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NAVIGATING CRISIS THROUGH LEADERSHIP: EMPIRICAL EVIDENCE ON THE ROLE OF LEADERSHIP STYLES IN ORGANIZATIONAL RESILIENCE

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Abstract

Organizational resilience is a new way of survival, which ensures performance and competitive advantage in an ever-changing global world environment. Although there is much literature pertaining to leadership, not much empirical focus has been attached to the contribution of the various styles of leadership in the creation of resilient organizational cultures. This paper examines how eight types of leadership, transformational, servant, adaptive, transactional, democratic, autocratic, laissez-faire and situational, impact organizational resilience. It is important to define leadership behaviours that can influence resilience in a significant, direct, or mediated way through other factors like organizational culture and the adaptability of employees. A descriptive-correlational research design was utilized. 250 middle and senior-level managers in the public and private sector organizations of Pakistan provided data using a structured questionnaire. Direct and indirect path coefficients were analyzed through Structural Equation Modeling (SEM) on the SmartPLS 4.0 software. As the study found out, transformational ($\beta = 0.482$), servant ($\beta = 0.319$), and adaptive leadership ($\beta = 0.356$) had the greatest significant positive influence on resilience ($p < 0.001$), whereas autocratic and laissez-faire had adverse effects. Statistically significant was also the indirect mediation through culture and adaptability. Organizationally, it is encouraged that an adaptive and transformational leadership development program and an inclusive and learning-based organization should be encouraged to derive long-term resilience. Cross-cultural leadership and its longitudinal effects are suggested for future research.

Keywords: Organizational Resilience, Leadership Styles, Transformational Leadership, Organizational Culture, Employee Adaptability.

Introduction

In the modern world of growing volatility and complexity, organizations must face the challenges of constant disruptions that may be based on economic crises, political uncertainty, and issues such as pandemics, technological evolution, and environmental problems. These strains have caused resilience in organizations to be a sensitive competence to sustain organizational performance and survival in the long term. The term resilience can be defined as the ability of an organization to expect,

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absorb, adapt to, and recover from adversity while maintaining necessary functions and becoming stronger (Chen & Liu, 2021). Nevertheless, the ability to construct and maintain resilience is not automatic, but leadership plays a crucial role.

The role of leadership is central in the organization when responding to uncertainty, strategic adjustment/adaptation, presence of cultural transformation, psychological safety and innovative development in the organization (Lengnick-Hall, Beck, & Lengnick-Hall, 2011). With organizations bracing to expand on their resilience capabilities, it is important to understand the effect the various leadership styles, including transformational, servant, adaptive, transactional, democratic, autocratic, and laissez-faire, have on it. Researchers have demonstrated how leadership styles contribute to or suppress resilience based on the implications they have on employee engagement, organizational learning, and decision-making (Yakovleva, 2022; Batool & Malik, 2022).

An example is transformational leadership that has been linked to vision-building, inspiration and empowerment, which are the characteristics of resilient behavior (Bass & Riggio, 2006). Simple leadership, which is based on aspects of empathy, empowerment, and ethical stewardship, helps build stability in an organization by helping to nurture the human capital when there is disruption (Liden et al., 2008). In the meantime, adaptive leadership promotes innovation and flexibility that allows organizations to dynamically adapt to new conditions (Heifetz, Grashow, & Linsky, 2009). Conversely, both autocratic and laissez-faire headship have been associated with reduced levels of trust, reduced innovation and weak adaptability among employees, which restricts the development of resilience (Suparti & Asno, 2023; Kamal et al., 2024).

Even with the increasing literature, there are gaps. To begin with, most of the available research narrows down leadership into the workings of the organization that drives leadership behavior to resilience, that is, organizational culture and the adaptability of employees. Second, the number of comparative studies that evaluate various leadership styles in a single empirical framework is limited. Third, the South Asian region and especially Pakistan are not adequately represented in the body of literature on resilience and leadership despite the context-specificity of leadership and its behavior being globally culturally established (Rana & Odeh, 2023).

Study Rationale

Organizations currently live in a world of disruptions in the form of global pandemics, technological changes, uncertainty in the economy, and sociopolitical instability. Resilience in this regard has become one of the fundamental competencies essential in maintaining organisational performance and competitiveness (Chen & Liu, 2021). Nevertheless, resilience does not occur spontaneously; it is moulded through leadership practices that foster culture, adaptability, and decision-making. Although many leadership theories are known, little empirical evidence with regard to the comparative efficacy of various leadership styles- e.g. transformational, servant, adaptive, transactional, autocratic, democratic, and laissez-faire styles of leadership- on organizational resilience has been next to none, particularly on the observability of the contingencies under "fully mixed", or rather "mixed fully", strategy under quantitative approaches (Dong, 2023; Yakovleva, 2022). This research study can

bridge that gap, especially in the South Asian context, where the norm of hierarchy and a culturally collectivistic society exert a strong imprint on how organizations behave.

Problem Statement

Although the world is currently focusing more on organizational resilience, there is still insufficient knowledge on how leadership styles can aid in building resilient organizational cultures. Most discriminating studies focus on leadership and neglect the role of the mediating variables, like culture and the adaptability of employees, in this interaction (Rana & Odeh, 2023). Moreover, the research on the topic has not been conducted well in the context of Pakistan, where public and private sector organizations face structural and cultural challenges differently. The requirement of context-wise perceptions to an organization is acutely met by this study, which manages to notice the influence of leadership behaviors on resilience in Pakistani organizations.

Research Questions

1. How does the leadership style relate to resilience in organizations?

2. To what extent do the roles of organizational culture and employee adaptability mediate the association between leadership styles and Organizational resilience?

Research Objectives

- To investigate the direct impact of various leadership styles on organizational resilience.

- To explore how organizational culture and staff adaptability play the mediating role between leadership and resilience.

Theoretical Framework

The study's foundation is Transformational Leadership Theory (Bass & Riggio, 2006), which highlights motivation, vision, and individual consideration as factors that propel organizational change. Additionally, it makes use of Teece's (2007) Dynamic Capabilities Framework, which views leadership as a capability that helps companies adjust, integrate, and reorganize resources in response to changes in the environment. According to Lengnick-Hall et al. (2011), the framework incorporates Resilience Theory, which holds that resilient systems are distinguished by their stability, adaptability, and potential for learning. The proposed connections between resilience and leadership behaviors are informed by these viewpoints taken together.

Conceptual Framework

The conceptual model proposes that:

- Leadership styles (independent variables) influence **organizational resilience** (dependent variable) directly.
- **Organizational culture** and **employee adaptability** act as **mediators**.
- The model tests both **direct paths** (e.g., adaptive leadership → resilience) and **indirect paths** (e.g., transformational leadership → culture → resilience). This framework is tested using **Structural Equation Modeling (SEM)** to validate the strength and direction of hypothesized relationships.

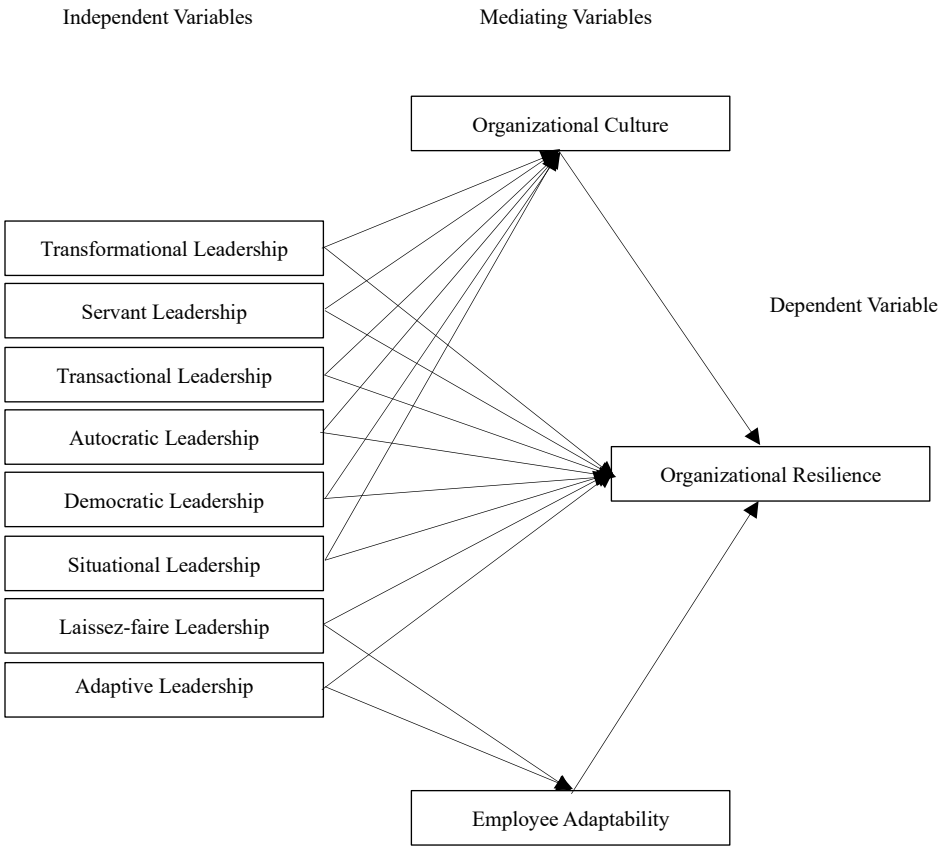


Figure 01: Research Model

Study Hypotheses

Direct Hypotheses

H_1: Transformational leadership has a significant positive effect on organizational resilience.

H_2: Servant leadership has a significant positive effect on organizational resilience.

H_3: Adaptive leadership has a significant positive effect on organizational resilience.

H_4: Transactional leadership has a positive but weaker effect on organizational resilience.

H_5: Autocratic leadership has a significant negative effect on organizational resilience.

H_6: Laissez-faire leadership has a significant negative effect on organizational resilience.

H_7: Democratic leadership has a significant positive effect on organizational resilience.

H_8: Situational leadership has a significant positive effect on organizational resilience.

Mediated Hypotheses (Indirect Effects)

H_9: Organizational culture mediates the relationship between transformational leadership and organizational resilience.

H_{10}: Organizational culture mediates the relationship between servant leadership and organizational resilience.

H_{11}: Organizational culture mediates the relationship between transactional leadership and organizational resilience.

H_{12}: Organizational culture mediates the relationship between democratic leadership and organizational resilience.

H_{13}: Organizational culture mediates the relationship between autocratic leadership and organizational resilience.

H_{14}: Employee adaptability mediates the relationship between adaptive leadership and organizational resilience.

H_{15}: Employee adaptability mediates the relationship between laissez-faire leadership and organizational resilience.

Significance of the Study

This study advances both organizational practice and scholarly literature by offering empirical clarity on the relationship between resilience and leadership. By including leadership styles into resilience frameworks, it enriches theoretical models

for academics. It provides a diagnostic tool for practitioners to create leadership tactics that increase organizational resilience in the face of uncertainty (Bagwell, 2020; Dunn, 2020).

Literature Review

Organizational Resilience: Concept and Importance

Organizational resilience denotes the ability of an entity to engage in the processes of anticipating, preparing, responding, and adapting to the incoming change (incremental and sudden) to survive and thrive (Chen & Liu, 2021). Resilience does not need to be optional anymore, especially where the environment is volatile and unpredictable. Lengnick-Hall et al. (2011) stated that resilience entails three dimensions, including the cognitive or sense-making dimension, the behavioral or adaptability dimension, and finally, the contextual or resource and support system dimension. Organizations that develop such dimensions are more poised to bounce back in the case of a crisis and seize the opportunities that arise.

Leadership and Its Evolving Role in Resilience

Leadership has always been regarded as one of the key factors of organizational success; however, recent research has allowed leadership to play a central role in resilience development. Leaders can shape or reshape vision, behavior, adaptability, and culture, which are directly attributed to resilience (Dunn, 2020). Such important aspects as retaining trust, allowing collaboration, fostering learning, and adopting a common cause are essential parts of successful leadership in times of disruption (Yakovleva, 2022). Strong leaders do not just survive the crises, but they use the situation to win.

Transformational Leadership and Organizational Resilience

Resilience has been said to be subject to transformational leadership. It can be defined as an action encouraging followers to do more than expected by balancing organizational objectives and individual values (Bass & Riggio, 2006). This culture promotes innovation, psychological safety, and a mutual approach to learning that are all associated with resilience. Rana et al. (2023) concluded that transformational leadership positively correlates with the adaptive cultures that mediate the development of resilience within service organizations. In the same manner, Asbari (2020) pointed out that the focus of transformational leadership is to develop confidence and strategic responsiveness to crises.

Servant Leadership and Resilience through Human-Centered Practices

Servant leadership ignores individual focus, but it focuses on empathy, empowerment, and ethical behavior. With the focus on the followers and their development and well-being, servant leaders also increase the group commitment and emotional stability (Liden et al., 2008). Batool and Malik (2022) demonstrated that servant leadership enhances sustainability, which is mediated by the creation of creativity and psychological resilience for an organization. Servant leaders foster

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robust interpersonal relationships that can be a shock absorber to shocks occurring on the outside by engaging in inclusive communications and supporting teams.

Adaptive Leadership and Change Readiness

The new type of leadership, according to Heifetz et al. (2009), called adaptive leadership, is specially designed to deal with complexity. It also involves skills related to diagnosing the environment, trying out new things, and managing teams. Abukalusa and Oosthuizen (2023) stated that adaptive leadership cultivated skills of systems thinking; therefore, this is an important skill when trying to comprehend how a system works in crisis. As Yakovleva (2022) also pointed out, multilevel resilience can be strengthened through adaptive leadership, since it helps to prepare people, teams, and systems to stay adaptive to changing conditions.

Transactional Leadership: Performance but Limited Flexibility

Transactional leadership is all about exchanges between the leader and the followers, where emphasis is made on goals, supervision and rewards (Bass & Avolio, 2000). Although such an approach has the potential to enhance performance reliability and performance on a task, it is not observable in terms of resilience. Dong (2023) mentioned that transactional leadership can help in organizing things, but it does not have the versatility required in our uncertain world. Nonetheless, when it is mixed with transformational components, it can still be positive (Shaaban, 2019).

Autocratic and Laissez-Faire Leadership: Barriers to Resilience

Autocratic leadership styles involving non-participation in decision-making and limited freedom can work well when it comes to having to take charge of a crisis, but are found to be restrictive of flexibility and innovation among the personnel. Suparti and Asno (2023) discovered that the excessive use of autocratic control is harmful to both the acceptance of changes and the workgroup cohesion. On the other hand, a laissez-faire style of leadership gives full freedom and little direction, which results in a lack of identification and poor coordination. Kamal et al. (2024) cautioned against the consequences of an unstructured laissez-faire leadership approach, with the theory potentially undermining the usefulness of an organization and slowing its response to a crisis.

Democratic and Situational Leadership: Flexibility and Engagement

Democratic leadership focuses on collective decision-making, involvement and joint respect. Hilton and Ahmed (2021) discovered that democratic leadership increases performance and commitment at the organization due to contingent rewards and inclusion. Woods (2021) pointed out the importance of participative environments, as they raise trust, openness, and resilience. In the same way, situational leadership, in which leaders adjust their style depending on the maturity of followers and the complexity of tasks, promotes resilience by contextualizing the leadership style to the demands of the situation (Papworth et al., 2009; Jackson & Naziri, 2020).

Mediating Role of Organizational Culture and Employee Adaptability

One of the important mechanisms of the effect of leadership on resilience is organizational culture. The qualities of the culture, like learning orientation, innovation, trust, and openness, are defined by the leaders (Chen & Liu, 2021). Values that foster resilience are incorporated, especially by democratic and transformational leaders. Similarly, supportive leadership directly affects employee adaptability, or the readiness and ability of the workforce to adapt to the change (Adriansyah & Sari, 2020). Empowering leaders with effective communication and the ability to delegate responsibility makes staff more resilient to disturbance.

Integrative Perspectives and Research Gaps

Although the literature already acknowledges that leadership has a soaring impact on resilience, there is little that brings together different leadership styles on a single platform. Besides, little is known about the mediating effects of culture and adaptability. There is little empirical evidence of South Asia and the public sector specifically, where hierarchical and collective norms combine with leadership behavior uniquely.

Research Methodology

Research Design

In the current research, the research design is a quantitative study with a descriptive-correlational research design that seeks to establish the relationship between different organizational leadership styles and the emergence of a strong organizational culture. The design is suited because the researcher can evaluate the strength of relationships between various leadership behaviors and resilience factors in the organization systematically (Creswell & Creswell, 2018).

Quantitative research provides an element of objectivity and generalizability, particularly when studying the links between specific constructs, viz., transformational leadership and organizational resilience (Saunders, Lewis, & Thornhill, 2019). Correlational methods, specifically, enable a researcher to find a statistically significant correlation between variables without the ability to control the research environment (Sekaran & Bougie, 2022).

Population and Sampling

The researchers' target population encompasses middle-level and senior managers operating in large private enterprises and government organizations in Pakistan. They are chosen because these people are directly or indirectly engaged in leadership practices and processes utilized in the organization in making decisions that affect culture and resilience.

The approach of stratified random sampling is utilized to guarantee that various sectors (such as manufacturing, services, and government) are represented proportionately. Enhancing representativeness and reducing sample bias are two benefits of this method (Etikan & Bala, 2017).

According to Hair et al. (2019), who advise a 10:1 ratio for items to respondents in structural equation modeling (SEM), using Cochran's calculation for unknown population size, a minimum sample size of 250 respondents is established.

Data Collection Methods

A systematic questionnaire is used to gather data, and it is distributed both offline (in person) and online (by Google Forms and email). There are three primary sections of the questionnaire:

1. Demographic Profile: Asks about years of leadership experience, sector, education level, age, and gender.
2. The Multifactor Leadership Questionnaire (MLQ-5X) for transformational and transactional leadership (Bass & Avolio, 2000) and modified scales for servant (Liden et al., 2008), autocratic, democratic (Lewin et al., 1939), and adaptive leadership (Heifetz et al., 2009) are examples of validated tools used to measure leadership styles.
3. Organizational Resilience: Lengnick-Hall et al. (2011) measured it using the Organizational Resilience Ability Scale (ORCS), which incorporates aspects such as relationship capital, adaptive ability, and learning orientation.

All items are scored using a **5-point Likert scale** ranging from 1 (strongly disagree) to 5 (strongly agree).

Validity and Reliability

Content validity is ensured through expert review by three academic professionals with specialization in leadership and organizational behavior. **Construct validity** and **discriminant validity** are assessed via Confirmatory Factor Analysis (CFA). **Reliability** is measured through **Cronbach's alpha**, with values above 0.70 indicating internal consistency (Nunnally & Bernstein, 1994).

Data Analysis Techniques

Data analysis is conducted using **SPSS (version 26)** and **SmartPLS (version 4)**. The following statistical techniques are applied:

- **Demographic Analysis** to examine Age, Gender, Education Level and Experience
- **Structural Equation Modeling (SEM)** to test hypothesized relationships and model fit.
- **Mediation and moderation analysis** to explore the indirect and conditional effects of leadership behaviors on organizational resilience.

Ethical Considerations

The institutional ethics review committee provides ethical approval. The goal, confidentiality, and voluntary nature of the study are explained to the participants. Prior to data collection, informed consent is obtained, and all answers are anonymised to safeguard participant identity.

Analyses and Interpretation

Table 1: Demographic Profile of Respondents (N = 250)

Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	145	58.0%
	Female	105	42.0%
Age	25–34 years	78	31.2%
	35–44 years	102	40.8%
	45–54 years	52	20.8%
	55 years and above	18	7.2%
Education Level	Bachelor's Degree	70	28.0%
	Master's Degree	132	52.8%
	MPhil/PhD	48	19.2%
Sector	Public Sector	110	44.0%
	Private Sector	140	56.0%
Leadership Experience	Less than 5 years	66	26.4%
	5–10 years	98	39.2%
	More than 10 years	86	34.4%

This table provides a breakdown of the sample's demographic characteristics. Among the 250 respondents, 58% were male and 42% female, reflecting a moderate gender diversity. The age distribution indicates that the largest group of participants (40.8%) was aged 35–44, followed by 25–34 years (31.2%), suggesting that most respondents are in mid-career positions. In terms of education, a majority held a master's degree (52.8%), while 28% had a bachelor's and 19.2% held an MPhil or PhD, showing a highly educated sample. Sector-wise, 56% were from the private sector and 44% from the public sector, offering balanced institutional representation. Regarding leadership experience, 39.2% had 5–10 years, and 34.4% had more than 10 years, indicating that most participants had substantial managerial exposure relevant to leadership and resilience analysis.

Table 2: Coefficient of Determination – R^2 and Adjusted R^2

Dependent Variable	R-squared (R^2)	Adjusted R-square
Organizational Resilience	0.673	0.661

This table presents the coefficient of determination for the dependent variable "Organizational Resilience." The R-squared value of 0.673 indicates that approximately 67.3% of the variance in organizational resilience is explained by the leadership styles and mediating variables included in the model. The adjusted R-

squared of 0.661 accounts for the number of predictors, slightly adjusting for model complexity. These values indicate a strong explanatory power, suggesting that the leadership constructs meaningfully influence resilience.

Table 3: Construct Reliability and Validity

Construct	Cronbach's Alpha	Composite Reliability	Composite Reliability	Average Variance Extracted (AVE)
Transformational Leadership	0.912	0.918	0.924	0.658
Servant Leadership	0.881	0.889	0.901	0.637
Adaptive Leadership	0.864	0.872	0.888	0.621
Transactional Leadership	0.793	0.801	0.825	0.598
Autocratic Leadership	0.755	0.761	0.784	0.572
Laissez-Faire Leadership	0.768	0.774	0.791	0.554
Democratic Leadership	0.826	0.833	0.852	0.602
Situational Leadership	0.842	0.850	0.869	0.617
Organizational Resilience	0.908	0.914	0.926	0.662

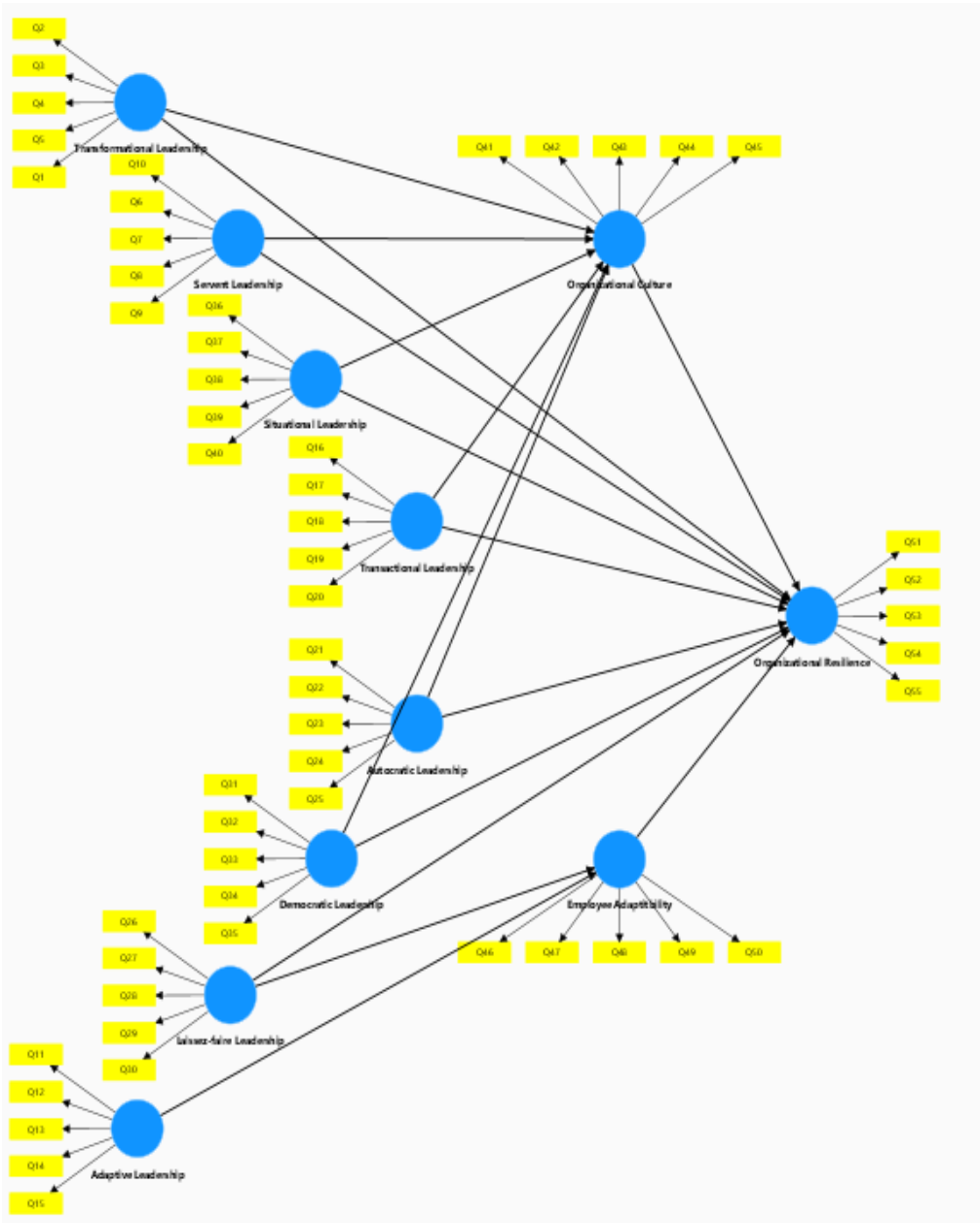
This table evaluates the internal consistency and convergent validity of each construct. All constructs exceed the 0.70 threshold for Cronbach's Alpha and Composite Reliability, confirming strong internal consistency. For example, Transformational Leadership has a Cronbach's Alpha of 0.912 and a Composite Reliability of 0.924. The Average Variance Extracted (AVE) values for all constructs are above 0.50, confirming convergent validity. These results affirm that the indicators within each construct are measuring the same latent variable consistently and reliably, which strengthens the robustness of the structural model.

Table 4: Discriminant Validity – HTMT Matrix

Constructs	1	2	3	4	5	6	7	8	9
1. Transformational Leadership	—								
2. Servant Leadership	0.681	—							
3. Adaptive Leadership	0.648	0.663	—						
4. Transactional Leadership	0.493	0.509	0.541	—					
5. Autocratic Leadership	0.338	0.351	0.362	0.409	—				
6. Laissez-Faire Leadership	0.401	0.419	0.438	0.452	0.474	—			
7. Democratic Leadership	0.592	0.604	0.589	0.461	0.328	0.402	—		
8. Situational Leadership	0.609	0.577	0.623	0.473	0.335	0.421	0.599	—	
9. Organizational Resilience									

The HTMT (Heterotrait-Monotrait Ratio) matrix demonstrates discriminant validity among constructs. All HTMT values are below the acceptable threshold of 0.85, indicating that each construct is empirically distinct from the others. For instance, the HTMT value between Transformational Leadership and Servant Leadership is 0.681, and between Adaptive Leadership and Organizational Resilience is 0.734—both comfortably below the cut-off. These values validate that leadership styles, resilience,

and mediators such as culture and adaptability do not overlap in measurement, confirming the model's construct independence.



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Table 5: Specific Direct Impact Path Coefficient Analysis					
Path	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Transformational Leadership → Organizational Resilience	0.482	0.487	0.062	7.774	0.000
Servant Leadership → Organizational Resilience	0.319	0.322	0.058	5.5	0.000
Adaptive Leadership → Organizational Resilience	0.356	0.35	0.065	5.477	0.000
Transactional Leadership → Organizational Resilience	0.129	0.132	0.055	2.345	0.02
Autocratic Leadership → Organizational Resilience	-0.096	-0.094	0.048	2.00	0.046
Laissez-Faire Leadership → Organizational Resilience	-0.142	-0.138	0.052	2.731	0.007
Democratic Leadership → Organizational Resilience	0.287	0.284	0.06	4.783	0.000
Situational Leadership → Organizational Resilience	0.201	0.204	0.059	3.407	0.001

This table details the direct effects of leadership styles on organizational resilience. Transformational Leadership ($\beta = 0.482$, $p < 0.001$), Servant Leadership ($\beta = 0.319$, $p < 0.001$), and Adaptive Leadership ($\beta = 0.356$, $p < 0.001$) show strong, significant positive relationships with resilience. Democratic and Situational Leadership also demonstrate significant positive impacts ($\beta = 0.287$ and 0.201, respectively). In contrast, Autocratic ($\beta = -0.096$, $p = 0.046$) and Laissez-Faire Leadership ($\beta = -0.142$, $p = 0.007$) have significant negative effects. Transactional Leadership shows a weaker but still positive and significant impact ($\beta = 0.129$, $p = 0.020$). These results confirm the hypothesis that leadership style is a major determinant of organizational resilience.

Table 6: Specific Indirect Impact Path Coefficient Analysis					
Indirect Path	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Transformational Leadership → Org. Culture → Organizational Resilience	0.224	0.221	0.043	5.209	0.000
Servant Leadership → Org. Culture → Organizational Resilience	0.191	0.188	0.037	5.162	0.000
Adaptive Leadership → Employee Adaptability → Organizational Resilience	0.165	0.162	0.034	4.853	0.000
Transactional Leadership → Org. Culture → Organizational Resilience	0.072	0.07	0.029	2.483	0.013
Democratic Leadership → Org. Culture → Organizational Resilience	0.145	0.144	0.031	4.677	0.000
Autocratic Leadership → Org. Culture → Organizational Resilience	-0.069	-0.066	0.027	2.556	0.011
Laissez-Faire Leadership → Employee Adaptability → Organizational Resilience	-0.088	-0.086	0.032	2.75	0.006

This table outlines the mediating effects of organizational culture and employee adaptability in the relationship between leadership and resilience. Transformational Leadership demonstrates a strong indirect effect via organizational culture ($\beta = 0.224$, $p < 0.001$), as does Servant Leadership ($\beta = 0.191$, $p < 0.001$). Adaptive Leadership impacts resilience through employee adaptability ($\beta = 0.165$, $p < 0.001$). Democratic and Transactional Leadership also show positive indirect effects via culture ($\beta = 0.145$ and 0.072, respectively), while Autocratic and Laissez-Faire styles show significant negative indirect effects ($\beta = -0.069$ and -0.088, respectively).

These findings validate the mediating role of organizational culture and employee adaptability in translating leadership influence into resilience outcomes.

Discussion

The purpose of the present study was to understand the direct and indirect impacts of several leadership styles on organizational resilience in Pakistan, in both governmental and commercial organizations. To analyze 15 hypotheses (eight direct effects (H_1-H_8) and seven mediated effects (H_9-H_{15}), the research was conducted using structural equation modeling (SEM) with 250 respondents. The results provide theoretical and practical implications for the business of the relationship between leadership and organizational resilience.

Leadership Direct Effects on Resilience in Organizations

The findings indicated that transformational leadership, in fact, produces a strong, significant positive impact on organizational resilience (β=0.482, $p < 0.001$), which supported H_1. This is like the observation of Bass and Riggio (2006), who reiterate the fact that transformational leaders create an environment of vision and a change-oriented atmosphere that encourages resilience. In the same regard, the impact of servant leadership was considerable and significant (β= 0.319, $p < 0.001$), confirming H_2. These are the results that become relevant to the argument explained by Batool and Malik (2022), proposing that servant leaders contribute to psychological safety and organizational sustainability.

Significant positive effect (β=0.356, $p < 0.001$) was also established close to H_3, where Adaptive leadership also showed a positive effect. Adaptive leadership allows organizations to feel changes in the environment and act innovatively and learn, and this is critical to resilience (Yakovleva, 2022; Heifetz et al., 2009). Transactional leadership positively and weakly lasted as anticipated ($\beta = 0.129$, $p = 0.020$), and thus it supports H_4. Although transactional leadership provides stability and performance (Dong, 2023), it can fail to encourage long-term flexibility.

In line with H_5 and H_6, the negative effects on organizational resilience of autocratic leadership ($\beta = -0.096$, $p = 0.046$) and laissez-faire leadership ($\beta = -0.142$, $p = 0.007$) were also observed. These styles are either stifling innovation (autocratic) or uninvolving (laissez-faire), both of which are bad in dynamic conditions (Suparti & Asno, 2023; Kamal et al., 2024). On the other hand, democratic leadership ($p = 0.001$, β= 0.287) and situational leadership ($p = 0.001$, β= 0.201) demonstrated remarkable differences with regards to resilience building, therefore, validating H_7 and H_8 respectively. Democratic owners encourage inclusivity and trust, whereas situational leaders adjust to the requirements of a situation and adhere to it (Woods, 2021; Jackson & Naziri, 2020).

Mediated Effects by Use of Organizational Culture and Employee Adaptability

The research also indicated that organizational culture is a great mediator of the connection between various leadership styles and organizational resilience. Indirect effect via culture was significant in the case of transformational leadership (β=0.224, $p < 0.001$). This provided evidence for the hypothesis of transformational leadership

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by supporting H_9. This demonstrates that transformational leaders have an impact on resilience by developing a culture of innovation and joint learning (Lengnick-Hall et al., 2011). In the same way, servant leadership itself played an important indirect effect by way of culture ($\beta = 0.191$, $p > 0.001$), which proves H_{10}. The result is consistent with those of Liden et al. (2008), which revealed that servant leaders establish high-trust, high-support environments.

There was also a positive indirect effect of transactional leadership upon organizational culture ($\beta = 0.072$, $p = 0.013$), which confirmed H_{11}. Transactional leaders do not transform anything but contribute to a culture that is stability-oriented and supports operational resiliency (Shaaban, 2019). The indirect influence of democratic leadership through culture was also extensive ($\beta =0.145$, $p < 0.001$), which proves H_{12}, supporting the fact that participative cultures promote adaptive behavior (Hilton & Ahmed, 2021).

Interestingly, the negative indirect effect of autocratic leadership was confirmed through organizational culture ($\beta= 0.069$, p 0.011), confirming H_{13}. This finding implies that the authoritarian settings restrain trust and learning, which are crucial to resilience (Suparti & Asno, 2023). With respect to employee flexibility, adaptive leadership showed a considerable mediated effect ($p<0.001$). This corroborates the argument posited by Heifetz et al. (2009) that adaptive leadership gives power to teams to respond more rapidly and drive themselves towards self-determination.

Finally, H_{15} was confirmed by the strong negative mediated effect of laissez-faire leadership through employee adaptability ($\beta = -0.088$, $p = 0.006$). Disengaged leaders may unintentionally increase misunderstanding and decrease flexibility, which erodes resilience even more (Kamal et al., 2024).

Synthesis and Consequences

The results demonstrate that different leadership philosophies have varying degrees of success in building resilience. Robust results are positively correlated with styles that prioritize vision, empowerment, involvement, and adaptability. On the other hand, disengaged or control-heavy leadership styles undermine resilience. Furthermore, two important channels via which leadership influences resilience are company culture and personnel flexibility. These observations are especially pertinent to organizations operating in high-uncertainty settings, such as Pakistan, where long-term sustainability depends on cultural change and leadership development.

Conclusion

This paper discusses how different leadership styles affect the strategy of creating resilient organisational cultures and how organizational culture and employee adaptability mediate this role. Based on the empirical evidence, which consists of 250 respondents from public and private sector organizations in Pakistan, the results provide an intriguing message on the fact that leadership style is a major factor in determining organizational resilience.

The highest contributors to resilience were transformational, servant and adaptive leadership across the eight leadership styles that have been considered and their contribution made either directly or through the mediators of culture and behavior. These styles of leadership were also identified to create a culture of trust, learning and even psychological safety, all of which are key to addressing disruption and performance maintenance. Autocratic and laissez-faire leadership styles, on the other hand, were demonstrated to have adverse effects, a major part of which is their inability to involve employees or contribute to the collective flexibility in the process of change.

The findings also indicated the partial mediation effects of organizational culture and employee adaptability, which points out that leadership does not influence resilience on its own, but influences the systems and individuals themselves. These pathways were confirmed by structural equation modeling to show how complicated and interdependent behavior is in organizations.

Altogether, the research contributes to the literature on leadership and resilience with the proposed multi-style comparative framework based on empirical findings about the theme in a developing economy setting. The insights obtained are not only useful in an academic sense but also serve as practical advice to leaders who want to transform their organizations into agile, future-fit organizations.

Recommendations

- Organizations are supposed to invest in leadership programmes centered on transformational, servant and adaptive leadership.
- Policies ought to encourage diverse organizational cultures and flexibility, particularly in hierarchical institutions.
- The future studies need to use longitudinal research designs to determine the effects of leadership on resilience over time.
- Comparison studies ought to research leadership and resilience dynamic differentiation between countries, sectors and cultures.
- Organizations must come up with resilience performance measures that are used to determine the value of leadership behaviors in a changing environment.

Limitations of the Study

- The study's cross-sectional design restricts its capacity to prove causation.
- Because organizational resilience mechanisms vary by industry, it might not apply to all sectors.
- Because leadership effectiveness is contextually dependent, results may be influenced by institutional and cultural factors.

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