodges, J. (2017). Building capabilities for change: The crucial role of resilience. *Development and Learning in Organizations*, 31(1), 5-8.

Kirkhaug, R. (2010). Antecedents of risk in compliance enhancing organizations. *International Journal of Organizational Analysis*,18(4), 430-441.

Koronis, E. & Ponis, S.T. (2012). Introducing corporate reputation continuity to support organizational resilience against crises. *Journal of Applied Business Research,* 28(2), 283-290.

Kouzmin, A., Korac-Kakabadse, N. (2000). Mapping institutional impacts of lean communication in lean agencies: Information technology illiteracy and leadership failure. *Administration and Society,* 32(1), 29-69.

Krygier, M. (2000). Selznick's Hobbesian idealism: Its nature and its origins. Research in the Sociology of Organizations, 44, 21-52.

Leggat, S.G. And Balding, C. (2014). Achieving organisational competence for clinical leadership: The role of high performance work systems. *Journal of Health, Organisation, and Management,* 27(3), 312-329.

Liang, T.Y. (2015). Relativistic complexity, adaptive governance, and the intelligence leadership. *Human Systems Management,* 34(3), 201-223.

London, M. (2010). Understanding social advocacy: An integrative model of motivation, strategy, and persistence in support of corporate social responsibility and social entrepreneurship. *Journal of Management Development,* 29(3), 224-245.

Luthans, F. & Youssef-Morgan, C.M. (2017). Psychological Capital: An Evidence-Based Positive Approach(Review). *Annual Review of Organizational Psychology and Organizational Behavior,* 4, 339-366.

Magsaysay, J.F., Hechanova, M.R.M. (2017). Building an implicit change leadership theory. *Leadership and Organization Development Journal,* 38(6), 834-848.

Manring, S.L. (2017). The role of management education in transdisciplinary collaborations for sustainable social-economic-ecological systems. *Handbook of Sustainability in Management Education: In Search of a Multidisciplinary, Innovative and Integrated Approach,* 337-367.

Marshall, J. (2000). Expanding the realm of organizational reasoning. *The Learning Organization,* 7(5), 244-251.

Martin, L.M., Lord, G., Warren-Smith, I. (2018). Unseen and unheard? Women managers and organizational learning. *Learning Organization,* 25(1), 40-50.

McCray, J., Warwick, R., Palmer, A. (2018). Impressions of action and critical action learning: Exploring the leadership development of senior doctors in an English healthcare organization. *International Journal of Training and Development,* 22(1), 69-85.

Mofuoa, K. (2016). Prospering in the southern Africa's VUCA world of the nineteenth century: A case of resilience of Basotho of Lesotho. *Journal of Enterprising Communities,* 10(2), 164-177.

Ncemane, S.N. & Weeks, R.V. (2012). Organisational Resilience in the South African services sector. *2012 Proceedings of Portland International Center for Management of Engineering and Technology: Technology Management for Emerging Technologies,* PICMET'122012 (6304337), 3206-3214.

Nold, H. & Michel, L. (2016). The performance triangle: A model for corporate agility.*Leadership and Organization Development Journal,* 37(3), 341-356.

[No author name available]. (2013). Proceedings 29th Annual Association of Researchers in Construction Management Conference, ARCOM 2013 (Conference Review). *Proceedings 29th Annual Association of Researchers in Construction Management Conference, ARCOM 2013, 1393.*

Oeij, P.R.A., Dhondt, S. & Gaspersz, J. (2016). Mindful infrastructure as an enabler of innovation resilience behaviour in innovation teams. *Team Performance Management,* 22(7-8), 334-353.

Pal, R. & Torstensson, H. (2011). Aligning critical success factors to organizational design: A study of Swedish textile and clothing firms. *Business Process Management Journal,* 17(3), 403-436.

Pal, R., Torstensson, H. & Mattila, H. (2014). Antecedents of organizational resilience in economic crises - An empirical study of Swedish textile and clothing SMEs. *International Journal of Production Economics,* 147(PART B), 410-428.

Pirotti, G.B. & Venzin, M. (2016). Resilient organizations: Responsible leadership in times of uncertainty. *Resilient Organizations: Responsible Leadership in Times of Uncertainty,* 1-165)

Povah, L. (2012). Assessing leaders for the future. *Industrial and Commercial Training,* 44(5), 250-258.

Powley, E.H. & Taylor, S.N. (2014). Pedagogical Approaches to Develop Critical Thinking and Crisis Leadership. *Journal of Management Education,* 38(4), 560-585.

Rego, P., Lopes, M.P. & Nascimento, J.L. (2016). Authentic leadership and organizational commitment: The mediating role of positive psychological capital. *Journal of Industrial Engineering and Management*, 9(1), 129-151.

Rusk, M. & McGowan, P. (2015). Entrepreneurial learning in context: An exploration of learning models in different domains. *Proceedings of the European Conference on Innovation and Entrepreneurship, ECIE*, 2015-January, 2015(600-608) 10th European Conference on Innovation and Entrepreneurship, The University of Genoa, Italy.

Smith, P., Crittenden, N. & Caputi, P. (2012). Measuring women's beliefs about glass ceilings: Development of the Career Pathways Survey. *Gender in Management: An International Journal*, 27(2), 68-80.

Sommer, S.A., Howell, J.M. & Hadley, C.N. (2016). Keeping Positive and Building Strength: The Role of Affect and Team Leadership in Developing Resilience During an Organizational Crisis. *Group and Organization Management*, 41(2), 172-202.

Tangihaere, T.M. & Twiname, L. (2011). Providing space for indigenous knowledge. *Journal of Management Education*, 35(1), 102-118.

Teo, W.L., Lee, M. & Lim, W.-S. (2017). The relational activation of resilience model: How leadership activates resilience in an organizational crisis. *Journal of Contingencies and Crisis Management*, 25(3), 136-147

Tunley, M., Button, M., Shepherd, D. & Blackbourn, D. (2018). Preventing occupational corruption: Utilising situational crime prevention techniques and theory to enhance organisational resilience. *Security Journal*, 31(1), 21-52.

Weber, J.M. (2012). Social innovation and social enterprise in the classroom: Frances Westley on bringing clarity and rigor to program design. *Academy of Management Learning and Education*,11(3), 409-418.

Wei, H., Bilimoria, D. & Li, S. (2017). How Does Culture Matter? The Xin (Heart-Mind)-based Social Competence of Chinese Executives. *Management and Organization Review*,13(2), 307-344.

Whittington, J.L., Evans, B. (2005). The enduring impact of great ideas. *Problems and Perspectives in Management Open Access*,3(2), 114-122.

Williams, T.A., Gruber, D.A., Sutcliffe, K.M., Shepherd, D.A. & Zhao, E.Y. (2017). Organizational response to adversity: Fusing crisis management and resilience research streams. *Academy of Management Annals*,11(2), 733-769.

Wing, L.S. (2005). Leadership in high-performance teams: A model for superior team performance. *Team Performance Management: An International Journal*,11(1-2), 4-11.

Zheng, W, Kark, R. & Meister, A.L. (2018). Paradox versus dilemma mindset: A theory of how women leaders navigate the tensions between agency and communion. *Leadership Quarterly*, 29(5), 584-596.

Zulkifli, N., Hashim, R.G. & Ahmad, J. (2012).Usage of enterprise information system (EIS) among SMEs in the east coast of Malaysia: A preliminary study. *BEIAC 2012 - 2012 IEEE Business, Engineering, and Industrial Applications Colloquium 2012*, Article number 6226042, 156-1612012.

How Leaders Build Organizational Resilience?

8 www.ldouglas.com
Internet Source   1%

9 Ackerman R. H., Brock B. L., Conner D. R., Flach F. et al. "Conceptual Frameworks and Research Models on Resilience in Leadership", 'SAGE Publications'
Internet Source   1%

10 Muhammad Amar, Julius Jillbert, Maat Pono. "TESTING THE CAUSAL DIRECTION BETWEEN PROFITABILITY AND INVESTMENT IN HEALTH INFORMATION TECHNOLOGY", International Journal of Business Research, 2016
Publication   1%

11 www.biorxiv.org
Internet Source   1%

12 Zhenzhong Ma, Lei Xiao, Jielin Yin. "Toward a dynamic model of organizational resilience", Nankai Business Review International, 2018
Publication   1%

13 pdfs.semanticscholar.org
Internet Source   1%

14 hdl.handle.net
Internet Source   1%

15 worldwidescience.org
Internet Source   1%

16 aisel.aisnet.org

Internet Source

1 %

How Leaders Build Organizational Resilience?

FINAL GRADE

/0

GENERAL COMMENTS

Instructor