

Resilience at the Workplace through Empowering Leadership.

A comparative analysis

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Abstract

The purpose of this paper is to do an exploratory research on how empowering leadership can influence the resilience levels in 3 urban City Hall from the North-East of Romania and see if there are significant differences. The perception upon the empowering leader behavior can offer insight with regards to the probability of leaving the workplace, the dynamic of their communication and interaction between leader and follower but also within their teams.

The Empowering Leadership Questionnaire (ELQ) analyses the leader's ability to lead by example, to show concern for their employees and be involved in their work, to coach, guide and involve them in the decision-making process to improve their commitment, levels of motivation and ensure that they will not leave their job in case of adversity.

The modeling dimension from the ELQ instrument seems to have the lowest values, meaning that "leading by example" is not a common characteristic in the said public institutions, thus this can affect the quality of the group and how they perceive their leader as being efficient and adequate for the job. In the same train of thoughts, the goal focus also received a low score in comparison with the other dimensions, hence, coordination and the interest that the leaders have for the quality of their followers' work can also have a direct influence on the level of efficiency within the public institutions.

Keywords: empowering leadership, resilience, quality of the workplace, ELQ, workplace resilience, resilient leader.

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