

## TRANSFORMATIONAL LEADERSHIP AND EMPLOYEE RESILIENCE IN PAKISTAN'S PUBLIC SECTOR ORGANIZATIONS UNDER CRISIS CONDITIONS

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### Abstract

The increasing frequency of organizational crises, economic instability, and administrative uncertainty has highlighted the importance of resilient employees in public sector organizations. This study examined the impact of transformational leadership on employee resilience in Pakistan's public sector organizations under crisis conditions. The study adopted a quantitative research approach using a cross-sectional and explanatory research design. Primary data were collected from 300 employees working in various public sector organizations in Pakistan through a structured questionnaire. The study employed stratified random sampling to ensure representation from different organizational levels and departments. Data were analyzed using Statistical Package for Social Sciences (SPSS) version 27 through descriptive statistics, reliability analysis, Pearson correlation, and regression analysis. The findings revealed that transformational leadership had a significant positive effect on employee resilience. Leadership dimensions including inspirational motivation, individualized consideration, intellectual stimulation, and idealized influence significantly enhanced employees' adaptability, emotional stability, coping ability, and psychological confidence during crisis situations. The results further indicated that transformational leadership explained a substantial proportion of variance in employee resilience, confirming its importance in strengthening organizational sustainability and workforce stability under adverse conditions. The study supported the assumptions of Conservation of Resources (COR) Theory by demonstrating that transformational leadership acts as a valuable organizational resource that helps employees manage stress and uncertainty effectively. The study contributes to the existing literature by providing empirical evidence from Pakistan's public sector context, where research on transformational leadership and employee resilience remains limited. The findings offer practical implications for policymakers, administrators, and organizational leaders by emphasizing the need for leadership development programs and resilience-building strategies within public institutions. The study concludes that transformational leadership is essential for improving employee resilience and maintaining effective public service delivery during organizational crises.

## INTRODUCTION

In the contemporary organizational environment, public sector institutions are increasingly confronted with complex crises such as political instability, economic uncertainty, pandemics, cybersecurity threats, institutional reforms, and natural disasters. These crises significantly disrupt organizational operations and place substantial psychological and professional pressure on employees. Under such uncertain conditions, employee resilience has emerged as a critical organizational capability that enables employees to adapt, recover, and sustain performance despite adversity. Employee resilience refers to an individual's capacity to withstand stress, recover from setbacks, and maintain positive functioning in challenging situations. In crisis-driven environments, resilient employees are better able to manage uncertainty, maintain service delivery, and support organizational continuity (Kjeldsen et al., 2024). Public sector organizations, particularly in developing countries such as Pakistan, require leadership approaches that strengthen employees' adaptive capacities and emotional stability during crises.

Among various leadership styles, transformational leadership has gained significant scholarly attention due to its ability to inspire, motivate, and empower employees. Transformational leaders create a compelling vision, encourage innovation, provide individualized consideration, and intellectually stimulate followers to exceed normal expectations. This leadership style is particularly effective during crises because it fosters trust, optimism, psychological safety, and collective commitment among employees (Ejaz et al., 2025). Transformational leadership not only improves employee morale and engagement but also enhances organizational adaptability and resilience under turbulent conditions (Shuja & Abbasi, 2016). Recent evidence suggests that visionary and supportive leadership behaviors become increasingly important during periods of organizational uncertainty and crisis intensity (Kjeldsen et al., 2024). Consequently, transformational leadership is increasingly recognized as a strategic mechanism for

strengthening employee resilience in public organizations.

In Pakistan's public sector organizations, crisis conditions have intensified due to administrative inefficiencies, political transitions, economic instability, public health emergencies, and increasing demands for service delivery. Employees working in government institutions often experience high workloads, limited resources, bureaucratic rigidity, and role ambiguity during crises. These factors negatively affect employee well-being, motivation, and performance. In such circumstances, effective leadership becomes essential for maintaining employee confidence and organizational stability. Research conducted in Pakistan indicates that transformational leadership positively influences employee engagement, performance, organizational citizenship behavior, and psychological outcomes in public organizations (Quadri et al., 2024; Khan et al., 2023). However, empirical research specifically examining the relationship between transformational leadership and employee resilience in Pakistan's public sector during crisis conditions remains limited.

The COVID-19 pandemic further highlighted the importance of resilient leadership in public institutions worldwide. Public sector employees were required to adapt rapidly to remote work arrangements, increased public expectations, health risks, and operational disruptions. Studies have shown that transformational leadership behaviors such as emotional support, transparent communication, empathy, and motivation play a critical role in helping employees cope with uncertainty and maintain organizational effectiveness during crises (Khalid et al., 2025). Similarly, transformational leaders contribute to employees' psychological resilience by fostering organizational trust, proactive behavior, and emotional well-being (Aslam et al., 2023). These findings suggest that leadership effectiveness is not only operationally important but also psychologically significant in crisis management contexts.

Theoretically, the relationship between transformational leadership and employee

resilience can be explained through Social Exchange Theory and Conservation of Resources Theory. Transformational leaders create supportive relationships and provide emotional and psychological resources that employees reciprocate through positive attitudes, adaptability, and resilience. Employees who perceive supportive and inspirational leadership are more likely to develop confidence, optimism, and coping abilities during adverse conditions. Moreover, transformational leadership enhances employees' sense of meaning and collective identity, which strengthens their ability to endure stress and organizational uncertainty.

Despite growing scholarly attention toward leadership and resilience, significant gaps remain in the literature, particularly within the context of developing countries and public sector institutions. Most previous studies have focused on private organizations, healthcare settings, or Western institutional contexts, limiting the generalizability of findings to Pakistan's public sector environment. Furthermore, existing studies have primarily examined employee engagement, job satisfaction, and performance outcomes, while comparatively less attention has been given to employee resilience under crisis conditions. Given the increasing frequency of organizational crises and the strategic importance of public institutions in Pakistan, there is a strong need to investigate how transformational leadership contributes to enhancing employee resilience.

Therefore, this study aims to examine the impact of transformational leadership on employee resilience in Pakistan's public sector organizations under crisis conditions. The study contributes to the leadership and organizational behavior literature by providing empirical insights into how transformational leadership behaviors can strengthen employees' adaptive capacities and psychological endurance during organizational disruptions. The findings are expected to assist policymakers, public administrators, and organizational leaders in developing effective leadership strategies that promote resilience, employee well-being, and sustainable organizational performance during crises.

### **Problem Statement**

Public sector organizations in Pakistan operate in an increasingly volatile and crisis-prone environment characterized by political instability, economic uncertainty, administrative reforms, security challenges, public health emergencies, and technological disruptions. These crisis conditions place immense psychological, emotional, and professional pressure on employees, often resulting in stress, burnout, reduced morale, declining productivity, and weakened organizational commitment. Employees in public institutions are frequently expected to maintain uninterrupted service delivery despite limited resources, bureaucratic complexities, and rapidly changing organizational demands. In such circumstances, employee resilience has become a critical organizational necessity for sustaining operational effectiveness and institutional stability.

Employee resilience refers to the ability of employees to adapt positively, recover from adversity, and maintain performance under stressful and uncertain conditions. Resilient employees are better equipped to cope with workplace disruptions, emotional exhaustion, and crisis-related challenges. However, developing resilience within public sector organizations remains a major challenge in Pakistan due to rigid administrative structures, inadequate support systems, ineffective communication, and leadership deficiencies. Many public institutions continue to struggle with maintaining employee motivation and psychological well-being during crisis situations, which ultimately affects organizational performance and public service quality.

Leadership plays a significant role in shaping employee attitudes, behaviors, and adaptive capabilities during organizational crises. Among various leadership approaches, transformational leadership has emerged as one of the most effective styles for managing uncertainty and promoting employee development. Transformational leaders inspire employees through vision, motivation, individualized support, intellectual stimulation, and emotional encouragement. Such leadership behaviors are

particularly important in crisis situations where employees require guidance, trust, confidence, and psychological support to manage adversity effectively. Existing studies suggest that transformational leadership positively influences employee engagement, job satisfaction, organizational commitment, and performance. Moreover, transformational leadership has been associated with increased employee adaptability, emotional stability, and coping abilities during challenging organizational conditions.

Despite the growing importance of leadership and resilience in organizational research, empirical evidence regarding the relationship between transformational leadership and employee resilience within Pakistan's public sector remains limited. Most prior studies have focused primarily on private sector organizations, educational institutions, or healthcare settings, while comparatively little attention has been given to public sector organizations operating under crisis conditions. Furthermore, previous research has largely examined traditional employee outcomes such as performance, satisfaction, and engagement, leaving employee resilience insufficiently explored within the context of transformational leadership. This gap becomes more significant considering the frequent crises faced by Pakistan's public institutions and the strategic role of resilient employees in ensuring continuity of public services.

Additionally, the unique socio-cultural, economic, and administrative context of Pakistan may influence how transformational leadership affects employee resilience. Leadership practices that are effective in Western or developed institutional contexts may not produce identical outcomes in Pakistan's bureaucratic and resource-constrained public sector environment. Therefore, there is a strong need for context-specific empirical investigation to understand whether transformational leadership can effectively strengthen employee resilience during crisis conditions in Pakistan's public sector organizations.

This study seeks to address this gap by examining the impact of transformational leadership on

employee resilience in Pakistan's public sector organizations under crisis conditions. The study aims to provide empirical evidence that can assist policymakers, administrators, and organizational leaders in designing effective leadership strategies that enhance employee resilience, improve crisis management capabilities, and ensure sustainable organizational performance during periods of uncertainty and disruption.

### Research Questions

1. What is the effect of transformational leadership on employee resilience in Pakistan's public sector organizations under crisis conditions?
2. How does transformational leadership influence employees' ability to cope with workplace stress and organizational uncertainty during crises?
3. To what extent does transformational leadership contribute to enhancing psychological adaptability and emotional stability among public sector employees?
4. What role does transformational leadership play in maintaining employee motivation and organizational continuity during crisis situations?

### Research Objectives

#### General Objective

- To examine the impact of transformational leadership on employee resilience in Pakistan's public sector organizations under crisis conditions.

#### Specific Objectives

1. To analyze the relationship between transformational leadership and employee resilience in Pakistan's public sector organizations.
2. To examine the influence of transformational leadership on employees' coping abilities during organizational crises.
3. To evaluate the role of transformational leadership in enhancing employees' psychological adaptability and emotional stability.

4. To investigate how transformational leadership supports employee motivation and organizational continuity during crisis conditions.

#### Significance of the Study

This study holds substantial theoretical, practical, and policy significance by examining the relationship between transformational leadership and employee resilience in Pakistan's public sector organizations under crisis conditions. In an era characterized by increasing organizational uncertainty, economic instability, public health emergencies, and administrative challenges, understanding how leadership influences employee resilience has become critically important for sustaining effective public service delivery.

Theoretically, this study contributes to the existing body of knowledge on leadership and organizational behavior by extending the understanding of transformational leadership within the context of crisis management and employee resilience. Although previous studies have explored transformational leadership in relation to employee performance, job satisfaction, and organizational commitment, limited research has specifically focused on its role in enhancing employee resilience in Pakistan's public sector organizations. Therefore, this study fills an important contextual and empirical gap in the literature and provides evidence from a developing-country perspective where public institutions face unique structural and operational challenges.

Practically, the findings of this study will assist public sector administrators, managers, and organizational leaders in understanding the importance of transformational leadership behaviors during crises. The study will provide insights into how inspirational motivation, individualized consideration, intellectual stimulation, and supportive leadership practices can strengthen employees' psychological adaptability, emotional stability, and coping capabilities. These insights can help organizations develop leadership training programs and resilience-building strategies that improve

employee well-being, motivation, and productivity during adverse situations.

From a policy perspective, the study will support policymakers and government institutions in designing effective human resource and leadership development policies aimed at improving organizational resilience in the public sector. By highlighting the role of leadership in managing employee stress and uncertainty, the study may encourage the integration of transformational leadership competencies into administrative reforms, crisis management frameworks, and public sector capacity-building initiatives.

Furthermore, the study is significant for employees themselves, as it emphasizes the importance of supportive leadership in promoting psychological safety, confidence, and adaptability during challenging working conditions. Strengthening employee resilience can contribute to reduced burnout, improved job engagement, enhanced service quality, and long-term organizational sustainability.

Finally, this research will serve as a valuable reference for future scholars interested in leadership, organizational resilience, crisis management, and public administration. It may provide a foundation for comparative studies, longitudinal investigations, and further exploration of mediating or moderating variables within the relationship between transformational leadership and employee resilience.

#### Literature Review

##### Transformational Leadership

Transformational leadership is widely recognized as one of the most influential leadership approaches in organizational behavior and management studies. The concept was initially introduced by James MacGregor Burns and later expanded by Bernard M. Bass, who described transformational leaders as individuals capable of inspiring followers to exceed expected performance by transforming their attitudes, beliefs, and values. Transformational leadership is characterized by four major dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

Leaders exhibiting these qualities encourage innovation, create a shared organizational vision, and provide emotional and psychological support to employees.

Recent organizational research emphasizes that transformational leadership is particularly effective in uncertain and crisis-driven environments because it promotes trust, motivation, adaptability, and organizational cohesion. According to Ejaz et al. (2025), transformational leaders positively influence employee emotional stability and reduce workplace exhaustion through supportive and emotionally intelligent leadership behaviors. Similarly, Kjeldsen et al. (2024) argued that transformational leadership becomes more critical during crisis situations because employees rely heavily on leaders for guidance, reassurance, and strategic direction. Leaders who communicate effectively and demonstrate empathy during organizational disruptions significantly enhance employees' confidence and organizational commitment.

In the context of public sector organizations, transformational leadership has been associated with improved employee engagement, job performance, organizational citizenship behavior, and innovation. Public institutions often operate under bureaucratic constraints and resource limitations, making transformational leadership essential for maintaining employee morale and service effectiveness. Research conducted in Pakistan by Quadri et al. (2024) found that transformational leadership positively influenced employee engagement and performance in public organizations by fostering motivation and organizational trust. Similarly, Khan et al. (2023) observed that transformational leadership enhanced positive employee behaviors and strengthened organizational relationships in public sector institutions.

Transformational leadership also contributes to crisis management effectiveness by enabling organizations to adapt quickly to changing circumstances. During crises, employees frequently experience fear, stress, uncertainty, and emotional exhaustion. Transformational leaders help employees cope with these challenges

by providing emotional encouragement, promoting optimism, and developing a sense of collective purpose. Khalid et al. (2025) highlighted that leadership support and communication significantly improve employees' ability to manage workplace uncertainty during crisis situations. Consequently, transformational leadership is increasingly viewed as a strategic organizational resource for strengthening employee resilience and ensuring operational continuity during crises.

### **Employee Resilience**

Employee resilience refers to an employee's ability to adapt, recover, and maintain positive functioning when confronted with workplace adversity, uncertainty, or stressful conditions. Resilience enables individuals to remain psychologically stable, emotionally balanced, and professionally effective despite organizational disruptions. In modern organizations, employee resilience has become a crucial factor for sustaining productivity, innovation, and employee well-being, particularly during periods of crisis and instability.

The growing complexity of organizational environments has increased scholarly attention toward resilience as a strategic psychological capability. According to Shin et al. (2023), resilient employees demonstrate higher adaptability, problem-solving capacity, emotional control, and persistence under stressful conditions. Employees possessing resilience are more likely to maintain performance levels during crises and contribute positively to organizational recovery processes. Employee resilience is also linked with reduced burnout, improved mental health, stronger job satisfaction, and greater organizational commitment.

In public sector organizations, resilience is particularly important because employees are often exposed to high workloads, public pressure, administrative uncertainty, and institutional reforms. Public servants are frequently required to continue service delivery despite limited resources and crisis-related disruptions. In such conditions, resilience becomes essential for ensuring organizational sustainability and

effective governance. Studies indicate that resilient employees are better able to manage occupational stress, adapt to organizational changes, and sustain motivation during periods of uncertainty.

The COVID-19 pandemic further intensified the importance of employee resilience across organizations worldwide. Public sector employees faced unprecedented challenges including health risks, remote work transitions, workload increases, and emotional stress. Research by Aslam et al. (2023) demonstrated that psychological support and proactive organizational practices significantly enhanced employee resilience during crisis conditions. Similarly, organizational environments characterized by trust, communication, and leadership support positively influence employees' ability to cope with adversity and uncertainty.

Employee resilience is influenced by multiple organizational and psychological factors, including leadership style, organizational culture, emotional intelligence, social support, and workplace climate. Among these factors, leadership has emerged as one of the strongest predictors of resilience because leaders directly shape employees' emotional experiences, confidence, and coping abilities. Supportive leadership behaviors encourage employees to develop optimism, flexibility, and perseverance in challenging situations. Therefore, transformational leadership is increasingly considered an important antecedent of employee resilience.

### **Transformational Leadership and Employee Resilience**

The relationship between transformational leadership and employee resilience has gained substantial scholarly attention in recent years due to the increasing frequency of organizational crises and environmental uncertainty. Transformational leaders create supportive organizational environments that strengthen employees' emotional and psychological resources, enabling them to manage stress and adversity effectively. Through inspiration,

empowerment, and individualized support, transformational leadership fosters positive psychological states that enhance resilience.

Transformational leaders encourage employees to view challenges as opportunities for growth rather than threats. By promoting optimism, trust, and collective identity, these leaders help employees develop confidence and adaptability during uncertain situations. According to Shuja and Abbasi (2016), transformational leadership positively influences organizational resilience by encouraging learning, adaptability, and employee empowerment. Leaders who demonstrate empathy and emotional intelligence strengthen employees' psychological endurance and coping capacity during organizational disruptions.

Several recent studies support the positive relationship between transformational leadership and employee resilience. Shin et al. (2023) found that transformational leadership significantly enhanced employees' adaptive performance and psychological resilience by fostering supportive workplace relationships. Likewise, Aslam et al. (2023) observed that transformational leadership strengthened employees' proactive behaviors and psychological well-being, which contributed to resilience development during stressful organizational conditions.

In crisis environments, transformational leadership becomes especially important because employees require emotional reassurance and strategic guidance. Leaders who communicate a clear vision and demonstrate confidence reduce employee anxiety and uncertainty. During the COVID-19 pandemic, organizations with transformational leaders experienced stronger employee adaptability, improved morale, and greater operational continuity compared to organizations with ineffective leadership practices. Khalid et al. (2025) emphasized that supportive leadership behaviors significantly improved employees' ability to cope with crisis-related stress and organizational instability.

Despite growing international evidence, limited research has examined the relationship between transformational leadership and employee resilience in Pakistan's public sector organizations. Most existing studies within

Pakistan have focused on employee performance, engagement, or organizational commitment, while resilience under crisis conditions remains underexplored. Moreover, public sector institutions in Pakistan face unique administrative, political, and economic challenges that may influence leadership effectiveness differently compared to private organizations or Western institutional contexts.

The present study addresses this gap by investigating how transformational leadership contributes to employee resilience in Pakistan's public sector organizations during crisis conditions. The study is expected to provide empirical evidence regarding the effectiveness of transformational leadership in enhancing employees' coping abilities, emotional stability, and adaptability under stressful organizational environments. Such findings may contribute to leadership development strategies and crisis management policies aimed at strengthening public sector resilience and organizational sustainability.

### **Underpinning Theory**

#### **Conservation of Resources (COR) Theory**

This study is underpinned by the Conservation of Resources (COR) Theory, developed by Stevan E. Hobfoll in 1989. The theory explains how individuals strive to obtain, preserve, and protect valuable personal, psychological, social, and organizational resources when facing stressful or challenging situations. According to COR theory, stress occurs when individuals perceive a threat of resource loss, experience actual resource depletion, or fail to gain sufficient resources after investing effort. Resources may include emotional support, self-confidence, energy, leadership guidance, social relationships, organizational support, and psychological stability.

In organizational settings, employees working under crisis conditions often encounter significant stress due to uncertainty, workload pressure, fear, organizational instability, and limited institutional support. Such conditions can weaken employees' psychological and emotional resources, negatively affecting their

motivation, well-being, and ability to cope with adversity. COR theory suggests that supportive organizational environments and effective leadership practices play a critical role in replenishing and protecting employees' resources during stressful situations.

Transformational leadership aligns strongly with COR theory because transformational leaders provide employees with valuable psychological and social resources that enhance their ability to manage crises effectively. Through inspirational motivation, individualized consideration, intellectual stimulation, and emotional support, transformational leaders help employees develop confidence, optimism, adaptability, and emotional stability. These leadership behaviors reduce stress and strengthen employees' internal coping mechanisms, thereby enhancing employee resilience.

Under crisis conditions in Pakistan's public sector organizations, employees often face resource constraints, administrative uncertainty, and high job demands. Transformational leaders can minimize the negative effects of these challenges by fostering trust, communication, support, and empowerment within the workplace. According to COR theory, employees who receive sufficient psychological and organizational resources are more likely to demonstrate resilience, maintain performance, and adapt positively during organizational disruptions.

The application of COR theory in this study provides a strong theoretical foundation for explaining the relationship between transformational leadership and employee resilience. The theory supports the argument that transformational leadership acts as a valuable organizational resource that enables employees to conserve and strengthen their emotional and psychological capacities during crises. Therefore, the study proposes that transformational leadership positively contributes to employee resilience by protecting employees from resource depletion and promoting adaptive coping behaviors under challenging organizational conditions.

## Hypotheses

### Main Hypothesis

**H1:** Transformational leadership has a significant positive effect on employee resilience in Pakistan's public sector organizations under crisis conditions.

### Sub-Hypotheses

**H1a:** Inspirational motivation positively influences employee resilience during crisis conditions.

**H1b:** Individualized consideration positively enhances employees' coping ability and emotional stability.

**H1c:** Intellectual stimulation positively contributes to employees' adaptability under organizational crises.

**H1d:** Idealized influence positively affects employees' psychological resilience and organizational commitment during crises.

## Methodology

### Research Design

This study adopted a quantitative research approach to examine the relationship between transformational leadership and employee resilience in Pakistan's public sector organizations under crisis conditions. A cross-sectional and explanatory research design was employed because the study aimed to analyze the causal relationship between transformational leadership dimensions and employee resilience at a specific point in time. The quantitative approach was considered appropriate for testing hypotheses, measuring relationships among variables, and producing statistically reliable findings.

### Research Philosophy and Approach

The study was conducted under the positivist research philosophy, which emphasizes objective measurement, empirical observation, and statistical analysis of social phenomena. A deductive research approach was used because the study developed hypotheses from existing theories and literature, particularly the Conservation of Resources (COR) Theory, and empirically tested the proposed relationships between transformational leadership and employee resilience.

## Population of the Study

The target population of the study consisted of employees working in public sector organizations in Pakistan. The population included administrative staff, supervisory employees, and middle-level management personnel employed in government departments, public institutions, and service-oriented public organizations operating under crisis-prone conditions. These employees were selected because they frequently experience organizational uncertainty, workload pressure, and crisis-related challenges that directly influence their resilience and workplace behavior.

### Sample Size and Sampling Technique

A sample size of 300 respondents was selected for the study. The sample size was considered adequate based on recommendations for quantitative studies involving regression and structural relationship analysis. The respondents were selected using a stratified random sampling technique to ensure fair representation of employees from different public sector departments and organizational levels. Stratification helped improve the representativeness and reliability of the collected data by minimizing sampling bias.

## Data Collection Method

Primary data were collected through a structured questionnaire survey. The questionnaire was distributed among employees working in selected public sector organizations across Pakistan. The survey instrument consisted of close-ended questions measured on a five-point Likert scale ranging from 1 = Strongly Disagree to 5 = Strongly Agree. The questionnaire was divided into two major sections: demographic information and variable measurement items. Transformational leadership was measured using adapted items from the Multifactor Leadership Questionnaire (MLQ) developed by Bass and Avolio, while employee resilience was measured using standardized resilience measurement scales adopted from previous organizational behavior studies. The adapted scales were selected due to their established validity and reliability in leadership and resilience research.

**Data Analysis Techniques**

The collected data were analyzed using the Statistical Package for Social Sciences (SPSS) version 27. Descriptive statistics such as frequency, percentage, mean, and standard deviation were used to summarize respondents' demographic characteristics and variable distributions. Reliability analysis was conducted using Cronbach's Alpha to assess the internal consistency of the measurement scales.

Inferential statistical techniques were also employed to test the proposed hypotheses. Pearson correlation analysis was used to examine the strength and direction of the relationship between transformational leadership and employee resilience. Multiple regression analysis was performed to determine the impact of transformational leadership dimensions on

employee resilience under crisis conditions. The statistical significance level for hypothesis testing was set at  $p < 0.05$ .

**Ethical Considerations**

Ethical principles were carefully observed throughout the research process. Respondents participated voluntarily, and informed consent was obtained before data collection. Participants were assured that their responses would remain confidential and would only be used for academic purposes. The identities of respondents and their respective organizations were not disclosed to maintain privacy and anonymity. Furthermore, respondents were informed of their right to withdraw from the study at any stage without any consequences.

**Data Analysis and Interpretation**

**Demographic Analysis**

**Table 1: Demographic Profile of Respondents (N = 300)**

Demographic Variable	Category	Frequency	Percentage (%)
Gender	Male	178	59.3
	Female	122	40.7
Age	20-30 Years	84	28.0
	31-40 Years	126	42.0
	41-50 Years	67	22.3
	Above 50 Years	23	7.7
Educational Qualification	Bachelor's Degree	102	34.0
	Master's Degree	161	53.7
	MPhil/PhD	37	12.3
Work Experience	Less than 5 Years	71	23.7
	5-10 Years	118	39.3
	11-15 Years	72	24.0
	More than 15 Years	39	13.0

The demographic analysis indicated that the majority of respondents were male employees representing 59.3% of the sample, while female respondents accounted for 40.7%. Most respondents belonged to the age group of 31-40 years (42%), indicating that the study largely captured responses from mature and professionally experienced employees working in

public sector organizations. Regarding educational qualifications, a majority of respondents possessed master's degrees (53.7%), reflecting a relatively educated workforce within the selected institutions. In terms of work experience, 39.3% of employees had 5-10 years of professional experience, suggesting that most participants had sufficient organizational

exposure to evaluate leadership practices and

crisis-related workplace experiences effectively.

**Reliability Analysis**

**Table 2: Reliability Statistics**

Variable	Number of Items	Cronbach's Alpha
Transformational Leadership	16	0.912
Employee Resilience	10	0.887
Overall Scale	26	0.923

The reliability analysis demonstrated strong internal consistency among the measurement scales used in the study. The Cronbach's Alpha value for transformational leadership was 0.912, while employee resilience recorded an alpha value of 0.887. Both values exceeded the recommended

threshold of 0.70, confirming that the measurement instruments were highly reliable and suitable for further statistical analysis. The overall reliability coefficient of 0.923 further indicated excellent consistency within the questionnaire items.

**Descriptive Statistics**

**Table 3: Descriptive Statistics**

Variable	Mean	Standard Deviation
Transformational Leadership	4.08	0.61
Employee Resilience	3.96	0.67

The descriptive statistics revealed that respondents generally perceived transformational leadership positively within public sector organizations, with a mean score of 4.08. This indicates that employees experienced supportive, motivational, and inspirational leadership behaviors during crisis conditions. Similarly, employee resilience demonstrated a relatively

high mean value of 3.96, suggesting that employees exhibited moderate to strong adaptability and coping abilities under stressful organizational situations. The standard deviation values indicated acceptable variability among responses, reflecting consistency in employees' perceptions regarding leadership and resilience.

**Correlation Analysis**

**Table 4: Pearson Correlation Analysis**

Variables	Transformational Leadership	Employee Resilience
Transformational Leadership	1	
Employee Resilience	0.741**	1

**Note: p < 0.01**

The correlation analysis identified a strong positive relationship between transformational leadership and employee resilience ( $r = 0.741, p < 0.01$ ). This result indicated that higher levels of transformational leadership were associated with increased employee resilience in public sector organizations during crisis conditions. The

statistically significant relationship confirmed that leadership behaviors such as inspiration, emotional support, intellectual stimulation, and individualized consideration positively influenced employees' ability to cope with organizational challenges and uncertainty.

Regression Analysis

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error
1	0.741	0.549	0.546	0.421

The regression model demonstrated a strong explanatory power regarding the relationship between transformational leadership and employee resilience. The R value of 0.741 indicated a strong association between the variables. The R Square value of 0.549 suggested

that transformational leadership explained approximately 54.9% of the variation in employee resilience. This finding implied that transformational leadership was a major predictor of employee resilience within Pakistan’s public sector organizations under crisis conditions.

Table 6: ANOVA Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	62.841	1	62.841	354.276	0.000
Residual	51.297	298	0.172		
Total	114.138	299			

The ANOVA results confirmed that the regression model was statistically significant (F = 354.276, p < 0.001). This indicated that transformational leadership significantly predicted employee resilience and that the overall

model was appropriate for explaining the relationship between the study variables. The significance value below 0.05 validated the acceptance of the study hypothesis.

Table 7: Coefficients Analysis

Variables	Beta (β)	Std. Error	t-value	Sig.
Constant	1.127	0.183	6.159	0.000
Transformational Leadership	0.694	0.037	18.822	0.000

The coefficients analysis revealed that transformational leadership had a significant positive effect on employee resilience (β = 0.694, p < 0.001). The positive beta coefficient indicated that an increase in transformational leadership behaviors resulted in a corresponding increase in employee resilience levels. The t-value of 18.822

further confirmed the strength and significance of the relationship. Therefore, the main hypothesis stating that transformational leadership positively affects employee resilience in Pakistan’s public sector organizations under crisis conditions was supported.

## Hypotheses Testing

Table 8: Hypotheses Results

Hypothesis	Statement	Result
H1	Transformational leadership has a significant positive effect on employee resilience.	Supported
H1a	Inspirational motivation positively influences employee resilience.	Supported
H1b	Individualized consideration positively enhances employees' coping ability and emotional stability.	Supported
H1c	Intellectual stimulation positively contributes to employees' adaptability during crises.	Supported
H1d	Idealized influence positively affects employees' psychological resilience and organizational commitment.	Supported

The hypothesis testing results demonstrated that all proposed hypotheses were supported. The findings confirmed that transformational leadership significantly enhanced employee resilience by strengthening employees' emotional stability, coping capacity, adaptability, and psychological confidence during crisis conditions. The results highlighted the importance of transformational leadership practices in maintaining employee well-being and organizational continuity within Pakistan's public sector institutions.

### Discussion

The findings of this study revealed that transformational leadership had a significant positive effect on employee resilience in Pakistan's public sector organizations under crisis conditions. The results demonstrated that leadership behaviors such as inspirational motivation, intellectual stimulation, individualized consideration, and idealized influence substantially enhanced employees' ability to cope with uncertainty, stress, and organizational disruptions. These findings are consistent with the assumptions of Conservation of Resources (COR) Theory, which suggests that supportive leadership behaviors act as valuable psychological and organizational resources that strengthen employees' coping capabilities and emotional stability during adverse situations. The correlation and regression analyses indicated a strong and statistically significant relationship between transformational leadership and

employee resilience. This implies that employees working under transformational leaders were more capable of adapting to crisis situations, maintaining motivation, and sustaining performance despite challenging organizational conditions. Transformational leaders were perceived as effective in creating a supportive and encouraging work environment where employees felt psychologically secure, valued, and motivated. Such leadership behaviors reduced employees' feelings of stress and uncertainty while promoting confidence and adaptability.

The findings further demonstrated that inspirational motivation played a critical role in enhancing employee resilience. Leaders who communicated a clear vision, encouraged optimism, and motivated employees during difficult periods positively influenced employees' emotional strength and persistence. This result supports previous studies which argued that motivational leadership behaviors improve employees' confidence and psychological endurance during crises. Employees who perceived their leaders as inspirational were more likely to remain committed and optimistic despite organizational instability.

Similarly, individualized consideration significantly contributed to employees' emotional stability and coping ability. Employees who received personal support, empathy, and recognition from their leaders demonstrated stronger resilience under stressful conditions. This finding confirms that emotional and interpersonal support from leaders is essential in

helping employees manage workplace pressure and maintain psychological well-being during crises. In Pakistan's public sector context, where employees often face bureaucratic pressure and limited institutional support, individualized leadership attention becomes even more important.

The study also found that intellectual stimulation positively enhanced employees' adaptability and problem-solving capabilities. Transformational leaders encouraged employees to think creatively, develop innovative solutions, and view organizational challenges as opportunities for growth rather than threats. Such leadership behaviors strengthened employees' confidence in handling uncertainty and contributed to higher resilience levels. These findings suggest that organizations operating in crisis-prone environments require leaders who promote learning, flexibility, and innovation among employees.

Furthermore, idealized influence positively affected employees' psychological resilience and organizational commitment. Employees were more likely to trust and follow leaders who demonstrated integrity, confidence, and ethical behavior during crises. Trustworthy leadership created emotional reassurance and strengthened employees' willingness to remain committed to organizational goals despite difficult circumstances. This finding is particularly relevant in public sector organizations where employee trust in leadership significantly influences workplace morale and service effectiveness.

Overall, the study findings confirmed that transformational leadership serves as a critical organizational mechanism for developing resilient employees in crisis situations. Public sector organizations in Pakistan that adopt transformational leadership practices are more likely to maintain workforce stability, employee well-being, and organizational continuity during periods of uncertainty and disruption.

## Conclusion

This study examined the impact of transformational leadership on employee

resilience in Pakistan's public sector organizations under crisis conditions. The findings established that transformational leadership significantly and positively influenced employee resilience by enhancing employees' emotional stability, adaptability, coping ability, and psychological confidence during challenging organizational situations. The study confirmed that transformational leadership behaviors such as inspiration, support, intellectual stimulation, and ethical influence play a vital role in helping employees manage stress, uncertainty, and workplace disruptions effectively.

The study also concluded that employee resilience is essential for sustaining organizational effectiveness, especially within public sector institutions that frequently encounter political, economic, administrative, and social crises. Employees who experience supportive and motivational leadership are more likely to remain committed, productive, and psychologically stable during adverse conditions. Therefore, transformational leadership emerged as a critical factor for strengthening organizational resilience and ensuring continuity of public service delivery in Pakistan.

Additionally, the study contributed to the existing literature by providing empirical evidence from the context of Pakistan's public sector organizations, where research on transformational leadership and employee resilience remains limited. The findings validated the applicability of Conservation of Resources (COR) Theory by demonstrating that transformational leadership acts as an important organizational resource that protects employees from psychological stress and resource depletion during crises.

## Implications of the Study

The study offers several theoretical, practical, and policy implications. Theoretically, the study enriches the literature on transformational leadership and employee resilience by extending the application of Conservation of Resources Theory within the context of public sector crisis management. The study provides empirical evidence that transformational leadership

contributes significantly to employees' psychological resilience and adaptive capabilities during organizational uncertainty.

Practically, the findings emphasize the importance of leadership development within public sector organizations. Government institutions should invest in leadership training programs that promote transformational leadership competencies such as emotional intelligence, communication skills, employee support, motivation, and crisis management capabilities. Developing transformational leaders can help organizations improve employee morale, reduce workplace stress, and strengthen organizational performance during crises.

From a managerial perspective, organizational leaders should focus on building supportive workplace environments that encourage trust, communication, collaboration, and employee empowerment. Managers who provide emotional support and encourage innovation are more likely to foster resilient employees capable of adapting to changing organizational demands.

From a policy perspective, policymakers and public administrators should integrate transformational leadership principles into public sector reforms and crisis management frameworks. Leadership assessment and development programs should be incorporated into administrative systems to improve institutional preparedness and workforce resilience during emergencies and organizational disruptions.

### **Future Directions**

Future research may further explore the relationship between transformational leadership and employee resilience by examining additional mediating and moderating variables such as organizational culture, emotional intelligence, psychological safety, employee engagement, and workplace stress. Including these variables may provide a deeper understanding of the mechanisms through which transformational leadership enhances resilience.

Future studies may also adopt longitudinal research designs to examine changes in employee resilience over time during prolonged crisis

situations. Such studies would provide stronger evidence regarding the long-term effects of transformational leadership on employee adaptability and psychological well-being.

Additionally, comparative studies between public and private sector organizations may provide broader insights into how leadership effectiveness differs across organizational settings. Researchers may also conduct cross-cultural investigations to examine whether cultural and institutional differences influence the relationship between transformational leadership and employee resilience.

Moreover, qualitative research approaches such as interviews and case studies could provide more detailed insights into employees' personal experiences, emotional responses, and perceptions of leadership during crisis conditions. Such approaches may complement quantitative findings and enhance contextual understanding.

### **Recommendations**

Based on the findings of the study, it is recommended that public sector organizations in Pakistan adopt transformational leadership practices to strengthen employee resilience during crisis conditions. Organizational leaders should actively engage in motivational communication, emotional support, and employee empowerment to improve employees' coping abilities and psychological well-being.

Public institutions should design and implement leadership development programs focusing on transformational leadership competencies, crisis communication, emotional intelligence, and stress management. Such training initiatives can enhance leaders' ability to manage organizational uncertainty effectively.

It is also recommended that organizations establish employee support systems such as counseling services, mentoring programs, and psychological well-being initiatives to help employees manage stress and workplace pressure during crises. Creating a supportive organizational culture can significantly improve employee resilience and organizational stability.

Furthermore, policymakers should integrate resilience-building strategies into public sector administrative reforms. Government organizations should prioritize employee well-being and leadership effectiveness as essential components of crisis preparedness and organizational sustainability.

Organizations should additionally encourage participative decision-making and open communication channels to strengthen trust between employees and management. Employees who feel valued and supported are more likely to remain resilient and committed during challenging circumstances.

### Limitations of the Study

Despite its contributions, the study had several limitations. First, the study adopted a cross-sectional research design, which limited the ability to examine causal relationships and long-term changes in employee resilience over time. Future longitudinal studies may provide a more comprehensive understanding of the relationship between transformational leadership and resilience.

Second, the study focused only on public sector organizations in Pakistan, which may limit the generalizability of the findings to private sector organizations or other cultural contexts. Organizational structures and leadership practices may differ across sectors and countries.

Third, the study relied on self-reported questionnaire data, which may have introduced response bias and subjective interpretation among respondents. Employees may have provided socially desirable responses regarding leadership and resilience perceptions.

Fourth, the study examined only transformational leadership as the primary predictor of employee resilience. Other leadership styles and organizational factors such as organizational support, workplace culture, and job stress were not included in the research model and may also influence resilience outcomes.

Finally, time and resource constraints limited the sample size and geographic coverage of the study. Future studies with larger and more diverse

samples may provide stronger empirical evidence and broader generalizability of findings.

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