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## Effects of Resilience on Productivity under Authentic Leadership

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### Abstract

Flexible, storable and convertible dynamic capabilities ensures resilience in organizations and make them powerful in coping with problems and crises. In organizational level a resilient leadership is a prerequisite of resilient organizations. According to positive psychology and positive organizational literature authentic leadership is a suitable leadership model for resilient organizations with high levels of organizational efficiency. In this study we are specifically focusing on authentic leadership style, which is the most famous leadership style among positive organizational scholarship researchers, its effects on resilience of employees and individual productivity.

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### 1. Introduction

Understanding the dynamics of resilience has assumed greater urgency and normative currency in the face of increasing terrorism, threat of war, recession, and a host of other recent sociopolitical, technological, and economic trends (Cameron & Dutton, 2013: 112). A resilience perspective promotes a new way of seeing, by arguing that organizations are more efficacious than threat rigidity and other deterministic perspectives allow (Cameron & Dutton, 2003: 112). Although leadership has always been more difficult in challenging times, but the unique stressors facing organizations throughout the world today call for a renewed focus on what constitutes genuine

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leadership (Avolio and Gardner, 2005) and need for authentic leadership has become obvious. Given the various “shocks to the system”

commonly faced today by organizational members, including severe financial setbacks, obsolescence, downsizing, rapid technological advances, workplace violence, and acts of terrorism, their ability to withstand and bounce back from such sudden and dramatic changes is becoming increasingly important. Crisis, wars, terrorist attacks and social problems resulted in a new focus on restoring confidence, hope, and optimism.

Developmental psychologist such Ann Masten often refer to resilience as “ordinary magic.” Once thought to be a rare attribute of individuals, resilience is now seen as a common strength of “ordinary” people that arises from basic human adaptive systems. As long as these systems are protected and functional, human development is robust—even when confronted with severe adversity. (Gardner ve Schermerhorn, 2004).

## 2. Literature Review and Hypothesis

### 2.1 Resilience

During the course of a normal life span, almost everyone is confronted with at least one or more times a very painful or stressful event (for ex. death of a relative, loss of a friend, physical or sexual assault or a life-threatening traumatic event). But luckily, although number of these traumatic events are quite high, only a relatively small number of people experience severe psychological illnesses (PTSD; American Psychiatric Association, 2000). In this point psychological resilience plays an important role in determining individuals power to resist difficulties in life. Resilience is, "successful adaptation to life tasks in the face of social disadvantage or highly adverse conditions" (Garmezy, 1993; Fin 1997) and maintenance of positive adjustment under challenging environmental and interior conditions such that the organization emerges from those conditions strengthened, more powerful and more resourceful (Vogus ve Sutcliffe, 2007). It is more than a specific adaptation. It increases probability of adaptation, competence in one period increases the probability of competence in the next. (Vogus ve Sutcliffe, 2007) Moreover, resilience requires both a judgment that an entity is “doing okay” or “better than okay” with respect to a certain set of expectations for behavior, as well as a judgment that an entity has faced extenuating circumstances that posed a threat to good outcomes (Masten & Reed, 2002: 75).

In individual level resilience is directly proportional to positive emotions of individuals. Individuals who report resilience present zestful and energetic approaches to life, and they are curious and open to new experiences (Masten, 2001; Tugade, vd. 2004). Resilient individuals not only cultivate positive emotions in themselves, but also they transmit positive emotions to others as well, which creates a supportive social network to aid in the coping process (Tugade, vd., 2004). They have the ability to continue fulfilling personal and social responsibilities and to embrace new tasks and experiences (Bonanno, 2007).

Resilience is more likely when individuals have access to a sufficient amount of high quality resources such as human capital, social capital, emotional capital and material capital that they make individuals develop competence. And it is more likely to occur when individuals have experiences that allow them to encounter success and build self-efficacy that motivate them to succeed in their future endeavors (Masten & Reed, 2002).

### 2.2. Organizational Resilience

In organization theory, resilience refers to (1) the ability to absorb strain and preserve functioning despite the presence of adversity or (2) the ability to recover or bounce back from untoward events. Resilience from a developmental perspective does not merely emerge in response to specific interruptions or jolts, but rather develops over time from continually handling risks, stresses, and strains. (Sutcliffe ve Vogus, 2003).

There are two different perspectives on what organizational resilience means. First view resembles the definition of resilience in physical sciences, according to this view organizational resilience is simply an ability to rebound from unexpected, stressful, adverse situations (Gittell, Cameron, Lim, & Rivas, 2006; Sutcliffe & Vogus, 2003). The second perspective on resilience includes the development of new capabilities and an expanded ability to create and catch new opportunities (Freeman, Hirschhorn, & Maltz, 2004; Layne, 2001; Lengnick-Hall & Beck, Legnick,

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