

THE IMPACT OF GENDER ON CIVIL SERVANTS' RESILIENCE IN LOCAL PUBLIC ADMINISTRATION

Alina Georgiana PROFIROIU^a, Corina -Cristiana NASTACĂ^{b},*

^a Bucharest University of Economic Studies, Romania, alina.profiroiu@amp.ase.ro

^b Bucharest University of Economic Studies, Romania, corina.nastaca@amp.ase.ro

ABSTRACT

Resilience is not a concept that can be used only related to economies. It can also be used about human resources who cross many difficult situations or even shocks during their career. More than that, in both public and private organizations, employees struggle daily with stressors and their resilience should be studied to observe their capacity of surpassing those situations. For the present research, a pilot study has been conducted in order to analyze the resilience of the public servants from the local public administration. The methodology of research consists of an opinion which was carried out using a questionnaire. The questionnaire was applied in 8 City Councils of Romania and it was fulfilled by the execution and senior civil servants. The sample was composed of civil servants because public institutions struggle with particular problems that affect the career of the civil servants (budgetary cuts, economic crises, political instability and understaff). The study approached three concepts: resilience, gender, and leadership trying to establish a connection between them. The main objective of the research was to find out if the civil servants led by female leaders were more resilient like the ones whose' hierarchic superior was a man. The study began from the hypothesis that the public servants who have a female leader are more resilient to the shocks and stressors they face during their careers.

KEYWORDS: *resilience, gender, leadership.*

1. INTRODUCTION

Resilience is not a concept that can be used only related to economies. It can also be analyzed regarding human resources who encounter many difficult situations or even shocks during their careers. More than that, in both public and private organizations, employees struggle daily with stressors and their resilience should be studied to observe their capacity of surpassing those situations. Even if the literature reveals studies that approach individuals' resilience, few of them investigate human resources' resilience. The subject is important because, during their careers, employees face various difficult situations in which they have to adapt and sometimes even change their behaviors and working methods. Besides, human resources resilience will have an impact on institutional resilience and organizational outcomes. Human resources from private companies might possess more instruments that can be used for developing their resilience because they already work in an environment more opened to change, flexible, and adaptable. As regards public administration, public functions' specificities and civil servants' different statuses lead to the need of studying human resources' resilience. Although public institutions exist in a constantly changing environment, being exposed to various types of shocks (such as economic crises), they do not have a very developed capacity of adaptation and change is not a characteristic of public organizations' culture. Consequently, civil servants might not be well prepared for acting in face of shocks and their

* Corresponding author. E-mail address: corina.nastaca@amp.ase.ro

behaviors and adaptation capacity could influence institutional resilience, too. Civil servants' resilience is a matter of interest and an original subject of study, as public administration is an area with many peculiarities, which is affected by a variety of shocks and stressors, with great impact on economic and social development. Civil servants' careers and daily activities are influenced by various situations, such as budgetary cuts, the impact of economic crises, political instability, constant changes in managerial levels and the organizational charts as well as leadership changes.

Also, bureaucracy and legislation can be considered stressors with an impact on civil servants' daily activities and the efficiency of their work. In the current situation, when political instability, natural disasters, pandemics, or epidemics might occur with a high frequency, public administration plays a key role in managing crises of all kinds. Consequently, developing resilience in public institutions, inclusively civil servants', is becoming a necessity. Public institutions' resilience depends on various factors and one of them could be the human resources capacity of managing the impact of shocks and stressful situations. If civil servants develop a high level of resilience, they will continue to work efficiently and effectively, regardless of external (e.g., economic crisis or budget cuts) or internal shocks (e.g., constant changes in higher management structures) affecting public institutions' activities. Civil servants' capacity of managing and surpassing shocks and stressors will have a significant impact on the development of institutional resilience. Moreover, if public institutions develop a high level of resilience, they will also have a positive impact on communities' resilience.

Therefore, considering public institutions' impact on social well-being and on the economic development of communities and regions, the first step in studying the concept of resilience in public administration would be to investigate civil servants' resilience. Their resilience might be affected by several external or internal factors, such as organizational culture, social values, leadership, changes in legislation, leaders' attitudes, or even by gender issues. Effective leaders, by exhibiting behaviors with a positive impact on organizational development (such as transformational leadership) could help civil servants to adapt to sudden changes and overcome difficult moments such as shocks and the impact of stressors. Also, certain leadership styles might strengthen human resources' ability to respond to these shocks and stressors. For example, if leaders possess the capacity to inspire, motivate and develop a strong relationship with their subordinates, it is very likely that subordinates' will cope better with the unforeseen and new situations and will surpass easily the impact of shocks to which public institutions have to respond (such as the effects of natural disasters on regions and communities, health crises or economic crises). If civil servants in management positions will act more like leaders and less like managers, civil servants could be more motivated, better prepared, more efficient, and consequently, more resilient. In addition, if human resources' resilience might impact institutional resilience, the leaders of public institutions should focus first on developing and strengthening civil servants' resilience as a first step in developing the resilience of public institutions. For the aforementioned, the present research is a starting point in studying the resilience of human resources from public administration, connecting this problem with gender issues. The studied subject is also related to the issue of leadership in public institutions. As previous studies (Valero et al. 2014, Harland et al. 2005, Dumdum et al., 2002) considered that gender could influence leadership, a similar situation could be in resilience's case. The differences between men and women as leaders could affect employees' resilience. Consequently, either the qualities exhibited by women (kindness, modesty, tenderness, willingness to help) (Abele, 2003; Bakan, 1966; Fiske & Stevens, 1993) could have a more positive impact on employees' resilience or maybe men's qualities (independent, strong, forceful, decisive, aggressive) (Abele, 2003; Bakan, 1966; Fiske & Stevens, 1993) are more suited for developing resilient subordinates.

In conclusion, the study aims to explore civil servants' perceptions regarding their leaders' attitudes and behaviors in situations that could impact negatively subordinates' careers and their efficiency and level of performance. The purpose is to investigate if the civil servants in the management position exhibit behaviors that could have a positive impact on developing and strengthening civil servants' resilience.

2. THEORETICAL APPROACH REGARDING THE CONCEPT OF RESILIENCE

Resilience is a concept that initially was used in physics, referring to how an object or substance would react to external forces while maintaining its main characteristics (Peng et al. 2017). Afterward, the concept was used in ecology (Holling, 1973). Resilience is a system's ability to recover from shocks and trying to regain its previous equilibrium or pursue a new state of equilibrium. It is important to approach resilience as a process and not as an outcome (Simmie & Martin, 2010; Martin, 2012; Bene et al. 2014). Also, the term could be associated with survival, but it implies more than that, being the manner in which a system reacts after it manages to overcome a shock. It may try to reach its original state or achieve a new state of equilibrium, which implies the capacity of adaptation and embracing changes. Due to its complexity and being a variable characteristic, resilience cannot be investigated from just one perspective. For example, if a system returns to its initial state of equilibrium or evolves to a new one, both situations imply a process of change. The system will absorb the shock and adapt to the new circumstances by adopting more or less substantial changes. All components of the system and their response to these changes will have an impact on a system's resilience (Bruneckiene et al. 2018).

The literature review shows that resilience is influenced by a diversity of factors, which leads to the difficulty of finding a common definition of the concept, an index, or a general framework that can measure all types of resilience. The most used definition of resilience refers to the ability of a system to cope with shocks from the external environment (Cai et al. 2012) and maintain its basic functions. Besides, when crises or shocks occur, the system will try to use all existing resources to develop. Most authors conceptualized resilience as the ability of a system to adapt and return to its original state when an unforeseen event appears (Klein et al., 2003). Other authors considered resilience as the ability of a system to absorb shocks, adapt to new circumstances, and evolve towards a new state of balance (Holling, 1973). At first glance, it can be noted that a system is considered to be resilient when it can absorb the shock and return to its initial state or tries to find a new state of equilibrium. This process requires adaptability, transformation, and continuous development. In face of disruptions, even if the system maintains its core functions and structures, there will be imminent changes and the system will be forced to adapt to the new circumstances.

Studies revealed that the most important characteristics of resilience are: absorptive capacity, adaptability, and transformation capacity (Bene et al. 2014). Resilience occurs as a result of these three capacities, each leading to different results: persistence, incremental adaptation, or transformational responses. These three results can be related to the different intensities of shocks and changes. The lower the intensity of the initial shock is, the system will withstand and absorb the impact without any substantial consequence on its functions (Bene et al. 2014). Consequently, building resilience requires intervention to strengthen the three aforementioned capacities at different levels (individuals, households, communities, regions) and prepare for future shocks.

3. THE RELATION BETWEEN GENDER AND RESILIENCE

Most studies approaching resilience, focused mainly on the resilience of economies, regions, communities, or in face of natural disasters (Martin et al. 2016, Reggiani et al. 2002, Sensier et al. 2016, OECD, 2014, Bene et al. 2014, Di Caro, 2015, Giacometti, 2018). These studies investigated how national, regional, or local economies have recovered from economic crises or how communities and households adapt to disasters caused by climate change.

The introduction of the gender variable in the study of resilience is very little considered. It could be observed that gender and resilience are studied together mainly in research regarding resilience in face of natural disasters, conducted in the underdeveloped countries of the world. For example, a study on gender mainstreaming in climate disaster risk management and the need to adapt to climate

changes (Wilinson et al., 2015) showed that adopting a gender perspective helps to better understand how women and men experience the different situations caused by natural disasters. Gender inequality is a factor with a negative impact on people and communities' capacities to cope with natural disasters and recover from their effects. Social status, gender roles, and norms intersect with other social identities such as age or ethnicity and create unequal levels of marginalization and access to assets and goods, between women and men (Dankelman, 2010). The combination of power structures, household dynamics, decision-making processes in and out of the house, as well as inequalities in terms of employment and level of income, restrict the access of many women around the world to livelihoods and control their lives. This undermines their ability to anticipate and prepare for most disasters and makes them vulnerable and exposed to extreme climate change (Enarson & Morrow, 1998; Sultana, 2014). Building and strengthening the resilience of individuals requires an understanding of social norms and other social factors that maintain gender inequalities in different contexts and decrease women's abilities to reduce their vulnerability to environmental shocks. These studies suggest the need for greater involvement of women in households and communities but do not approach the need for involving women in the decision-making process and give them access to leadership positions. Consequently, the gender issue should also be included in studies regarding organizations and individuals' resilience, to observe for example, whether the feminine organizations are more resilient or if the feminine working areas (such as public administration) are more vulnerable or on the contrary, more prepared for coping with shocks and risks as well as if female leaders' behaviors impact subordinates' resilience.

Considering that research approaching resilience and gender was conducted in societies with different characteristics from the European countries and focused mainly on women's role in managing the impact of the natural disasters on communities and households, studying gender in relation to institutional resilience and human resources represents a new perspective and an opportunity to contribute to the literature regarding the relationship between these two concepts. Although research showing the impact of female leaders on the development of human resources' resilience could not be identified, one argument in favor of the necessity of studying this subject is leadership and gender studies. Previous studies have shown that women will mainly use the transformational leadership style (Eagly and Johnson, 1990, Eagly, Johannesen-Schmidt, van Engen, 2003, Van Engen et al., 2001), considered to be the most effective leadership behavior and also a feminine one (Bass, 2008). More than that, resilience and transformational leadership have a common feature- both imply change and transformation. Starting from these findings, gender might be a variable with an impact on both institutional and human resources' resilience, through the perspective of leadership. In these conditions, the impact of gender on developing human resources' resilience in public administration is a subject that should be investigated, considering the high presence of women in the Romanian public institutions (66%) (National Agency of Civil Servants, 2019) and also in leadership positions, with a major role in preparing public institutions for shocks and unprevented events.

4. RESEARCH DESIGN AND METHODOLOGY

The present research aims to investigate the gender impact on civil servants' perception regarding leaders' capacity of developing human resources resilience in the public administration from the local level in order to establish if female leaders are considered to be more suited for developing their subordinates' resilience. The research is a study of perception meant to put the basis for further research regarding human resources' resilience in the Romanian public administration.

The main objective of the research is to investigate civil servants' perceptions regarding their leaders' behaviors that might influence the development of human resources' resilience and the perceived gender differences in exhibiting these behaviors.

The study began from the hypothesis that female leaders could be considered as being more suited for developing and strengthening human resources resilience and consequently, civil servants led by female leaders would become more resilient to the shocks and stressors they face during their careers.

The research methodology consists of a pilot study conducted in 8 City Councils of Romania based on an opinion survey carried out using a questionnaire designed by the authors. The study is part of wider research regarding resilience in the public administration of Romania and its relation with gender and leadership concepts. More than that, the present research is the first step in studying the gender differences in exhibiting leadership behaviors and attitudes that could develop and strengthen civil servants' resilience in the local public administration.

The questionnaire was sent via email to the selected City Councils. The institutions were chosen using the convenience sampling method based on their accessibility. The questionnaire was sent to the selected City Councils along with a request in which the participants were asked to express their agreement of participation in the study. The data was collected in March 2019, via email. At the study participated 116 civil servants and we received an average of 15 responses from each selected institution. The collected data were processed in SPSS and Microsoft Excel.

The questionnaire was divided into two sections. The first part contained five identification questions regarding the respondent's gender, hierarchic position, age, seniority into the institution, and the Director's gender that led the Directorates in which the respondents were working. The first part also contained one question concerning respondents' preference for working with female leaders in difficult situations from their careers.

Being a study of perception, gender was considered a variable of the study because either respondents' gender or Directors' gender might influence civil servants' opinion regarding their leaders' behaviors and attitudes in certain situations. Previous studies (Ayman et al. 2009; Norris & Wylie, 1995; Tomkiewicz & Adeyemi- Bello, 1995) showed that men tend to better appreciate the behaviors of leaders of the same gender, and women tend to have either a more objective perception or a negative one regarding female leaders based on stereotypes (Garcia-Retamero & López-Zafra, 2006; Parks-Stamm et al., 2008; Rudman, 1998).

In order to study the gender impact on civil servants' perception regarding leaders' capacity of developing human resources resilience in the public administration from the local level, in the second part of the questionnaire, respondents were presented seven specific situations which they might have encountered during their careers. The situations were chosen based on public institutions' peculiarities. The presented cases are difficult situations that can impact negatively civil servants' efficiency, performance, and the quality of their work. From the seven situations, four were considered stressors due to the fact that they might occur frequently: civil servants' personal problems, civil servants' professional problems, changes that might occur in the institution's organizational chart, and the leadership changes at the institutional level. The other three situations were considered shocks based on their possibility of occurrence: organizational restructuring, budgetary cuts, and the economic crisis' effects. All the presented situations have a negative impact on the civil servants' activities, performance, and efficiency. The respondents were asked which was their leaders' attitudes when they faced the mentioned situations. They had to choose if the leader's attitude was either supportive or indifferent. If their leaders' attitudes are encouraging and supportive, civil servants might cope better with difficult situations, becoming resilient. If leaders do not offer support, their subordinates will be less resilient, which will also have a negative impact on the institutions' resilience.

The results are presented comparatively, by respondents' gender and by leaders' gender as to observe if gender influences the capacity of building and strengthening civil servants' resilience and the perception about leaders' behaviors.

The main characteristics of the sample

The civil servants included in the sample were execution civil servants and civil servants occupying management positions of head of office and head of department.

Of the 116 participants in the study, 21 persons (18,1%) hold positions of head of office and head of department, and 95 (81.9%) were civil servants occupying execution positions. Concerning respondents' seniority in the studied City Councils, 9 respondents (7.76%) were beginners with a

seniority of 0-1 year, 45 (38.79%) were assistant civil servants with seniority between 1 and 5 years, 12 (10.34%) were civil servants on principle grade with seniority between 5 and 7 years and the majority, 50 (43.10%), had seniority of more than 7 years, standing at the last professional-grade, namely, the superior grade.

Regarding participants' age, 22 (18.97%) were between 20 and 35 years old, 60 (51.72%) were between 35 (inclusively) and 50 years old and 34 (29.31%) were between 50 inclusively and 65 years old.

Regarding respondents' gender, 83 (71.55%) were women and 33 (28.45%) were men. The gender structure of the population participating in the study was similar to the gender structure of the body of civil servants, where 66% are women and 35% are men (National Agency of Civil Servants, 2019). Regarding Directors' gender, 62 (53.45%) of the respondents worked in Directorates led by men and 54 (46.55%) by women.

5. THE MAIN RESULTS OF THE STUDY REGARDING THE IMPACT OF LEADERSHIP ON CIVIL SERVANTS' RESILIENCE IN PUBLIC INSTITUTIONS FROM LOCAL LEVEL

This chapter presents the results of the opinion survey conducted in the selected City Councils. The civil servants were asked to express their opinions regarding their Directors' attitudes in different situations considered shocks or stressors. The purpose was to investigate if the respondents perceive their leaders as exhibiting the necessary behaviors in order to develop and strengthen human resources' resilience. They were asked if their Directors' supported them to overpass the presented difficult situations as to continue to work in an efficient manner or on the contrary, if they behaved indifferent, showing no support, encouragement, and motivation. The perception of leaders' behavior in difficult situations is important because it reveals if they have the capacity of helping subordinates to become resilient.

As to study civil servants' perception, for each presented shock or stressor, the distribution of the frequencies of the answers was computed, by respondents' gender and by Directors' gender. The results are presented comparatively because the study aims to reveal if female leaders are perceived as being more supportive than men, and consequently have a greater capacity of developing subordinates' resilience. The respondents' gender was also chosen as a variable because stereotypes and personal experiences might affect respondents' perception, which might tend to better appreciate leaders of the same gender.

Table 1. Frequencies of responses regarding leaders' attitudes in front of stressors with a negative impact on civil servants' careers

<i>Respondents' gender</i>	<i>Leaders' gender</i>	<i>Leaders' attitudes</i>	<i>Stressors</i>			
			<i>Personal problems</i>	<i>Professional problems</i>	<i>Leadership changes at the institutional level</i>	<i>Changes in the organizational charts</i>
F	F	Supportive attitude	85.11%	80.85%	80.85%	80.85%
		Indifferent attitude	14.89%	19.15%	19.15%	19.15%
	M	Supportive attitude	94.44%	88.89%	86.11%	88.89%
		Indifferent attitude	5.56%	11.11%	13.89%	11.11%

M	F	Supportive attitude	85.71%	85.71%	71.43%	71.43%
		Indifferent attitude	14.29%	14.29%	28.57%	28.57%
	M	Supportive attitude	88.46%	84.62%	92.31%	96.15%
		Indifferent attitude	11.54%	15.38%	7.69%	3.85%

Source: Authors (2019)

Table 1 presents the frequencies of responses regarding leaders' attitudes in front of stressors with a negative impact on civil servants' careers by both respondents' and Directors' gender as to reveal the differences in perception and if female leaders are better appreciated.

Regarding female respondents, a very high proportion of them (over 80%) considered that their leaders had supportive attitudes, helping to continue their work efficiently, regardless of leaders' gender. However, it should be mentioned that in all presented situations, the proportion of women who better-appreciated men's behaviors, was higher. Concerning personal problems, almost 95% of female civil servants' who were led by male Directors, considered that their leaders behaved in a supportive manner, compared with 85.11% in female leaders' case. Concerning professional problems, almost 89% of female civil servants' who were led by male Directors, perceived their leaders' attitudes as being supportive compared with 80.85% in female leaders' case. Regarding the situations when leadership changes at the institutional level occurred, 86.11% of female civil servants' who were led by male Directors, considered their leaders as being supportive compared with 80.85% in female leaders' case. The result was in male leaders' favor also in the last situation, where almost 89% of the respondents considered their leaders' behaviors as being supportive compared with 88.85% in female leaders' case.

Regarding male respondents, the differences in perception can be better observed as in female respondents' case, in three out of the four presented situations. Concerning personal problems, almost 89% of male civil servants' who were led by male Directors, considered that their leaders behaved in a supportive manner compared with 85.71% in female leaders' case.

Concerning professional problems, the proportion of respondents who perceived positively their leaders' behavior is higher in female leaders' case (85.71% vs. 84.62% in men's case), but the differences are not significant. Regarding the situations when leadership changes at the institutional level and changes in the organizational charts occurred, the results show a significantly better appreciation for men's behaviors. Over 90% of respondents appreciated leaders' behaviors as being supportive in men's case, in both situations and only 71.43% appreciated positively women's behaviors in the last two situations.

On one side, the results have positive implications for both female and male leaders as they are perceived as supportive leaders who encouraged and motivated their subordinates to continue their work in all four difficult situations. They exhibit behaviors that might influence positively civil servants' resilience, helping them to overpass critical situations and personal problems and other types of situations with a negative impact on daily activities. On the other side, the results have negative implications for female leaders, because a higher proportion of respondents considered that men are supportive leaders as in women's case. In case of stressors, men are considered to exhibit the necessary behaviors in order to help subordinates to overpass the mentioned situations by a higher number of subordinates, leading to the idea that in the studied institutions, men are considered to be more suited for developing civil servants' resilience.

Table 2. Frequencies of responses regarding leaders' attitudes in front of shocks with a negative impact on civil servants' careers

<i>Respondents' gender</i>	<i>Leaders' gender</i>	<i>Leaders' attitudes</i>	<i>Shocks</i>		
			<i>Organizational restructuring</i>	<i>Budgetary cuts</i>	<i>The economic crisis' effects</i>
F	F	Supportive attitude	80.85%	76.60%	72.34%
		Indifferent attitude	19.15%	23.40%	27.66%
	M	Supportive attitude	86.11%	83.33%	86.11%
		Indifferent attitude	13.89%	16.67%	13.89%
M	F	Supportive attitude	85.71%	71.43%	66.67%
		Indifferent attitude	14.29%	28.57%	33.33%
	M	Supportive attitude	96.15%	88.46%	92.31%
		Indifferent attitude	3.85%	11.54%	7.69%

Source: Authors (2019)

Table 2 presents the frequencies of responses regarding leaders' attitudes in front of shocks with a negative impact on civil servants' careers by both respondents' and Directors' gender as to reveal the differences in perception and if female leaders are better appreciated.

Regarding female respondents, a high proportion of them considered that their leaders manifested supportive attitudes, helping them to continue their work efficiently, in case of all presented shocks. However, the results are different, considering the Directors' gender. It can be observed that in all three situations, a higher proportion of respondents appreciated positively men behaviors than in women's case. Concerning organizational restructuring, 86.11% of female civil servants' who were led by male Directors, considered that their leaders behaved in a supportive manner compared with 80.85% in female leaders' case. The differences are even higher in the case of the other two shocks. 83.33% of female civil servants' led by male Directors appreciated them as being supportive compared with 76.60% in female leaders' case in the situations when the institutions faced budgetary cuts. Regarding the economic crises' effects, 86.11% of female civil servants' led by male Directors appreciated them as being supportive compared with 72.34% in female leaders' case.

Concerning male respondents, a very high proportion of them considered that their leaders manifested supportive attitudes, helping them to continue their work in an efficient manner, in case of all presented shocks, with significant differences considering Directors' gender. In the situation of organizational restructuring, 96.15% of male civil servants' who were led by male Directors, considered that their leaders behaved in a supportive manner compared with 85.71% in female leaders' case. 88.46% of the civil servants' led by male Directors appreciated them as being supportive, compared with 71.43% in female leaders' case, in the situations when the institutions

faced budgetary cuts. Regarding the economic crises' effects, the differences are even higher- 92.31% of the civil servants' led by male Directors appreciated them as being supportive compared with 66.67% in female leaders' case.

The results have positive implications for both female and male leaders as they are perceived as supportive leaders who encouraged and motivated their subordinates to continue their work and manage efficiently the effects of the considered shocks. However, the results have negative implications for female leaders, because a significantly higher proportion of respondents considered that men are more supportive leaders as women. It can be affirmed that in case of shocks, men are considered to exhibit the necessary behaviors in order to help subordinates to overpass the mentioned situations by a higher number of subordinates, leading to the idea that in this case too, men are considered to be more suited for developing civil servants' resilience.

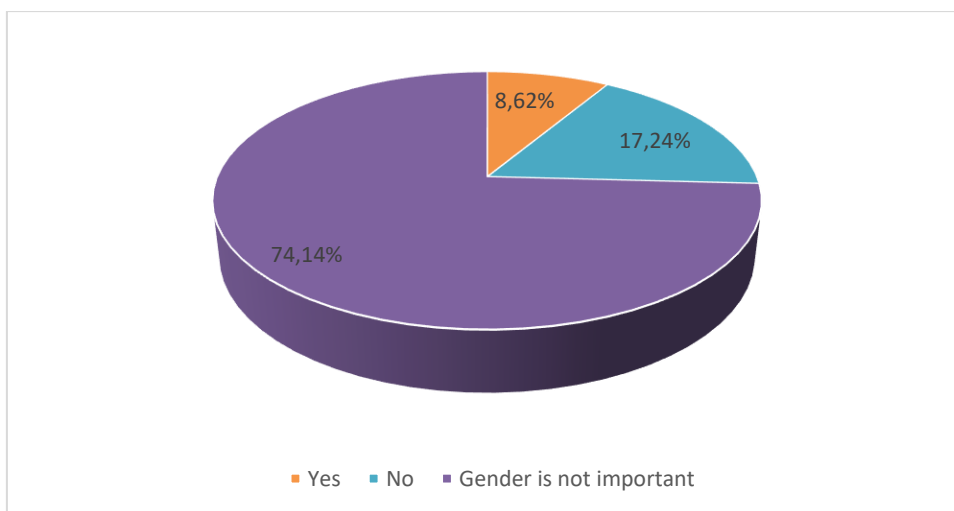


Figure 1. Civil servants' preference of working with female leaders in difficult times of their careers

Source: Authors (2019)

The civil servants were also asked if, in the difficult moments of their careers, they would have preferred to be led by women. It can be observed that 74.14% of the respondents considered that the Directors' gender was not important, 17.24% did not prefer to work with female leaders and only 8.62% would have wanted to work with female leaders.

6. CONCLUSIONS

The study revealed that the Directors from the studied City Councils are considered to exhibit encouraging and supportive attitudes helping their subordinates to surpass the difficult situations and shocks' negative effects, in order to continue their daily activities in an efficient manner. The positive perception was observed in all the presented cases and led to the conclusion that the leaders from the studied City Councils possess the necessary qualities to build and strengthen civil servants' resilience. Although the respondents affirmed that leaders' gender is not important, the results show a slight preference for male leaders, especially in the case of men civil servants. Even if both men and women were perceived by a high proportion of respondents as acting supportive in face of shocks and stressors that might affect negatively civil servants' careers, in all presented situations, except one, the attitudes of male Directors, were appreciated positively by a significantly higher proportion of civil servants. Another revealed aspect is that women appreciated positively their leaders' behaviors in almost the same proportion despite the leaders' gender. In the case of male responses, the differences in proportion were higher, and in men leaders' favor.

The hypothesis of the study did not validate, because the research showed that the public servants managed to overpass the difficulties from their careers helped by leaders of both genders. The research revealed that both types of leaders are considered to possess the necessary qualities for developing and strengthening civil servants' resilience. Women are not considered as being more suited for developing subordinates' resilience and on the contrary, in the studied institutions, men leaders tend to be better appreciated.

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