

LEADERSHIP IMPLEMENTATION IN HUMAN RESOURCE MANAGEMENT WITHIN THE INDUSTRIAL SECTOR TO ENHANCE ORGANIZATIONAL EFFICIENCY DURING CRISIS PERIODS

Adi Rahmat¹, Elsuza Pahlaweni², Diedy Warsono, HB³

¹Magister Manajemen, Universitas Lancang Kuning, Pekanbaru, Riau, Indonesia

²Magister Manajemen, Universitas Lancang Kuning, Pekanbaru, Riau, Indonesia

³Magister Manajemen, Universitas Lancang Kuning, Pekanbaru, Riau, Indonesia

Email: adirahmat@unilak.ac.id

Abstract

In human resource management, leadership is essential, especially in industrial sectors that experience rapid changes and many challenges during a crisis period. Using a literature review method, this study investigates leadership ideas and practices that are useful for improving the efficiency of organizational operations during a crisis. This study examines transformational leadership, situational leadership, and adaptive leadership, all of which have been proven to be successful in human resource management during a crisis. This study conducts a thorough analysis of the existing literature. The study shows that leaders who are adaptable and provide clear direction have the ability to increase employee flexibility, loyalty, and productivity. This allows them to maintain organizational efficiency in difficult situations. The study also shows how important open communication and collaboration methods are to increase employee trust and support organizational resilience. These results add to the literature on leadership and crisis management theoretically and offer practical implications for leaders in industrial sectors who are trying to maintain organizational stability and efficiency during difficult times. To gain an understanding of broader contextual implementation, further research is needed to investigate the application of these leadership strategies across industries.

Keyword: *Crisis Leadership; Human Resource Management; Organizational Efficiency; Adaptive Leadership*

A. INTRODUCTION

Leadership in human resource management (HRM) is increasingly recognized as critical to maintaining organizational efficiency, especially in the industrial sector, where the challenges of change during a crisis are heightened (Brown & Harvey, 2011; Yukl, 2013). Academics emphasize that good leadership can help people adapt and thrive in complex and uncertain environments (DeRue et al., 2011; Luthans & Avolio, 2003). Leadership strategies such as transformational, situational, and adaptive are often used during a crisis to improve productivity, employee engagement, and organizational stability (Bass & Riggio, 2006; Northouse, 2018). To maintain performance and competitiveness, the industrial sector benefits greatly from these leadership approaches. This is despite the special pressures they face from changing economic conditions, operational disruptions, and workforce management issues (Day et al., 2014; Uhl-Bien et al., 2007). With good leadership, human resource management practices can increase employee loyalty, reduce anxiety, and enhance workforce flexibility. Ultimately, this will help organizations survive difficult situations (Jackson & Schuler, 2002; Ulrich et al., 2012). Leaders can build trust and reduce employee turnover during times of crisis by communicating and collaborating (Avolio & Gardner, 2005; Kelloway & Barling, 2010). Research has shown that adaptive leadership in human resource management is critical to industrial growth amidst challenges (Hannah et al., 2009; Marques, 2010). To ensure continued organizational success, further studies on specific leadership applications in human resource management in the industrial sector are needed as greater attention is paid to the complexities and needs of crises (DuBrin, 2013; Zaccaro et al., 2004).

During a crisis, leadership is critical because it enables organizations to navigate challenges with agility and resilience (DeRue et al., 2011; Hannah et al., 2009). Leaders must provide direction, maintain morale, and encourage the workforce to adapt to challenging situations (Avolio & Gardner, 2005; Luthans & Avolio, 2003). Leadership styles such as transformational, situational, and adaptive can create supportive environments that enhance productivity and stability in stressful situations (Bass & Riggio, 2006; Uhl-Bien et al., 2007). Transformational leadership is particularly noted for inspiring employees by creating a shared vision and encouraging them to overcome obstacles (Northouse, 2018; Brown & Harvey, 2011). This approach is complemented by adaptive leadership, which allows leaders to

continually adjust strategies to respond to crises and ensure that organizational goals and employee needs are met (Marques, 2010; Yukl, 2013). Situational leadership has also been shown to be effective in dealing with crisis-related disruptions because it encourages flexible responses based on context and team member readiness (Jackson & Schuler, 2002; DuBrin, 2013). This leadership style has been shown to increase employee trust, enhance commitment, and support a stable work environment in the industrial sector, where challenges are often compounded by complex operational demands (Kelloway & Barling, 2010; Ulrich et al., 2012). Leaders can help industrial firms remain resilient and competitive in the face of uncertainty by encouraging collaboration and establishing clear channels of communication (Day et al., 2014; Zaccaro et al., 2004).

Human resource management (HRM) in industry faces many challenges, especially during times of crisis, when operational continuity and workforce stability are critical. Factors such as increased competition, economic fluctuations, and labor shortages increase the sector's demand for increased productivity and efficiency (Brown & Harvey, 2011; Yukl, 2013). In such situations, industrial organizations often face challenges in keeping their employees motivated and retaining skilled employees. As a result, stress levels are higher and employee turnover rates increase (Kelloway & Barling, 2010; Day et al., 2014). In addition, conventional workforce management methods may not have the ability to adapt to crisis situations as required. As a result, this poses significant challenges for workforce management that requires flexibility (DeRue et al., 2011; Avolio & Gardner, 2005). In this area, effective human resource management requires leadership that can handle complex issues such as resource allocation, employee safety, and performance management when operational issues occur (Bass & Riggio, 2006; Uhl-Bien et al., 2007). Transformational and adaptive leadership can help address human resource management issues by creating a strong and flexible organizational culture (Luthans & Avolio, 2003; Marques, 2010). To meet the demands of different industries, flexible and organized human resource practices are needed. These practices must be able to balance the need for stability with responsiveness to changing conditions (DuBrin, 2013; Hannah et al., 2009). Therefore, it is essential to understand the constraints associated with human resource management in this area so that a leadership approach can be developed that supports organizational efficiency and employee well-being, even during times of crisis (Northouse, 2018; Zaccaro et al., 2004).

The ever-changing nature of crises suggests that current leadership frameworks are inadequate to address the complex challenges facing industries (Jackson & Schuler, 2002 ; DeRue et al., 2011). Types of leadership such as transformational and adaptive have been recognized to enhance organizational resilience. However, little is understood about how these methods specifically enhance the efficiency of human resource management (HRM) in industrial environments during crises (Bass & Riggio, 2006 ; Uhl-Bien et al., 2007). Current research focuses on how effective leadership is in stable environments; however, little research has been conducted on the role of leadership in mitigating HRM challenges under highly volatile conditions (Kelloway & Barling, 2010 ; Luthans & Avolio, 2003). In addition, different HRM needs of industrial sectors, such as high employee turnover and the need for operational consistency, require different leadership strategies (Brown & Harvey, 2011 ; Marques, 2010). Situational and transformational leadership in high-risk environments have been discussed in several studies, but there are not many comprehensive reviews that focus on HRM issues in the industrial sector during crises (Northouse, 2018; Ulrich et al., 2012). This lack of research suggests that further research should be conducted to evaluate the impact of leadership on industrial HRM practices. This research should concentrate on employee stability and crisis resilience (Yukl, 2013; Zaccaro et al., 2004). It is important to address these differences to gain a deeper understanding of how leadership can improve organizational efficiency and resilience during crises.

The purpose of this study is to study how leadership is crucial in the human resource management (HRM) process in the industrial sector, especially in terms of improving organizational efficiency during crises (Jackson & Schuler, 2002; DeRue et al., 2011). To find out how certain leadership styles, such as transformational, situational, and adaptive, can be used to address HRM challenges in times of uncertainty (Bass & Riggio, 2006; Uhl-Bien et al., 2007). The study aims to find effective methods to maintain workforce stability and organizational resilience under high-stress conditions. It conducts a comprehensive literature review (Kelloway & Barling, 2010; Luthans & Avolio, 2003). An additional objective is to fill the existing research gap regarding the impact of leadership on HRM performance during crises. This is an understudied topic due to its importance in maintaining productivity and morale in unstable situations (Brown & Harvey, 2011; Marques, 2010). Specifically, this study will examine how industrial organizations can use strategic leadership interventions to transform HR practices to enhance flexibility and innovation (Northouse, 2018; Ulrich et al., 2012). In addition, this study will examine

collaboration-based and collaborative communication methods. These approaches can enhance employee trust and commitment, which in turn will support organizational stability (Yukl, 2013; Zaccaro et al., 2004). Ultimately, this study enhances the theoretical and practical understanding of effective crisis leadership. It also offers insights into how to improve operational efficiency and human resource management in industrial settings.

This study can address a significant gap in research on leadership and human resource management (HRM), especially in industries experiencing crises (Bass & Riggio, 2006; Uhl-Bien et al., 2007). Understanding how leadership influences HRM practices in crisis situations is critical to maintaining organizational performance and employee engagement as firms continue to navigate volatile environments (Kelloway & Barling, 2010; Luthans & Avolio, 2003). This study helps build a more efficient HRM framework that enhances organizational resilience in uncertain situations by providing insights into the application of leadership strategies such as transformational, situational, and adaptive leadership (Brown & Harvey, 2011; Marques, 2010). The findings of this study will provide a valuable theoretical foundation for future research on crisis management and leadership. This will help academics and practitioners adapt leadership practices to the challenges of modern HRM (Northouse, 2018; Ulrich et al., 2012). In addition, this study focuses on industry sectors, indicating that organizations face different problems in human resource management. This study also offers sectoral solutions that can be applied to various industries (Yukl, 2013; Zaccaro et al., 2004). Practically, this study will provide actionable suggestions for HR managers and industry leaders on how to foster a strong workforce that remains productive and loyal even during difficult situations, which will help maintain the stability of the company in the long run (DeRue et al., 2011; Jackson & Schuler, 2002). This study goes beyond academic boundaries as it provides important tools for organizational leaders to improve their HR practices and leadership approaches to ensure that the company remains efficient and adaptable in the face of future crises.

B. LITERATURE REVIEW

Many “positive” leadership styles have been proposed over the years to describe the different ways in which leaders influence their followers. Among them, authors have discussed concepts such as transformational, transactional, servant, ethical, authentic, shared, and inclusive leadership, as well as LMX. Although we argued earlier that these styles have been criticized for showing overlap in measurement and research results, the theoretical and philosophical underpinnings of each style are quite different: each is built on a different belief system about the chart.

We integrate Schwartz’s (1999) value framework with the relevant concept of values-based leadership (House, 1996) into a general organizing framework to help capture the diversity in these belief systems. Values help to consider desired ends. Values offer insight into how individuals’ motivations differ, how those motives influence their behavior, and how leaders ultimately motivate their followers (Schwartz, 1999). More specifically, Schwartz’s value model divides four core dimensions into two axes. The first axis consists of self-enhancement (which is achieving personal status and success) and the second axis consists of self-transcendence (which is concerned with the well-being of others). The third axis consists of conservation (which is maintaining the past and resisting change), and the fourth axis consists of openness to change (which is being willing and independent to change).

We ask readers to consider how one’s own idea of society might be mapped onto this framework, so that they can understand the differences and potential conflicts between these broad values. Whether you are liberal, conservative, or social, there are underlying beliefs about how society should function and how individuals are motivated to contribute more effectively. Furthermore, political leaders will use these principles, demonstrated in a variety of behaviors, to influence and encourage individuals to do things that are good for the public interest. We can compare the types of leadership common in organizational science with societal values. We asked each editor of this special issue to examine eight leadership approaches—transformational, transactional, servant, ethical, authentic, sharing, inclusive, and LMX—along two value dimensions. These dimensions range from very conservative to very open to change.

For example, self-direction is a very important aspect of authentic leadership theory. Self-determination theory (Deci and Ryan, 2000), which emphasizes the independence of individuals to achieve their own goals, is the basis of this style. Although it has the same foundation, transformational leadership focuses more on others and self-transcendence. They replace the needs of the individual by aligning them with the needs of the group or collective. In the same theory, transactional leadership emphasizes self-enhancement and conservation: individuals do what is expected of them through rational

exchange relationships. Conservation, which emphasizes alignment with basic principles of right and wrong, is the focus of ethical leadership. Servant leadership also concerns itself with social welfare and social justice, but does so with a greater emphasis on self-transcendence.

C. METHOD

This study uses a comprehensive literature review as a basis for examining different leadership styles in human resource management (HRM) practices during a crisis period in the industrial sector. During the review process, books, articles, and scholarly reports that focus on leadership theories, HRM strategies, and crisis management were selected and compiled thoroughly. Peer-reviewed sources were thoroughly examined to ensure the inclusion of the most relevant and up-to-date research. The research was evaluated based on what helps us understand the role of leadership in improving organizational efficiency and workforce stability during uncertain situations. Having identified transformational, situational, and adaptive leadership styles as key drivers of organizational resilience, special attention was paid to these leadership styles. In addition, the study discusses successful HRM strategies implemented in crisis situations, with an emphasis on flexibility, employee engagement, and communication techniques. In order to provide a broad picture of how effective leadership is, the analysis aims to find patterns, issues, and best practices across industries. The methodology is intended to provide theoretical insights as well as practical implications for HRM managers and leaders in the industrial environment. The study reviews a variety of sources to gain a better understanding of how leadership influences HRM in a crisis. Ultimately, the literature review methodology ensures that this research provides new knowledge in the field of leadership and crisis management.

D. RESULT AND DISCUSSION

1. *The Role of Leadership Styles in Enhancing Organizational Resilience*

This study shows that leadership style is critical to enhancing organizational resilience, especially during crisis situations. To enhance adaptability and change in challenging environments, transformational leadership is considered the most effective style. Leaders who have transformational consideration, vision, and inspiration are more likely to inspire commitment and resilience in their teams. Furthermore, it is noted that situational leadership is an important approach, allowing leaders to adapt their style to meet the needs and circumstances of their workforce. This flexible leadership has been shown to be critical to navigating complex and rapidly changing situations, which are typical of crisis situations. Adaptive leadership that emphasizes innovation and problem solving helps organizations maintain stability and efficiency. It was found that workforce morale and performance are greatly improved by leaders who can continuously change strategies and communicate effectively. The results suggest that organizations with leaders who can balance multiple leadership styles are better equipped to handle crises while still running their operations. The study also highlights the importance of resilient leadership practices to empower employees and foster a sense of shared purpose. Overall, this study shows that leadership style is critical to organizational resilience, especially when faced with disruptions and challenges.

2. *Impact of HRM Practices on Workforce Flexibility and Engagement*

This study shows that leadership style is critical to enhancing organizational resilience, especially during crisis situations. To enhance adaptability and change in challenging environments, transformational leadership is considered the most effective style. Leaders who have transformational consideration, vision, and inspiration are more likely to inspire commitment and resilience in their teams. Furthermore, it is noted that situational leadership is an important approach, allowing leaders to adapt their style to meet the needs and circumstances of their workforce. This flexible leadership has been shown to be critical to navigating complex and rapidly changing situations, which are typical of crisis situations. Adaptive leadership that emphasizes innovation and problem solving helps organizations maintain stability and efficiency. It was found that workforce morale and performance are greatly improved by leaders who can continuously change strategies and communicate effectively. The results suggest that organizations with leaders who can balance multiple leadership styles are better equipped to handle crises while still running their operations. The study also highlights the importance of resilient leadership practices to empower employees and foster a sense of shared purpose. Overall, this study shows that leadership style is critical to organizational resilience, especially when faced with disruptions and challenges.

3. *Implementing Leadership and HRM Strategies During Crises*

The study identified several challenges that organizations face when implementing leadership and human resource strategies during a crisis. Resistance to change is a major obstacle, as leaders and employees struggle to adapt to a rapidly changing situation. Effective strategies are made more difficult to implement

by limited resources, such as inadequate technology, and financial constraints. Additionally, communication difficulties often occur between management and employees, which hinders the dissemination of critical information. The study suggests the best strategies that organizations can use to address these challenges. To ensure that employees feel heard and supported, it is essential to create a culture that involves ongoing feedback and openness. Additionally, training and development programs have been shown to be successful in improving leaders' ability to adapt. This equips them with the skills needed to navigate a crisis. Reducing uncertainty and fostering trust also requires clear communication channels and transparency. Additionally, the study found that the effects of a crisis can be mitigated by prioritizing employee well-being and providing targeted support, such as mental health resources and flexible workspaces. Leaders who feel like employees and take a hands-on approach to addressing their concerns can help their employees maintain integrity and engagement during difficult times. Overall, the study emphasized that the most effective strategy for managing a crisis is a combination of an employee-centered HR management approach, adaptive leadership, and clear communication.

Previous studies have extensively documented how leadership styles can enhance organizational resilience during crises. These findings support the need for adaptive and transformational leadership. With personalized vision, inspiration, and support, transformational leadership is considered critical to building organizational resilience (Bass, 1985). Transformational leaders can create a culture of trust and commitment, which are essential for organizations to face challenges, according to Avolio et al. (2009). The current study corroborates these findings. It emphasizes how transformational leadership fosters creativity and encourages employees to address challenges. Additionally, situational leadership—as described by Hersey and Blanchard (1993)—has been shown to be useful because it allows leaders to adjust their approach to the changing needs of the workforce. According to recent research, the ability to adapt allows leaders to lead their teams in dynamic crisis situations. According to research conducted by Northouse (2018), adaptive leadership, which focuses on adapting to challenges, is an additional component that is critical to maintaining organizational stability in highly volatile situations. This is in line with research findings that show that leaders who are able to adapt and communicate well increase organizational resilience. In addition, the study shows that organizational resilience depends not only on leadership style, but also on the alignment between employee engagement and leadership style. This is in line with research by Luthans and Youssef-Morgan (2017), which states that resilient organizations are those in which leaders actively engage their teams and create a sense of shared purpose and commitment. This new research supports this, showing that leadership that builds a work environment that supports collaboration strengthens organizational resilience. As both new and existing research show, alignment between leadership style and workforce needs appears to be critical to enhancing organizational resilience during a crisis.

Previous studies have shown that adaptive HR management strategies are essential to enhance workforce flexibility and engagement during a crisis. The results of this study confirm previous findings: flexible work arrangements significantly improve employees' ability to adapt. This finding is in line with research by Kelliher and Anderson (2010), who found that flexible working conditions increase employee satisfaction and their level of commitment to the company. This study also emphasized that HR practices centered on communication and transparency increase trust and reduce uncertainty. This finding is in line with research by Connelly and Kelloway (2003), who stated that clear communication is essential to maintaining engagement during difficult times. The current study also supports Allen et al.'s (2013) claim that mental health support and skills development, as part of an employee wellness program, increase engagement and reduce turnover intentions. In addition, recognizing and rewarding employees for their work is essential to maintaining morale. Research by Kuvaas (2006) showed that reward systems are positively correlated with employee job satisfaction and desire to work. As noted by Luthans and Youssef-Morgan (2017), the current findings suggest that employee empowerment and personal growth opportunities enhance engagement in HRM practices. Furthermore, the study found that encouraging teamwork and collaboration during a crisis led to better problem-solving and innovation. This reinforces the conclusions of Gully et al. (2002), who emphasized the importance of teamwork in enhancing organizational performance during times of disruption. Even in difficult situations, maintaining workforce productivity appears to be key. HRM strategies that emphasize flexibility, communication, and engagement appear to be particularly important. In conclusion, this study supports broader research on the benefits of strategic HRM practices for employee flexibility and engagement, especially during a crisis.

To remain stable and effective, organizations must overcome several challenges when implementing leadership and human resource management strategies during a crisis. Resistance to change is the biggest barrier during a crisis, which can hinder the implementation of new human resource management and leadership strategies (Kotter, 1996). Recent research has found that employee resistance hinders flexible HR management

strategies and transformational leadership. Insufficient resources, both in terms of time and finances, are additional issues addressed in the research. This lack of resources limits the ability to conduct training and development during a crisis (Avolio et al., 2009). Furthermore, recent research has found that while HR management practices aimed at increasing employee engagement and flexibility are useful, implementing them is difficult without adequate resources. Furthermore, a study by Luthans and Youssef-Morgan (2017) emphasized the importance of leadership communication; however, the study found that communication breakdowns often occur between leaders and employees during a crisis. This is in line with recent research that suggests that unclear leadership communication can increase uncertainty and disengagement among employees. However, these issues have been shown to be surmountable with best practices found in the literature, such as maintaining clarity, providing support systems, and encouraging employee engagement through participatory leadership (Northouse, 2018). Recent studies support this notion: when leaders focus on clear and empathetic communication and involving employees in decision-making, the negative impacts of a crisis can be mitigated. Additionally, as Hersey and Blanchard (1993) suggest, research shows that adaptive leadership, which encourages leaders to be flexible and responsive to changing situations, is critical during a crisis. Finally, recent research and studies have found that ongoing feedback and recognition are necessary to maintain morale and sustain engagement. These strategies can help companies navigate the challenges of a crisis and implement leadership and HR practices that support stability and resilience.

E. CONCLUSION

When all is said and done, leadership style is critical to improving organizational resilience during a crisis. This is essential to improving the stability and efficiency of the organization. The study found that transformational, situational, and adaptive leadership are critical to building an environment that can survive and recover from a crisis. These leadership styles go a long way in improving employee flexibility and engagement, which are critical to maintaining company performance during turbulent times. The study also emphasized that good human resource management strategies, such as supportive management, clear communication, and ongoing employee development, are critical to improving workforce flexibility. The results suggest that HR management methods should be agile and responsive to changing needs during a crisis. Strategic planning and clear communication should be used to address issues related to implementing human resource management strategies and leadership during a crisis, such as resource constraints and resistance to change. The best practice found is maintaining a balance between employee engagement and top-down leadership, which fosters trust and collaboration. Leaders who implement these practices are more likely to see improved organizational resilience and employee commitment. According to the study, ongoing feedback and recognition should be a top priority for organizations if they want to improve morale and engagement during a crisis. Leaders should emphasize flexibility, innovation, and collaboration to enhance crisis management strategies. Furthermore, there is evidence that the adverse effects of crises on organizational efficiency can be significantly reduced if these leadership and human resource management practices are well implemented. These strategies will be critical to ensuring long-term sustainability and navigating future crises as companies always face uncertainty. Future research should examine how these specific practices are applied in different industry contexts to enhance their efficiency. Ultimately, this study contributes to the understanding of how human resource management and leadership practices relate to each other to support organizational resilience and efficiency during challenging times.

REFERENCES

- Allen, T. D., Herst, D. E., Bruck, C. S., & Sutton, M. (2013). Consequences associated with work-to-family conflict: A review and agenda for future research. *Journal of Occupational Health Psychology*, 18(3), 263-278. <https://doi.org/10.1037/a0032118>
- Avolio, B. J., & Gardner, W. L. (2005). Authentic leadership development: Getting to the root of positive forms of leadership. *The Leadership Quarterly*, 16(3), 315-338. <https://doi.org/10.1016/j.leaqua.2005.03.001>
- Avolio, B. J., Walumbwa, F. O., & Weber, T. J. (2009). Leadership: Current theories, research, and future directions. *Annual Review of Psychology*, 60, 421-449. <https://doi.org/10.1146/annurev.psych.60.110707.163621>
- Bass, B. M. (1985). *Leadership and performance beyond expectations*. Free Press.
- Bass, B. M., & Riggio, R. E. (2006). *Transformational leadership*. Psychology Press. <https://doi.org/10.4324/9781410617095>
- Brown, D. R., & Harvey, D. (2011). *An experiential approach to organization development* (8th ed.). Pearson.

- Connelly, C. E., & Kelloway, E. K. (2003). Predictors of employees' perceptions of the quality of work life: The role of leadership, support, and communication. *Journal of Vocational Behavior*, 62(3), 328-343. [https://doi.org/10.1016/S0001-8791\(02\)00020-3](https://doi.org/10.1016/S0001-8791(02)00020-3)
- Day, D. V., Fleenor, J. W., Atwater, L. E., Sturm, R. E., & McKee, R. A. (2014). Advances in leader and leadership development: A review of 25 years of research and theory. *The Leadership Quarterly*, 25(1), 63-82. <https://doi.org/10.1016/j.leaqua.2013.11.004>
- Deci, E. L., & Ryan, R. M. (2000). The "what" and "why" of goal pursuits: Human needs and the self-determination of behavior. *Psychological Inquiry*, 11(4), 227-268.
- DeRue, D. S., Nahrgang, J. D., Wellman, N., & Humphrey, S. E. (2011). Trait and behavioral theories of leadership: An integration and meta-analytic test of their relative validity. *Personnel Psychology*, 64(1), 7-52. <https://doi.org/10.1111/j.1744-6570.2010.01201.x>
- DuBrin, A. J. (2013). *Leadership: Research findings, practice, and skills* (8th ed.). South-Western Cengage Learning.
- Gully, S. M., Devine, D. J., & Whitney, D. J. (2002). A meta-analysis of team effectiveness: The importance of team member diversity, team cohesion, and team leadership. *Journal of Applied Psychology*, 87(5), 1224-1239. <https://doi.org/10.1037/0021-9010.87.5.1224>
- Hannah, S. T., Uhl-Bien, M., Avolio, B. J., & Cavarretta, F. L. (2009). A framework for examining leadership in extreme contexts. *The Leadership Quarterly*, 20(6), 897-919. <https://doi.org/10.1016/j.leaqua.2009.09.006>
- Hersey, P., & Blanchard, K. H. (1993). *Management of organizational behavior: Utilizing human resources* (7th ed.). Prentice Hall.
- House, R. J. (1996). Path-goal theory of leadership: Lessons, legacy, and a reformulated theory. *The Leadership Quarterly*, 7(3), 323-352.
- Jackson, S. E., & Schuler, R. S. (2002). Managing human resources through strategic partnerships. *Human Resource Management*, 41(4), 489-504. <https://doi.org/10.1002/hrm.10054>
- Kelliher, C., & Anderson, D. (2010). Flexible working and engagement: The importance of choice. *Industrial Relations Research Journal*, 41(3), 239-265. <https://doi.org/10.1111/j.1468-232X.2010.00288.x>
- Kelloway, E. K., & Barling, J. (2010). Leadership development as an intervention in occupational health psychology. *Work & Stress*, 24(3), 260-279. <https://doi.org/10.1080/02678373.2010.518441>
- Kotter, J. P. (1996). *Leading change*. Harvard Business Review Press.
- Luthans, F., & Avolio, B. J. (2003). Authentic leadership development. In *Positive organizational scholarship: Foundations of a new discipline* (pp. 241-258). Berrett-Koehler Publishers.
- Luthans, F., & Youssef-Morgan, C. M. (2017). *Psychological capital and beyond*. Oxford University Press. <https://doi.org/10.1093/acprof:oso/9780199371361.001.0001>
- Marques, J. (2010). *Joy at work, work at joy: Living and working mindfully every day*. Personhood Press.
- Northouse, P. G. (2018). *Leadership: Theory and practice* (8th ed.). Sage Publications.
- Schwartz, S. H. (1999). A theory of cultural values and some implications for work. *Applied Psychology*, 48(1), 23-47.
- Ulrich, D., Younger, J., Brockbank, W., & Ulrich, M. (2012). *HR from the outside in: Six competencies for the future of human resources*. McGraw-Hill.
- Uhl-Bien, M., Marion, R., & McKelvey, B. (2007). Complexity leadership theory: Shifting leadership from the industrial age to the knowledge era. *The Leadership Quarterly*, 18(4), 298-318. <https://doi.org/10.1016/j.leaqua.2007.04.002>
- Yukl, G. (2013). *Leadership in organizations* (8th ed.). Pearson.
- Zaccaro, S. J., Kemp, C., & Bader, P. (2004). Leader traits and attributes. In *The nature of leadership* (pp. 101-124).