Employee Resilience: Considering both the Social Side and the Economic Side of Leader-Follower Exchanges in Conjunction with the Dark Side of Followers' Personality

Abstract

The aim of this study is to propose and empirically test theorizing on the alignment of social and economic leader-member (SLMX and ELMX) approaches for employee resilience. Additionally, we explore a new approach to LMX relationships that views follower narcissism as a trait that is adaptive in certain contexts. The findings of our polynomial regression analysis with surface response analysis indicate that for LMX to optimally contribute to employee resilience, SLMX needs to dominate over ELMX. However, for narcissistic followers, employee resilience is strongest at both the low SLMX-low ELMX end of the spectrum and at the high SLMX-high ELMX end of the spectrum, thus questioning the usefulness of an average or imbalanced shaping of LMX for narcissists' thriving in a dynamic organizational environment. Our findings imply that by developing and nurturing reciprocal trust-based long-term relations with their followers, leaders can strengthen employee resilience. When being confronted with narcissistic followers, leaders need to either embrace an ambidextrous approach additionally emphasizing the transactional nature of the relationship, or a laissez-faire approach to foster employees' effective dealing with change and setbacks at work.

Keywords: relationship-based leadership; employee resilience; leadership style; follower narcissism; polynomial regressions

Introduction

Relentless technological developments, coupled with fast-changing work environments pose challenges to contemporary organizations. At the same time, these challenges offer opportunities to engage in transformative innovative activities to capitalize on disruptive surprises. However, not every employee has developed the capabilities needed to thrive in the face of conditions that are surprising, uncertain, often adverse, and usually unstable. Employee resilience captures the extent to which employees successfully deal with change and setbacks at work and to which they adapt accordingly to thrive in a new environment (Näswall, Kuntz & Malinen, 2015: 1). Previously, employee resilience has been related to higher levels of job performance and organizational commitment (Malik & Gark, 2017; Meneghel Salanova & Martínez, 2016a; Meng, Luo, Huang, Wen, Ma & Xi, 2017; Youssef & Luthans, 2007) and employee creativity (Huang & Luthans, 2015). At the same time, given that resilience can be understood as a developable capability, some research has recognized the importance of leadership for employee resilience (Harland, Harrison, Jones & Reiter-Palmon, 2005; Meng et al., 2017). Leaders can provide "intellectual stimulation to promote subordinates' thoughtful, creative, adaptive solutions to stressful conditions, rather than hasty, defensive, maladaptive ones" (Bass, 1990: 652) so that their leadership approach can increase or decrease employee resilience, depending on the relation with their followers' needs. However, the explicit consideration of the leader-follower relation plays a marginal role in leadership-resilience studies, implying that the link between leadership and follower's resilience as a developable capability has not been clearly established.

In this article, we use leader-member exchange (LMX) theorizing as a theoretical foundation for understanding how leadership in conjunction with follower personality promotes employee resilience. LMX relationships have two distinct components, namely a social component (SLMX) and an economic component (ELMX), each having different

qualities (Kuvaas, Buch, Dysvik & Haerem, 2012). It has been widely discussed that ELMX as opposed to SLMX is negatively associated with positive occupational outcomes. However, ELMX may also unfold positive effects depending on the outcome and associated conditions. For example, in turbulent times, ELMX may offer guidance and motivation, thus benefitting investments in resilience. In turn, SLMX could be associated with negative occupational outcomes under certain conditions. A focus on SLMX (as opposed to ELMX) assumes that followers want to be trusted by their leader and build a long-term relationship, with such a socio-emotional exchange providing the basis for followers' positive occupational outcomes. However, what if followers' personality has a dysfunctional aspect, downplaying their long-term orientation while increasing their focus on immediate rewards, as it would be the case for narcissistic personalities? As a consequence of the immediate self-interest of narcissistic personalities (Campbell, Hoffman, Campbell & Marchisio, 2011), it may be that the narcissistic follower is more apt to contribute to his or her employee resilience under a leadership approach that emphasizes demand repayment, involving economic or quasi-economic goods within a particular time period, i.e. by ELMX approaches. Given recent meta-analytic work that has shown that narcissism has risen steadily over the past 25 years (Twenge, Konrath, Foster, Campbell, & Bushman, 2008), the potential impact of employee narcissism in the workplace should become more evident. Interestingly, narcissism can have either destructive or advantageous outcomes – as opposed to other dark triad traits, i.e. Machiavellianism and psychopathy – depending on organizational characteristics. Thus, research is needed that enables us to understand how leaders may have to adapt their approaches so that they can accommodate the needs and desires of all represented employees, fostering resilience (Campbell et al., 2011).

In addition, research needs to consider that SLMX and ELMX may interact (Kuvaas et al., 2012; Goodwin, Bowler & Whittington, 2009). Leaders can engage with their followers in

both forms of exchange so that LMX relationships carry both socio-emotional and economic aspects, at either equally high/low and thereby congruent levels or incongruent levels. Understanding the role of these LMX constellations and thereby *simultaneously* considering equal and differing SLMX and ELMX levels for resilience may aid in the development of nuanced theoretical models of occupational outcomes, as well as practical interventions that help employees thrive in new environments.

The aim of the present study thus is to shed light on how SLMX and ELMX interact in their relationship to employee resilience, and whether follower narcissism plays a moderating role in this relationship. Based on self-reported data collected from 123 employees from a Dutch organization, we use polynomial regression analysis with surface response analysis to test the relationship between SLMX-ELMX (in)congruences and employee resilience. Furthermore, we use moderated polynomial regression analysis with surface response analysis to examine the role of follower narcissism in the relationship between LMX and employee resilience.

This study goes beyond previous research in several important ways. We extend current knowledge about factors that play a role in developing resilience. Specifically, by focusing on resilience as a dynamic characteristic, we provide substance to the upcoming discussion of resilience as a state rather than a relatively stable trait variable (Kuntz, Connell & Näswall, 2017; Kuntz, Malinen & Näswall, 2017; Britt, Shen, Sinclair, Grossman & Klieger, 2016). Furthermore, by explicitly addressing and testing for linear and non-linear interactions between SLMX and ELMX, we empirically substantiate the idea that opposing LMX approaches do not necessarily exclude each other (Kuvaas et al., 2012; Goodwin et al., 2009). In fact, we find that there is a unique interplay between SLMX and ELMX when it comes to increasing employee resilience. Finally, our study resolves a limitation of previous LMX studies, most of which have not accounted for narcissism as a dark-side follower

characteristic (for an exception, see Treadway, Yang, Bentley, Williams & Reeves, 2017). Here, our study indicates that the conventional understanding of LMX approaches, i.e. that SLMX is more useful for employee outcomes than ELMX, needs to be reconsidered under dark-side follower characteristics.

Theoretical Background and Hypotheses Development

Leadership and Employee Resilience

Over recent years several studies have reviewed the resilience literature (Linnenluecke, 2017; Kossek & Perrigrino, 2016; Williams, Gruber, Sutcliffe, Shepherd & Zhao, 2017) and developed theoretical models that explained resilience (e.g. Kossek & Perrigrino, 2016; Britt et al., 2016; Rothstein, McLarnon & King, 2016). A careful perusal of these studies suggests that, on the one hand, resilience is conceptualized as a stable personality trait (Britt et al., 2016; London, 1993) that is associated with, for example, proactive personality (Chiaburu, Baker & Pitariu, 2006). The underlying idea is that resilient individuals will be able to better cope with adversity and setbacks than individuals that are not resilient (e.g. Shin, Taylor & Seo, 2012). Alternatively, resilience is conceptualised as a state-like variable (e.g. Luthans, 2002). It may be malleable in the long run, but is stable in the short run. Specifically, resilience can be conceived of as a process that can be triggered by adversity fate (McLarnon & Rothstein, 2013; Britt et al., 2016; Kossek & Perrigrino, 2016). Over time, when individuals have experienced setback after setback, they become increasingly apt to cope with adversity, i.e. resilient, and demonstrate positive adaptation to their fate. Building upon this reasoning, recent research increasingly postulates that resilience is a capability that can be developed over time (Kuntz et al., 2017a; 2017b; Stokes, Smith, Wall, Moore, Rowland, Ward & Cronshaw, 2018). Given appropriate organizational stimuli such as (transformational) leadership (e.g., Harland et al., 2005), employees can increase their

capability to bounce back after adversity (Kuntz et al., 2017b). In the remainder of this study, we therefore follow this increasingly established conceptualisation of resilience, i.e. we examine resilience as a developable capability and thus state-like variable.

Studies on individual resilience at work have mainly investigated personal characteristics and perceptions of employees and how these affect resilience (e.g. emotional stability or feelings of control, Lyons, Schweitzer & Ng, 2015). Only few studies have looked at interpersonal relationships at work. These studies argue that relationships at work can be an important source of strength, offer support, and hence increase individual resilience. Examples of factors that are studied in this respect are: support from others (Meneghel, Borgogni, Miraglia, Salanova & Martínez, 2016b; Jensen, Trollope-Kumar, Waters & Everson, 2008), relationship with the supervisor (Peters & Pearce, 2012) and transformational leadership (Sommer, Howell & Hadley, 2016; Harland et al., 2005). In general, these prior findings demonstrate the importance of high-quality relations between employees and their supervisor for employee well-being and resilience. For example, in a qualitative study about early career teacher resilience, Peter and Pearce (2012) found that the relationship with principals has a large influence (negative and positive) on teachers' feelings of personal and professional wellbeing. A quantitative study among health care teams by Sommer et al. (2016) establishes the positive influence of transformational leadership on team members' resilience. Similarly, Kuntz et al. (2017a) found that the availability of support and feedback was positively related to individual resilient behaviour.

A theory that is widely established regarding leader-follower relationships in combination with resilience is the theory of high-quality connections (Dutton & Heapy, 2003). This theory states that it is vital for employees' health and wellbeing to have fulfilling connections at work. High-quality relationships at work stimulate individuals to grow and develop themselves (Dutton & Heapy, 2003). Drawing on this core postulation, our study generally

assumes that having a fulfilling relationship with one's supervisor is beneficial for individual resilience.

To account for nuances in relational fulfillment, and therefore for understanding the relationship between leadership approaches as an organizational stimulus and employee resilience as an occupational outcome, our work specifically draws on leader-member exchange (LMX) theorizing. LMX theory is rooted in social exchange theory (Matta & Van Dyne, 2015) which states that social exchange relationships are characterised by a long-term orientation based on reciprocity (Blau, 1964; Shore, Tetrick, Lynch, & Barksdale, 2006), and economic exchange relationships are characterised by contractual agreements and little personal involvement (Blau, 1964; Shore et al., 2009; Buch, Kuvaas, & Dysvik, 2019).

According to LMX theory, leaders form unique exchange relationships with their employees (Dienesch & Liden, 1986). These exchange relationships range from low-quality to high-quality relationships, where low-quality exchange relationships are characterized by short-term transactional exchanges while high-quality exchange relationships involve gradual long-term bonding based on mutual trust, respect, and fellowship (Xu, Huang, Lam & Miao, 2012; Walumbwa, Cropanzano & Goldman, 2011; Mahsud, Yukl & Prussia, 2010). Whereas LMX scholars often conceive of exchange relationships as being on a continuum ranging from low-quality to high-quality (Bernerth, Armenakis, Field, Giles & Walker, 2007; Kuvaas & Buch, 2018), the underlying social exchange theory (Blau, 1964) suggests that social and economic exchange relationships are of a different nature. Hence, exchange relationships can be nuanced on the basis of their core aspects. In fact, LMX relationships have two distinct components, namely a social component (SLMX) and an economic component (ELMX), each having different characteristics (Kuvaas et al., 2012).

The *economic component of LMX relationships, i.e., ELMX*, refers to the contractual and transactional nature of exchanges. Exchanges are to some extent quid pro quo and based on

isolated agreements (Dysvik, Buch & Kuvaas, 2015; Kuvaas et al., 2012). They can be

contractual and impersonal (Dysvik et al., 2015) and there are explicit obligations with respect

to reciprocation (Kuvaas & Buch, 2018). ELMX has been associated with negative work

outcomes, including low work performance, low job satisfaction and high levels of turnover

intention (Buch et al., 2019; Buch, Kuvaas, Dysvik & Schyns, 2014; Dysvik et al., 2015). In

contrast, *the social component of LMX, i.e., SLMX*, refers to the degree to which a relationship

is social, personal and based on mutual respect and trust. Here, an exchange implies

reciprocation, but the associated expectation is implicit and reciprocation is not anticipated to

occur immediately but is only awaited in the long term (Buch et al., 2014; Dysvik et al.,

2015). SLMX has been related to positive work outcomes such as higher levels of affective

organizational commitment, work performance and organizational citizenship behaviour

(Buch et al., 2019). As a consequence of their different foci (Buch et al., 2014), SLMX and

ELMX have a differential impact on, for example, work effort (Buch et al., 2014) and on

employee creative behavior (Berg, Grimstad, Skerlavaj & Cerne, 2017; Qu, Janssen & Shi,

2015).

The differentiation between SLMX and ELMX appears to be particularly useful to better

understand employee resilience. First, employee resilience is similar to work effort in the

sense that both concepts address the amount of energy that an individual can or will put into

his/her job (Buch et al., 2014; Seo, Bartunek & Feldman Barrett, 2010). Here, SLMX has

been shown to be positively related to work effort (Buch et al., 2014). This is because

followers in SLMX relationships are motivated to reciprocate the resources which they

received from their leader. In fact, due to the reciprocal nature of SLMX relationships

followers extend their role breadth (Hsiung & Tasi, 2009) so that they do more than they are

asked to do (Buch et al., 2014) such as, for example, adapting to thrive in a new environment.

Furthermore, SLMX, by emphasizing give and take and being taken care of, generates

resilient mental states (Berg et al., 2017; Fisk & Friesen, 2012). This is because having high quality social relationships including an emotional connection with the leader provides room for followers to display true emotions and be authentic, which in turn generates positive emotions (Fisk & Friesen, 2012; Berg et al., 2017), and positive emotions build resilience (Cohn, Fredrickson, Brown, Mikels & Conway, 2009). In contrast, an emphasis on the marketplace, transactional nature of ELMX that rests upon downward influence and discrete agreements (Kuvaas et al., 2012) may reduce followers' investment in adaptations to thrive in a new environment as payback periods are long and uncertain. At the same time, economic exchanges have been shown to stimulate productive behaviour under certain conditions (e.g. Judge & Piccolo, 2004).

While the isolated (in)effectiveness of ELMX has not been firmly established, recently, it has been argued that SLMX and ELMX are two distinct constructs rather than two ends of one continuum that can co-exist (Kuvaas et al., 2012; Goodwin et al., 2009). In accordance with previous work (e.g., Buch et al., 2019; Kuvaas & Buch, 2018; Berg et al., 2017), we thus postulate that leader-member exchange relationships contain both aspects, i.e. ELMX as well as SLMX. Leaders can engage with their followers in both forms of exchange so that LMX relationships carry both socio-emotional and economic aspects. In fact, economic aspects in the leader-member exchange relationship may be needed to strengthen the relationship of SLMX with positive occupational outcomes. In other words, the benefits associated with a socio-emotional focus may be stronger in the presence of an economic focus. It could, however, also be that one focus dominates the other (Goodwin et al., 2009). The ELMX aspect may dominate some relationships, while in other relationships the SLMX aspect may have the upper hand and this likely matters for employee resilience.

Hypotheses Development

When considering the possibilities for (in)congruences between SLMX and ELMX in relation to employee resilience four types of leadership constellations emerge. These constellations can be explained by a SLMX-ELMX matrix (Figure 1): (1) low-level congruence, (2) high-level congruence, (3) SLMX dominance over ELMX, and (4) ELMX dominance over SLMX. A *low-level congruence* implies that SLMX and ELMX are present at equally low levels. A *high-level congruence* means that SLMX and ELMX are matched at a high level. Here, employees have strong socio-emotional ties with their supervisor and their relationship has also clear economic contractual aspects. This constellation is in line with the observation of Lee, Thomas, Martin & Guillaume (2017) in that "LMX relationships are to a certain extent paradoxical in nature because leaders and followers routinely seek interpersonal closeness while simultaneously seeking to preserve hierarchical distinctions" (Lee et al., 2017, p. 2; Zhang, Waldman, Han & Li, 2015). Because of the fact that leaders and followers seek interpersonal trust-based closeness (building SLMX) while simultaneously seeking to preserve hierarchical distinctions and eliciting explicit rewards (inducing ELMX), SLMX and ELMX can co-exist at the high-high level. This argument also aligns with affective events theory (Cropanzano, Dasborough & Weiss, 2017), which states that affective events influence LMX relationships. Building on Cropanzano et al. (2017), we suggest that a hierarchical reward-motivated high-ELMX relationship may simultaneously show high-SLMX, because trust and mutual respect have been developed. A constellation of *SLMX dominance* occurs where SLMX outweighs ELMX. In this scenario the exchange relationship is predominantly characterized by strong social ties between employees and supervisors. Contrastingly, constellations of *ELMX dominance* occur where ELMX outweighs SLMX. Here, leader-member exchange relationships focus on economic transactional aspects.

[INSERT FIGURE 1]

With regard to the congruence constellations, we argue that LMX relationships, where SLMX and ELMX aspects are equally present at high levels are positively related to employee resilience. When moving from constellation *low-level congruence* (1) towards *high-level congruence* (2) we move towards a situation in which employees have more strong socio-emotional ties with their supervisor and their relationship has also clearer economic contractual aspects. As the pronunciation of SLMX and ELMX aspects increases – while moving from constellation (1) to (2) – employee resilience should increase. In line with prior research (Rosing, Frese & Bausch, 2011), we argue that for outcomes that require successfully dealing with change such as resilience, leaders need to embrace both strong encouragement based on trust and implicit obligations (SLMX) and a strong focus on compliance based on transactions and explicit obligations (ELMX). These leadership components are complementary because each of them corresponds to employee resilience investments that the other one is not able to meet. High SLMX encourages followers to pro-actively deal with change and setbacks. This is because increased SLMX increases followers' commitment to their leaders resulting in an implicit obligation to reciprocate, and their psychological empowerment as well as their self-efficacy and means efficacy (Buch & Kuvaas, 2016; Walumbwa et al., 2011). Consequently, followers are more likely to feel that they *should*, *want* and *can* invest in their resilience. Combined with high ELMX, followers are more likely to deal with such change and setbacks in ways that are in line with the goals and regulations of the organization, thus promoting resilience at work. This is because through clear obligations, increased ELMX ensures that followers' behavior meets organizational expectations (Shore et al., 2006). Moreover, because of ELMX' contingent rewards, followers are more likely to *want* to invest in their resilience. Taken together, we assume that it is the combination of high SLMX and high ELMX that neutralizes the disadvantages associated with high socio-emotional aspects such as emotional exhaustion

(Lin, Scott & Matta, 2018; van Knippenberg & Sitkin, 2013) and high ELMX such as pursuit of self-interest (Song, Tsui & Law, 2009), manifesting in increased employee resilience. .

In turn, at low levels of SLMX and ELMX followers are less likely to experience encouragement to deal with change and setbacks at work in ways that are in line with the organization's goals and regulations, manifesting in lower levels of employee resilience. The negative effects of laissez-faire leadership on occupational outcomes including successfully dealing with change at work have been widely established (see e.g., Bligh, Kohles & Yan, 2018).

We thus hypothesize that followers' employee resilience increases for the combination of high SLMX with transactional exchanges (high ELMX).

Hypothesis 1: Employee resilience will be higher when SLMX and ELMX are aligned at a high level (high-level congruence) than when they are aligned at a low level (low-level congruence).

With regard to the first incongruence constellation, i.e., constellation (3), we argue that LMX relationships, where SLMX dominates over ELMX, are positively related to employee resilience. First, followers in high-quality SLMX relationships have more opportunities for developing their capabilities (Yukl, O'Donnell & Taber, 2009), and thereby also for developing employee resilience. In this regard, SLMX relationships have been positively related to employee empowerment (Kim, Lee & Jang, 2017; Breevaart, Bakker, Demerouti & van den Heuvel, 2015), suggesting that there may also be a positive relationship between SLMX relationships and employee resilience, as empowered employees have the means to shape their work circumstances and their future and are therefore more likely to invest in resilience. Second, followers in SLMX relationships are closer to their supervisors (Graen &

Uhl-Bien, 1995) that aim to facilitate long-term, socio-emotional aspects of the employment relationship (Buch, 2015). Consequently, followers are also more likely to be loyal to the mission and committed to the development of the organization (Kuvaas & Buch, 2018) and thereby to deal with change and setbacks at work. However, we argue that it is not SLMX in isolation that promotes resilience at work, but rather the *dominance* of SLMX over ELMX. While socio-emotional aspects such as trust and mutual respect can neutralize the disadvantages of the instrumental and contractual nature of ELMX (as in H1) such as the pursuit of self-interest and reduced effort at work (Buch et al., 2014), the combination of high SLMX with low ELMX can further increase resilience at work. In fact, the presence of low-level ELMX may offer a playing field to productively guide empowered and committed followers' developmental abilities toward investments in their adaptability to thrive in new environments. Furthermore, the absence of high-level ELMX may provide more opportunities to strengthen employee self-motivation to put continuous effort in adapting to thrive in new environments. In other words, low-level ELMX may act as a stabilizer in dynamic environments to which committed and empowered followers experiencing self-efficacy in SLMX-dominant relations should, want and can adapt, thus strengthening the willingness aspect of SLMX for resilience. Therefore, LMX relationships in which SLMX dominates over ELMX are expected to be positively associated with employee resilience. We hypothesize:

Hypothesis 2: Incongruence between SLMX and ELMX in a way that SLMX is perceived to dominate over ELMX is positively related to employee resilience.

With regard to the second incongruence constellation, i.e., constellation (4), we argue that the dominance of ELMX over SLMX should be negatively related to employee resilience. This is because "economic exchange does not involve the consideration of employee needs

and preferences" (Shore et al., 2009, p. 703). In such a constellation, relationships rest more strongly upon discrete agreements pronouncing instrumental or contractual elements, with ELMX having been negatively related to broader employee outcomes such as work effort, performance and OCB (Buch et al., 2014; Kuvaas et al., 2012). For employee resilience, we argue that it is not ELMX in isolation that leads to a decrease but rather the dominance of ELMX over SLMX. This is because the dominance of transactional considerations cannot augment socio-emotional aspects (Chan & Chan, 2005) and thereby cannot strengthen the "should" and the "can" of investing in resilience at work. For enhancing resilience, which is a long-term process, a pronunciation of clear short-term transactions may not be beneficial. In turn, a dominance of socio-emotional aspects can indeed augment the transactional nature of ELMX to generate a greater effect on employee performance (Chan & Chan, 2005) such as resilience (see H2). Moreover, while a pronunciation of economic aspects may be effective in stable environments (Bass, 1990), the associated focus on sustaining the status quo (Bligh et al., 2018) runs counter to followers successfully adapting to thrive in new environments. Furthermore, dealing with change and setbacks at work is highly demanding and associated with long and uncertain payback periods. A focus on hierarchical obligations cannot reduce this change-impairing uncertainty. In other words, followers in these relationships are likely to worry about their returns (Buch et al., 2014) and may therefore withhold investments in employee resilience. SLMX' relationship-based trust can reduce behavioral uncertainty and increase perceptions of support in demanding change situations (see e.g., Buch & Kuvaas, 2016), thus encouraging followers to make long-term investments in resilience. However, such relationship-based trust cannot be developed in situations where economic aspects dominate socio-emotional aspects (Buch et al., 2014). We hypothesize:

Hypothesis 3a: Incongruence between SLMX and ELMX in a way that ELMX is perceived to dominate over SLMX is negatively related to employee resilience.

The role of narcissism

Considering the above, we, however, argue that a dominance of ELMX over SLMX may be less negatively related to employee resilience under certain conditions. Specifically, follower personality may neutralize the lack of "should" and "can" promotion in low-level SLMX relations that are characterized by ELMX dominance, while further enhancing the "want" component of investments in employee resilience. This is because "not all people react in the same way to the quality of interpersonal relationships at work" (Fernet, Gagné & Austin, 2009, p. 1174). Consequently, for some follower personalities a dominance of ELMX over SLMX may be less negatively related to employee resilience. We argue that this will be the case for narcissistic followers. In general, the defining characteristics of narcissists include a "pervasive pattern of grandiosity" coupled with a "need for admiration and lack of empathy" (APA, 2000, p. 717). Reflecting a set of attitudes, beliefs, and behavioral tendencies (Judge, LePine, & Rich, 2006), narcissism has been associated with grandiose sense of self-importance, the requirement for excessive admiration, a preoccupation with fantasies of unlimited success and power, beliefs of being 'special', and being adept at manipulating others and entitled to exploit others, envy, arrogance and a lack of empathy (APA, 2000; Morf & Rhodewalt, 2001).

We expect ELMX dominance to be less negatively related to narcissists' employee resilience for the following reasons: First, narcissists with their visionary prowess are apt to thrive under change and thereby in new environments (Rosenthal & Pittinsky, 2006). Consequently, they do not need to be committed to their leaders as it would be characteristic for high-level SLMX in order to feel that they *should* deal with change and setbacks at work –

that is, the comparatively low level of socio-emotional aspects should be less negatively affecting their resilience. Second, narcissists consider themselves to be superior to others (Schyns, Maslyn & van Veldhoven, 2012) so that they do not need high-quality LMX supervisors enhancing their levels of self-efficacy – narcissists feel they *can* successfully deal with change and setbacks at work. Taken together, for narcissists behavioral uncertainty will be lower so that the lack of trust-based SLMX should be less negatively affecting their resilience at work. Third, they have an excessive agentic focus (Judge et al., 2006) so that a leadership approach that emphasizes demand repayment should be less negatively affecting their successful dealing with change and setbacks at work. In fact, the negative relationship between ELMX with its short-term transactional focus and employee resilience may be offset by narcissist's immediate self-interest. Fourth, in a relationship in which ELMX dominates over SLMX supervisors may encourage and support the subordinate to a lesser extent in engaging in developmental opportunities (Buch, 2015) such as strengthening their employee resilience. However, it is likely that the high level of self-approbation of narcissistic followers (O'Boyle, Forsyth, Banks & McDaniel, 2011) tends to leave them relatively satisfied with their work so that the lack of strong supervisor encouragement and support less negatively affects their employee resilience. Nevertheless, as narcissists are in dire need of admiration, low-level socio-emotional aspects need to be present in the leader-follower exchange to strengthen the relationship of ELMX with positive occupational outcomes such as employee resilience.

Hypothesis 3b: The negative relationship between ELMX dominance and employee resilience will be moderated by narcissism – the higher followers' narcissism, the less negative the relationship.

Method

Sample and procedure

Data for this study were collected from 123 employees from the Dutch defence organisation. The survey was distributed to 368 employees and yielded 123 complete responses (response rate = 33%). The cover letter explained the relevance of the study and emphasized the anonymity and privacy of respondents. Respondents could stop answering questions at any time during the survey. We provided contact information of the research team, so that questions about the questionnaire or in response to the questionnaire could be dealt with. By starting the questionnaire, respondents were providing informed consent. Most respondents were male (92%), which is typical for this kind of organization. The majority of the respondents had a degree in intermediate vocational education (83%).

Measures

The survey used established and validated multi-item scales. All scales were anchored by '1' (strongly disagree) to '5' (strongly agree), unless reported otherwise.

    Employee resilience was measured by 9 items from the resilience at work scale of Meneghel, Borgogni, Miraglia, Salanova and Martinez (2016b) (alpha = .76). This scale is explicitly designed to measure resilient behaviour in workplace settings (Meneghel et al., 2016b) as opposed to resilience in life or as a character trait. An example item is "I bear a heavy workload without getting discouraged".

    Leader Member Exchange (LMX). Economic LMX (ELMX) and Social LMX (SLMX) were both measured by four-item scales each (alpha = .75 and alpha = .84, respectively) developed by Kuvaas et al. (2012). An example item for ELMX is "The most accurate way to describe my relationship with my supervisor is that I do what I am told to do". An example item for SLMX is "My relationship with my supervisor is based on mutual trust".

Confirmatory factor analysis confirmed a structure of two separate dimensions: ELMX and SLMX ($\chi 2$ / df = 1.953; CFI =0.944; PCLOSE =0.070; RMSEA 0.088).

Narcissism was assessed through six items using the established scale by Jones and Paulhus (2014) (alpha = .64). An example item is "Many group activities tend to be dull without me". The original scale of by Jones and Paulhus (2014) contains nine items of which three are reverse-coded. A first exploratory factor analysis showed that the reverse coded items loaded on a separate factor, which was corroborated by confirmatory factor analysis. Therefore, we have removed these items from the analysis. Although the use of reverse-coded items is sometimes recommended to control for response bias (e.g., Paulhus, 1991), studies have demonstrated that reverse-coded items often lead to unexpected factor structures (Weijters, Baumgartner & Schillewaet, 2013; Netemeyer, Bearden & Sharma, 2003).

Controls. We controlled for several employee-level characteristics that have been shown to matter for employee resilience. We control for age cohort (coded '1' for <20 years, '2' for 21-30 years, '3' for 31-40 years, '4' for 41-50 years and '5' for > 50 years) as age has been shown to be a proxy for changes in cognitive processes (King & Jex, 2014) that are possibly related to resilience. In line with prior resilience studies (e.g., Stephens, Heaphy, Carmeli, Spreitzer & Dutton, 2013), we also control for tenure (measured in years), gender (measured as a dichotomous variable, coded as '1' for male and '2' for female), and education level (measured in six categories ranging from '1' for elementary education to '6' for academic level).

Analysis

As we rely on single source cross-sectional data, this may raise concerns about potential common method bias. In addition to various procedural remedies (see limitation section for an overview), we followed the recommendation by Podsakoff and Organ (1986) and examined

the potential for common method variance via Harman's one-factor test. Specifically, we performed an unrotated, principal components factor analysis with all manifest variables, extracting factors with eigenvalues larger than one. We found that the first factor accounts for only 14.9 % of variance. If common method variance would have been present in our data, a single factor would have emerged, or one general factor would have accounted for most of the covariance in the independent and criterion variables.

Polynomial regression with response surface analysis (Edwards, 1993, 1994) was applied to test the relationship of (in)congruence between SLMX and ELMX with employee resilience (Hypothesis 1-3a) and the moderating effect of narcissism on this relationship (Hypothesis 3b). Polynomial regressions test for nonlinear relationships and therefore allow a more informed interpretation of results than simple interaction analyses on the basis of nonlinear, multiplicative relationships among variables (Shanock, Baran, Gentry, Pattison & Heggestad, 2010; Edwards, 1993). The results of the polynomial regression analyses were visualized by using Shanock et al. (2010)'s Excel spreadsheet.

In line with the suggestions by Shanock and colleagues (2010), we analysed how many respondents demonstrate (in)congruences; 31.1 % of the respondents demonstrate low-level congruence (low SLMX-low ELMX), 23.4 % indicate SLMX dominance over ELMX, 21.8 % perceive high-level congruence (high SLMX-high ELMX), and 19.5 % experience ELMX dominance over SLMX.

Results

Table 1 reports the descriptives of key variables. Employee resilience is positively correlated with SLMX and shows a negative relationship with age. This lower level of employee resilience at an older age may be explained by socioemotional selectivity theory that proposes that individuals adapt to aging by de-emphasizing knowledge-acquisition goals and

prioritizing emotion-regulation goals (Carstensen, 1992). Because older people perceive that time is running out, they are less likely to invest in knowledge-acquisition activities that have a long and uncertain payback period (Hatak, Harms & Fink, 2015) – yet, these activities are required for successfully dealing with change and setbacks at work. Furthermore, ELMX is positively correlated with narcissism. As, apart from the age, the control variables show no structural association with any of the main variables, we included only age as a control variable in our further analyses (cf. Becker, 2005).

[INSERT TABLE 1]

Table 2 shows the results of our analyses. First, we included the independent and control variable (Model M1). Next, we added the moderator variable (M2). M3 outlines the polynomial regression analytical findings. We added narcissism as a co-variate in the polynomial regression analysis in M4, and as a moderator with a low level (one standard deviation below the mean) in M5, and as a moderator with a high level (one standard deviation above the mean) in M6.

[INSERT TABLE 2]

[INSERT FIGURE 2]

Hypothesis 1 proposes that employee resilience will be higher when SLMX and ELMX are aligned at a high level (high-level congruence) than when they are aligned at a low level (low-level congruence). Table 2 (M3) supports the direction of the relationship (slope $a1 = .110$), but significance is only at the 0.10 level ($p = .070$).

M3 shows a significant relationship for incongruence between SLMX and ELMX and employee resilience (slope a3 = .220; p = .013). To interpret this result, we examine the response surface in Figure 2. As the point of origin, we use the midpoint of the plane, where SLMX and ELMX are equal to each other. We then move along the line of incongruence, E=-S, toward the right upper corner, which signifies the constellation in which SLMX is perceived to dominate over ELMX. The response surface shows that employee resilience increases along this line, thereby supporting Hypothesis 2. We now start again at the midpoint of the plane but now move towards the left corner, which signifies the constellation in which ELMX is perceived to dominate over SLMX. Along this line, employee resilience decreases, supporting Hypothesis 3a. Taking together these results shows that simply increasing LMX (SLMX as well as ELMX) is not associated with higher levels of employee resilience. Only the constellation (3) in which SLMX dominates ELMX is positively associated with employee resilience.

Adding narcissism as a co-variate in M4 shows similar results compared to M3 with one exception. By adding narcissism, we find that the positive slope along the line of congruence (E=S) becomes significant, and hence when controlling for follower narcissism, Hypothesis 1 is fully supported.

For Hypothesis 3b, we examined the moderating role of narcissism for the incongruence situation, i.e. constellation (4), where ELMX dominates over SLMX regarding employee resilience. We find a significant positive slope along the E=-S line (M5 and M6: slope a3 = .426; p = .009). At low levels of follower narcissism the entire surface plane is shifted to a lower level of employee resilience. When comparing the response surface of M4 (without moderation by narcissism) and the response surface of M5 and M6 (with moderation by narcissism), we see that the slope along the line of incongruence changes from a3 = 0.214 (p = .016) in M4 to a3 = 0.426 (p = .009) in M5 and M6. Hence, the significant negative

relationship between ELMX dominance and employee resilience is strengthened, i.e., the slope a3 becomes steeper, when the relationship is moderated by follower narcissism. This result contrasts Hypothesis 3b, as we expected to find a buffering effect of narcissism. In other words, the line of incongruence shows a steep significant positive slope when follower narcissism is added as a moderator, implying that a dominance of ELMX over SLMX hinders employee resilience. This leads us to reject Hypothesis 3b.

Our post-hoc analyses (M5 and M6) further indicate that for narcissists there is a significant U-curve relationship between SLMX-ELMX congruence and employee resilience (M5 and M6: $a2 = .243$; $p = .032$). Instead of the weak linear relationship between high-level SLMX-ELMX congruence and employee resilience that was found without taking narcissism into account, we now find that for narcissistic employees the highest levels of employee resilience are at the low ELMX-low SLMX end of the spectrum, as well as at the high ELMX-high SLMX end of the spectrum. The response surface is shown in Figure 3.

[INSERT FIGURE 3]

Discussion

Focussing on SLMX and ELMX as two opposing aspects that can be simultaneously present in leader-member exchanges (in equal amounts or one aspect dominating the other), the main purpose of the present study was to disentangle the constellations' direct associations with followers' employee resilience in conjunction with follower personality. Up to now, it has widely been assumed that followers generate positive outcomes if they are led in a social manner. Consequently, they would be expected, all other factors being equal, to be more successful in dealing with change and setbacks at work and adapting to thrive in a new environment when the LMX relationship is focused on socio-emotional aspects. However, the

present study indicates that this assumption needs to be nuanced. Our findings suggest that a short-term transactional focus on LMX relationships is not detrimental if *combined with* high SLMX, yet it is detrimental if it dominates SLMX (Hypothesis 3a). While an incongruent LMX constellation with a dominance of SLMX over ELMX shows the strongest positive association with followers' employee resilience (see Figure 4), followers exhibiting narcissistic tendencies appear to thrive under laissez-faire leadership approaches (low SLMX, low ELMX) or ambidextrous leader-member relations (high SLMX, high ELMX; see Figure 5).

[INSERT FIGURE 4]

First, we find that an ambidextrous focus including a strong economic and socio-emotional aspects of LMX relations is positively related to followers' employee resilience, when taking into account that employees differ in their level of narcissism. In turn, the combination of low levels of SLMX and ELMX indicates the lowest level of employee resilience. Apparently, high levels of SLMX, when combined with high levels of ELMX, lead to a constellation that is beneficial for followers' employee resilience (Hypothesis 1). For the follower, the socio-emotional aspects, such as relation-based trust and long-term orientation, enhance feelings of psychological empowerment and self-efficacy. Hence, this congruence LMX constellation can be seen as a safe playing field for experimentation, which is critical to being willing and able to successfully adapt to thrive in new environments, additional to the norm of reciprocity inherent in the SLMX relationship fostering the 'should' associated with resilience investments. The economic, transaction-oriented aspects of ELMX strengthen followers' willingness to invest in resilience, as contingent rewards and clear obligations ensure that followers act not solely in the interest of the organization. They ensure that followers are also

motivated to generate outcomes, rather than just bonding socially. Our finding is in line with prior research indicating that clear, economic agreements are beneficial for satisfaction and performance at work (Smith, Tsiak, Hahn & Schmieder, 1997; Dywer & Ganster, 1991). In conceptualizing SLMX and ELMX relationships as interdependent aspects, the present study indicates that exchange relationships – in combination, rather than one or the other alone – have the potential to neutralize the disadvantages associated with high socio-emotional aspects such as emotional exhaustion or the pursuit of self-interest in case of high ELMX, thus increasing the extent to which followers simultaneously feel an obligation to reciprocate and feel able and are motivated to perform by way of their employee resilience.

In addition, we find that the more SLMX exceeds ELMX, the higher is follower resilience (Hypothesis 2). In fact, employee resilience is highest when SLMX dominates over ELMX. These findings are partly in line with Buch et al. (2014) and Kuvaas et al. (2012) who report positive – yet isolated – effects of SLMX on work effort and performance, respectively. However, as our findings suggest, given the uncertain and long payback period for resilience investments, low-level ELMX is needed to stabilize and guarantee the SLMX-dominated followers' willingness to invest in their resilience. Additionally, we find that when ELMX exceeds SLMX, the level of follower employee resilience is low (Hypothesis 3a). A pronunciation of ELMX implies that goals are clearly specified between the leader and the followers, and (short-term) rewards are contingent upon their achievement. Yet, employee resilience takes time to develop and, given behavioural uncertainty, followers may be hesitant to invest in developing this capability. In addition, perceptions of support and trust needed for reducing change-impairing uncertainty cannot be developed in LMX constellations where economic aspects outweigh socio-emotional aspects.

Furthermore, our results regarding narcissistic followers question the undifferentiated assumption that the pronunciation of social leadership aspects is most beneficial for

generating positive follower outcomes. Our findings let us assume that narcissistic followers are a specific category of employees that require unconventional leadership treatment – else they may not be willing and able to invest in their employee resilience. Contrary to our hypothesis (Hypothesis 3b), however, we do not find that ELMX dominance promotes narcissistic employees' resilience. Instead, we find that narcissistic followers benefit from either low SLMX-low ELMX relationships or high SLMX-high ELMX relationships in terms of employee resilience. Because narcissistic individuals see themselves as more knowledgeable and having greater abilities than others (Rhodewalt & Morf, 1995), our results suggest that they will better adapt to thrive in new environments under laissez-faire leadership. This relates to the contextual reinforcement model postulating that narcissism is beneficial in chaotic situations (Campbell & Campbell, 2009). Indeed, narcissists have been shown to be particularly effective in dynamic environments (Rosenthal & Pittinsky, 2006). Thus, in case of no clear goal specification and rewards, narcissistic employees also do not need socio-emotional guidance to adapt to thrive in a dynamic environment – they are prone to competition (Raskin, Novacek & Hogan, 1991). In addition, an LMX emphasis on trust and long-term bonding without clearly defined obligations may let their ego inflate, making narcissistic followers blame others for setbacks at work and thereby less willing to invest in employee resilience.

On the other hand, narcissists' employee resilience may be enhanced through ambidextrous LMX relations. In fact, ambidextrous leadership integrating transformational and transactional approaches (see e.g., Luo, Zheng, Ji & Liang, 2018) can provide a situation that activates employee narcissism in a way that is beneficial for the organization. In fact, as narcissists' self-esteem depends on hallmarks of economic success (Judge et al., 2006), they will be more willing to direct effort toward dealing with change and setbacks at work if this investment is expected to be rewarded. However, while narcissists are apt to thrive under change and

consider themselves superior to others, still they are in dire need for excessive admiration. Combined with high SLMX in the form of encouragement and appreciation, narcissistic followers – being not so anti-social after all – appear to be more willing and feel obliged to reciprocate the rewards given by their leader by way of employee resilience. This is in line with the principle of trait activation (Tett & Burnett, 2003) according to which traits such as narcissism need trait-like situations for their expression. Our findings and associated discussion call for future studies that investigate the moderating effect of narcissism in the LMX- resilience relationship, particularly in various ELMX-SLMX constellations.

[INSERT FIGURE 5]

Managerial implications

Due to the continuous need for adaptation and thriving in a fast-changing environment, employee resilience is gaining importance. Our study holds some important practical implications on how to foster employee resilience.

First, by developing and nurturing reciprocal trust-based long-term relations with their followers, leaders can strengthen their employees' resilience, which in turn can promote creativity and organizational innovation. Top management should pay attention that leaders are enabled to build and maintain SLMX-dominated relationships with their followers, which is only possible if the leader's span of control is rather narrow (Schyns et al., 2012). Moreover, leaders may be incentivized to seek to aid the development of the relationship by means of relationship-oriented behaviours, such as providing coaching, showing sympathy and support, looking out for followers' interests, and facilitating followers' skill acquisition and career advancement. It requires organizational efforts to enhance the conscious attention of leaders for the value of building and maintaining SLMX-dominated relationships. For this

purpose, interventions could be offered to leaders in the form of developmental human resource practices (see e.g., Khan, Rao-Nicholson, Akhtar, Tarba, Ahammad & Vorley, 2017). For example, practices that develop non-threatening feedback techniques (e.g., mentoring) may be particularly suitable for this purpose.

Second, for leaders it is important to also consider their followers' dark-side personality. When being confronted with narcissistic followers, leaders need to equally emphasize the transactional and contractual nature of the relationship and thus adopt an ambidextrous leadership approach, or refrain from leading at all (i.e., laissez-faire leadership) – else the followers' dark side likely will not turn into a bright one in terms of employee resilience. Here, it may be worthwhile to identify follower personality characteristics in the hiring process (e.g., Padilla, Hogan & Kaiser, 2007) so that leaders can adapt their approaches accordingly. However, as narcissism positively predicts interviewer evaluations (Paulhus, Westlake, Calvez & Harms, 2013) – narcissists are highly talkative giving them an air of competence (Campbell et al., 2011) – recruiters and leaders increasingly need to be trained to be on the lookout for behaviours indicative of narcissism. Most obviously, objective personality instruments, such as the *narcissistic personality inventory* (NPI), may be especially effective in identifying narcissistic employees. Importantly, organizations are well advised to also adapt their leader selection procedures because ambidextrous leadership requires leaders that are rich in their cognitive thinking and are capable of flexibility in dealing with conflict (Havermans, den Hartog, Keegan & Uhl-Bien, 2015; Luo et al., 2018; Zacher, Robinson & Rosing, 2016).

Limitations and avenues for future research

Our study has several limitations that open avenues for future studies. We use single source cross-sectional data, raising concerns about potential common method bias. However, the use

of single-source data is suitable for this type of research as it is the perception of followers that matters for their employee resilience. If followers perceive that their leader is leading in a more social way rather than in a transactional way, then this will be good for their resilience in the organization. Furthermore, it has been shown that measurements by leaders of follower behaviour, such as employee resilience, provide similar results as objective behavioural measurements (Ng & Feldman, 2012). An examination of the potential for common method variance in our data via Harman's one-factor test indicated no potential issues with regard to common method bias. Yet, we undertook several precautions to restrict the risk on bias, including common method bias, in our findings (Podsakoff, MacKenzie, Lee & Podsakoff, 2003; Podsakoff, MacKenzie & Podsakoff, 2012). For instance, we followed the recommendations of Podsakoff et al. (2003) by guaranteeing the respondents' anonymity and pleading for honest answers. In this way we reduced respondents' evaluation apprehension and social desirability bias. Furthermore, the complexity of our model reduces the risk of respondents 'guessing' desirable answers (Malhotra, Kim & Patil, 2006). Specifically, the complexity of the research model which includes non-linear terms and interactions warrants that the respondents cannot easily combine related items and produce the correlation needed to develop a common method variance biased pattern of responses (Chang, van Witteloostuijn & Eden, 2010). Nevertheless, future studies may assess whether our findings are robust to studies that employ objective data or supervisor ratings about employee resilience. Additionally, controlling for leader-related trait variables and exploring trait-related leader-follower (mis)match may further nuance the LMX-employee resilience relationships.

The cross-sectional aspects of our dataset prohibit inferences of causality. We cannot claim that LMX leads to employee resilience, but only that these two variables are related. However, from a theoretical perspective it is justified to assume that leaders' LMX approach determines follower behaviour, including employee resilience. To assess causality, future

studies may want to employ a longitudinal, process-oriented perspective, or consider an experimental setting. Relatedly, with our data we could not capture fluctuations in the co-existence of high ELMX and SLMX. Future studies may consider applying experience sampling methodology (e.g., diary studies) to capture fluctuations. In addition, it would be beneficial to collect data from leaders to check whether their ELMX and SLMX perceptions match with those of their followers.

Our study analyses data from one organization. This was a deliberate choice, because in this way we kept all contextual factors equal in our study. Still, future research may want to use varying organizational settings and contexts to investigate robustness of the proposed model. For instance, high-tech firms operate in more dynamic environments than low-tech firms, which may have implications for the strength of the relationship between organizational characteristics and employee resilience.

Future research may want to explore further mechanisms that strengthen or weaken the LMX-employee resilience relationship. Employee resilience is a developmental process, potentially a reverse one, and not simply a trait or an outcome (Britt et al., 2016; Rothstein et al., 2016; McLarnon & Rothstein, 2013). In this respect, it would be interesting to draw on socioemotional selectivity theory (Carstensen, 1992) and focus on age as a core moderator rather than a control variable. As people get older, they are more likely to exhibit favourable attitudes toward their employment, leading to increased identification with their current job (Hatak et al., 2015). This is because they try to maximize their social and emotional gains and minimize their social and emotional risks (Carstensen, 1992). Consequently, older people are less willing to adapt to thrive in new environments – simply because the outcomes are risky and they perceive more limitations on their future options due to a shorter time horizon.

Conclusion

The findings of the present study add to our understanding of the interplay of SLMX and ELMX in connection to employee resilience, while considering follower dark-side characteristics. Employee resilience appears to be dependent on occupational characteristics in terms of leadership as well as on followers' personality. Therefore, we close with the following thought, offered in many leadership development workshops: "Know your people." Basically, this statement suggests that leaders should aim to understand their followers' personality to be able to best support thriving in challenging and dynamic environments. The average follower invests in employee resilience under leader-member exchanges that primarily build on trust, respect and fellowship. Yet, with an increasing number of narcissists among us (Twenge et al., 2006), who also need to successfully deal with changes and setbacks at work in the long-term interest of the organization, leaders are well advised to adapt their LMX foci to match their follower characteristics. In fact, for narcissistic followers, our findings call for an ambidextrous leader that both bonds with followers and motivates them through specific rewards, or does not lead at all. Thus, leadership increasingly becomes a difficult balancing act that demands adaptability; leaders do not have the luxury of choosing between SLMX or ELMX and must instead oscillate between pronouncing SLMX for non-narcissists, and employing simultaneously both SLMX and ELMX aspects, or none of both, for narcissistic followers. In essence, successfully dealing with fast-changing work environments requires not only resilient followers, but also adaptable leader-member-exchange relationships.

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Table 1: Means, Standard Deviations, and Correlations

	Mean (*SD*)	1	2	3	4	5	6	7
1. Employee resilience	3.61 (.53)	(.76)						
2. ELMX	3.39 (.69)	-.07	(.75)					
3. SLMX	3.51 (.76)	.25**	.10	(.84)				
4. Narcissism	2.85 (.56)	.01	.22*	.15	(.64)			
5. Gender	1.08 (.27)	.03	.02	-.05	.06	-		
6. Age	2.43 (.88)	-.27**	-.04	.17	-.22*	-.15	-	
7. Tenure	2.37 (1.47)	-.28**	-.16	.14	-.23*	-.16	.87**	-
8. Education level	2.07 (.70)	.09	-.14	.09	-.15	.05	.07	.05

Notes. N = 123, *p < .05, **p < .01, ***p < .001. Alpha-reliability coefficients are on the diagonal.

Table 2: Regression analyses

| Variables | **Employee resilience** | | | | | |
	M1	M2	M3	M4	M5 Narcissis m = low	M6 Narcissis m = high
Age	-.326*** (.000)	-.348*** (.000)	-.319*** (.000)	-.342*** (.000)	-.208*** (.000)	-.208*** (.000)
ELMX (E)	-.115 (.172)	-.097 (.258)	-.105 (.280)	-.084 (.392)	.213 (.277)	.473 (.228)
SLMX (S)	.317*** (.000)	.333*** (.000)	.312** (.003)	.321** (.002)	-.354 (.051)	-.945 (.013)
Narcissism		-.093 (.296)		-.103 (.260)	-.219 (.075)	
ELMX²			-.007 (.940)	-.011 (.909)	.187 (.147)	-.382 (.139)
SLMX²			-.029 (.776)	-.047 (.646)	-.279 (.063)	-.606 (.060)
ELMX * SLMX			-.093 (.281)	-.092 (.282)	-.291 (.076)	-.644 (.065)
ELMX * Narcissism					-.130 (.193)	
SLMX * Narcissism					.296* (.003)	
ELMX² * Narcissism					-.098 (.140)	
SLMX² * Narcissism					.164 (.060)	
ELMX * SLMX * Narcissism					.177 (.063)	
Slope: $a_1 = b_1 + b_2$			.110 (.070)	.124* (.044)	.166 (.160)	
Curvature: $a_2 = b_3 + b_4 + b_5$			-.060 (.368)	-.067 (.314)	.243* (.032)	
Slope: $a_3 = b_1 - b_2$			.220* (.013)	.214* (.016)	.426** (.009)	
Curvature: $a_4 = b_3 - b_4 + b_5$			.036 (.588)	.029 (.662)	-.111 (.480)	
F-value	8.424	6.599	4.382	3.948	3.661	
R^2	.175	.183	.185	.194	.285	
Adjusted R²	.154	.155	.146	.145	.207	

Notes. N = 179, * $p < .05$, ** $p < .01$, *** $p < .001$, standardized coefficients are reported, p-values between brackets. a_1 and a_2 represent the slope of each surface along the E=S line, while a_3 and a_4 represent the slope of each surface along the E=-S line, and where b_1, b_2, b_3, b_4, and b_5 are the unstandardized coefficients on SLMX, ELMX, SLMX², ELMX*SLMX, and ELMX², respectively.

Figure 1: SLMX-ELMX matrix

	Low SLMX	**High SLMX**
Low ELMX	(1) low-level congruence	(3) SLMX dominance
	X	
High ELMX	(4) ELMX dominance	(2) high-level congruence

Figure 2: Response surface for employee resilience as predicted by SLMX and ELMX
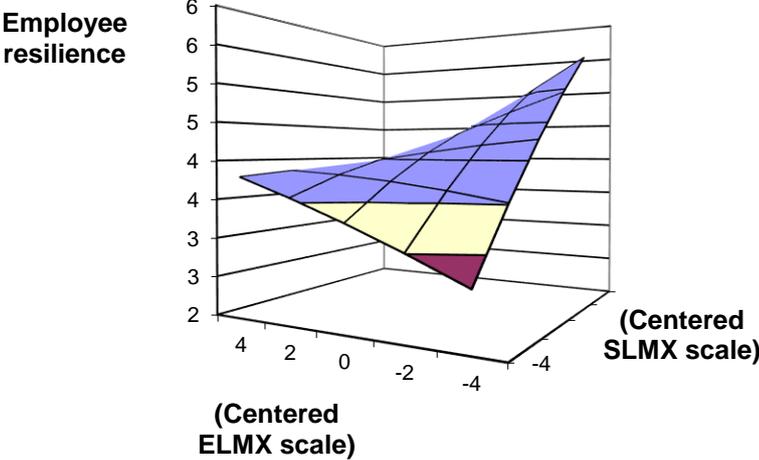
Figure 3: Response surface for employee resilience as predicted by SLMX and ELMX, moderated by follower narcissism (figure is drawn for high levels of narcissism)
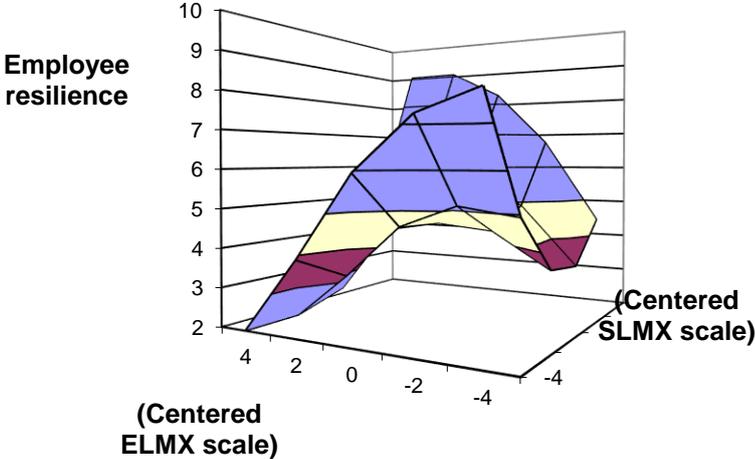
Figure 4: Configurations of SLMX and ELMX and their association with employee resilience

	Low SLMX	**High SLMX**
Low ELMX	-/+ Employee resilience	+++ Employee resilience
	++ Employee resilience	
High ELMX	+ Employee resilience	+ Employee resilience

Line of incongruence:
SLMX = - ELMX
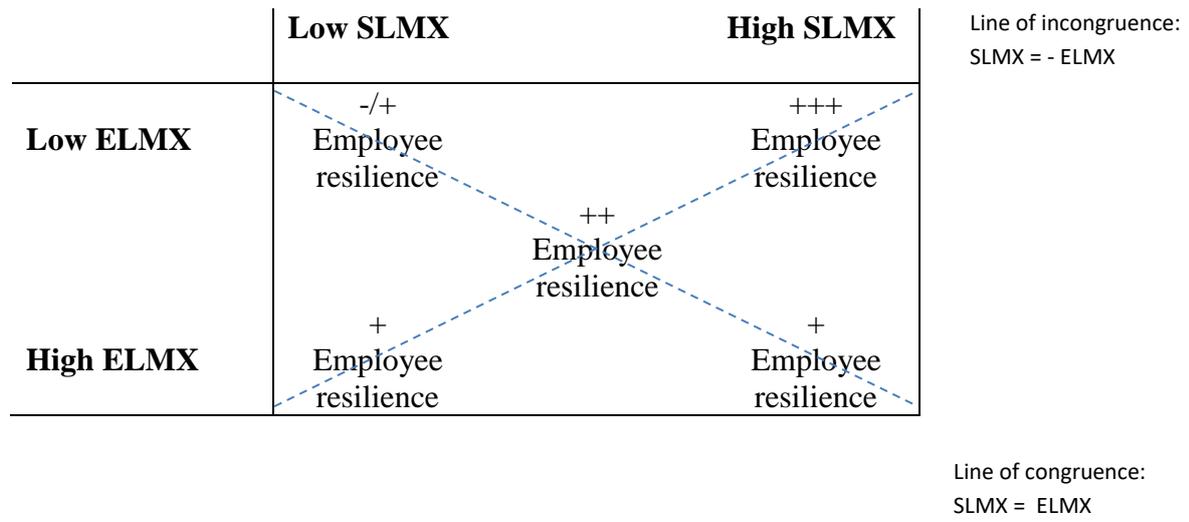
Line of congruence:
SLMX = ELMX

Figure 5: Configurations of ELMX and SLMX and their association with employee resilience under high levels of follower narcissism

	Low SLMX	**High SLMX**
Low ELMX	++ Employee resilience	+ Employee resilience
	+ Employee resilience	
High ELMX	--- Employee resilience	+++ Employee resilience

Line of incongruence:
SLMX = - ELMX

Line of congruence:
SLMX = ELMX