

REVITALIZING WORKFORCE DYNAMICS: HOW TRANSFORMATIONAL LEADERSHIP SHAPES COMMITMENT AND DRIVES PERFORMANCE

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Abstract

An adaptive and innovative organizational culture is crucial to the sustainability and competitiveness of organizations in the face of external and internal environmental changes. In this context, leadership plays a central role as the primary driver of transforming values and work behaviors. Challenges arising in the process of revitalizing organizational culture require leaders to actively shape a clear direction for change and motivate all organizational elements to participate. This study aims to examine how leadership acts as an agent of change in rebuilding an organizational culture that is more responsive to the demands of the times. This study uses a qualitative approach that allows for an in-depth exploration of leadership dynamics and the cultural transformation process. Data were collected through a literature review from various relevant sources and explained thematically. The results show that leaders who are able to strengthen work values that support innovation and shape an adaptive collective mindset make a significant contribution to the revitalization of organizational culture. Clarity in organizational direction and open communication have been shown to increase the spirit of renewal among employees. Thus, transformative leadership is an important foundation in creating an organizational culture oriented towards sustainable change.

Keywords: *Workforces, Transformational Leadership, Commitment, Performance.*

A. INTRODUCTION

In recent years, the world of work has undergone significant changes driven by complex organizational dynamics, technological developments, shifting workforce demographics, and increasing competitive pressures. These changes have pushed organizations to continuously adapt to remain competitive and maintain productivity. In this context, attention to the role of leadership has become increasingly vital, particularly in creating a work environment that fosters employee morale, loyalty, and performance (Ajgaonkar et al., 2022). Many organizations face serious challenges in building stable work engagement and motivation amidst uncertainty and the demands of ongoing change. Workers are often trapped by the pressures of high productivity, a lack of clarity about organizational direction, and a

lack of inspiration from management. This leads to various forms of resistance, decreased performance, and even increased employee turnover, which disrupts the overall stability of the organization (Volderauer et al., 2024).

In this reality, there is an urgent need for leaders who are not only capable of managing work structures and processes but also able to galvanize collective enthusiasm and build employee emotional attachment to the organization's goals. Leaders who possess the capacity to build a strong vision, inspire teams, and provide support and trust to their subordinates are crucial elements in creating a dynamic and highly competitive work environment (Rony et al., 2023). Many organizations are beginning to realize that retaining high-performing employees is no longer sufficient through material incentives alone, but rather requires a leadership approach that can move the hearts and minds of their members. Amidst global pressures and increasingly high market expectations, leaders are expected to be not only decision-makers but also agents of change, able to shape an adaptive, collaborative, and progressive work culture (Taylor & Beus, 2025).

The phenomenon of job dissatisfaction, a weak sense of belonging to the organization, and declining employee loyalty are clear signs of a systemic failure to build healthy relationships between leaders and subordinates. Across various sectors, many employees exhibit symptoms of mental exhaustion, alienation, and a loss of meaning in their work. This situation directly impacts the achievement of organizational targets and reduces collective effectiveness (Platania et al., 2022). In this context, leadership with personal appeal, the ability to build strong relationships, and sensitivity to employee needs is seen as a strategic key to reversing this negative trend. The relationship between leaders and organizational members is no longer merely transactional, but rather demands a deeper approach and the building of strong emotional bonds. When leaders are able to set an example, provide inspiration, and create space for the development of individual potential, employee morale and commitment will grow naturally and sustainably (Pincus, 2024).

The need for improved organizational performance is increasingly non-negotiable in an era of global competition that demands speed, accuracy, and efficiency. However, improved performance cannot be achieved solely through the implementation of technology or rigid control systems. In fact, in stressful situations, organizations need a workforce with resilience, collective awareness, and a strong emotional commitment to the institution's mission. This condition can only be achieved when an organization is able to create a supportive, inspiring, and humanizing work environment for its workforce (Aryani et al., 2025). The role of leaders as bridges between the organization's vision and the daily realities of employees becomes increasingly crucial, especially when organizations face the pressures of rapid and unpredictable change. In this context, organizational success depends heavily on the extent to which leaders can build synergy, foster a sense of belonging, and strengthen individual commitment to shared goals (Adobor et al., 2021).

In many organizations, the failure to create internal synergy stems from a lack of leadership capable of convincingly articulating a vision and building strong team cohesion. When employees feel inspired and find meaning in their roles, productivity increases organically, not through coercion, but through a deep attachment to the

organization's values (Kristensen et al., 2023). Unfortunately, not all organizations are capable of delivering this kind of leadership. Many still rely on administrative approaches and hierarchical controls that are no longer effective in facing today's dynamic challenges. The disparity between employee expectations of the role of leaders and the reality faced on the ground deepens the crisis of trust and has a domino effect on morale, collaboration, and organizational sustainability (Pacheco-Cubillos et al., 2024).

In this increasingly complex situation, the emergence of leadership capable of igniting the collective spirit, encouraging active participation, and fostering trust is an urgent need that cannot be ignored. Experience shows that organizations with leaders who have a strong vision, a compelling communication style, and a concern for employee well-being are better able to survive and thrive in difficult situations. They not only succeed in creating a healthy work environment but also in fostering strong commitment and loyalty from their employees. Therefore, an in-depth exploration of the role of leadership in forming commitment and driving performance is important to undertake, not only as a theoretical discourse but as a real strategy in building a resilient and relevant organization in an era of rapid change.

B. LITERATURE REVIEW

Leadership can be defined as a process of management, empowerment, and supervision applied by leaders to those they lead. This application is useful for improving human resources in achieving common goals. In general, leadership personality is characterized by several processes such as influencing, directing, and controlling the behavior and emotions of organizational members (Siraj et al., 2022). Leadership can also be defined as crucial in every company/organization. The presence of a leader can help the organization achieve its goals and achieve success. A company without a leader will not run smoothly because an organization/team needs someone to nurture, guide, and support it in achieving its goals (Hasanuddin & Hermina, 2024).

A leader in leading an organization to achieve its goals is said to be charismatic and plays a central role in strategy; this is the definition of transformational leadership. Transformational leadership itself refers to the process of building commitment to organizational goals and instilling trust in followers to achieve those goals (Saad Alessa, 2021). Transformational leadership theory studies how leaders change organizational culture, restructure the organization, and implement management strategies to achieve organizational goals. Transformational leaders are also described as those who help companies and employees make positive changes in their activities; these changes can occur on a large scale (Lasrado & Kassem, 2021).

Transformational leadership is defined as a leader's ability to transform the work environment, motivation, work patterns, and work values applied to subordinates, enabling them to improve and optimize their work performance to achieve organizational goals. Transformational leadership seeks to transform the values adhered to by subordinates to support the organization's vision and mission. Based on the descriptions above, we can conclude that transformational leadership is a leadership process that brings about change through a clear vision, involving

subordinates in every activity, and a charismatic approach as a leader-follower approach (Qalati et al., 2022).

Transformational leadership is said to play a crucial role in improving employee performance. This can be seen when a leader possesses a strong transformational attitude and traits, setting a positive example for their subordinates. One advantage of this leadership style is its ability to adapt to technological developments and advancements, demands for professionalism, and changes in the character of its users (Magasi, 2021).

C. METHOD

This research was designed to deeply understand the role of leadership in shaping and revitalizing organizational culture. Therefore, a qualitative method was used, allowing researchers to comprehensively explore the phenomenon of leadership from various perspectives. The primary focus is on how leaders encourage changes in work culture, create a climate conducive to innovation, and foster active employee participation in the organizational transformation process. This method was chosen based on the belief that a qualitative approach can uncover hidden meanings within leadership dynamics and demonstrate the link between leader strategies and collective behavioral changes within a complex work system. This research will be conducted by exploring data from various relevant sources, including previous research results and academic studies closely related to the themes of leadership and organizational culture change. After data collection, the next step is to process and analyze it thematically to obtain a comprehensive understanding of leadership's contribution to the process of revitalizing organizational culture (Ardyan et al., 2023).

D. RESULT AND DISCUSSION

1. The Strategic Role of Leadership in Driving Employee Emotional Engagement

In the ever-evolving dynamics of the workplace, the role of leaders is no longer limited to strategic decision-making, but also serves as a key driver in building emotional bonds between individuals and the organization. The interaction and communication between leaders and employees are crucial foundations for creating solid and meaningful working relationships. When communication is not one-way but reciprocal, open, and empathetic, it allows for deeper interpersonal relationships between both parties. In a communicative work environment, employees not only receive instructions but also feel that their voices are heard, their opinions are taken into account, and their presence is truly acknowledged. Such relationships play a significant role in fostering a sense of emotional connection to the organization, encouraging them to participate more actively in various work processes. Leadership that maintains the quality of these interactions will more easily foster an inclusive, conducive, and productive work environment.

The influence of leadership style on employees' feelings of appreciation and belonging is significant in determining their loyalty and work motivation. Leaders who consistently demonstrate appreciation for employee contributions, whether through verbal recognition or other forms of appreciation, foster a sense of self-confidence and meaning in employees. This sense of appreciation provides a strong

psychological foundation for long-term commitment to the organization (Saleh et al., 2024). Employees who feel they have a significant place and role within the organizational structure tend to demonstrate greater dedication and initiative. Conversely, a leadership style that is authoritarian, closed, or neglectful of employees' emotional needs will weaken the emotional bond between individuals and their organization. In this context, the role of a leader is not simply to direct, but also to embrace, foster a sense of security, and affirm the existence of employees within the overall organizational system.

Furthermore, employee trust and intrinsic motivation are often built through informal mechanisms implemented by leaders in their daily work lives. Spontaneous interactions, casual dialogue, gestures of trust, and active listening are non-structural methods that have a profound impact on building emotional closeness. When a leader consistently demonstrates sincerity and openness in interactions, employees feel more comfortable expressing their opinions, admitting mistakes, and accepting feedback with open arms. These mechanisms create a safe psychological space where employees can thrive without fear of punishment or negative judgment. Leaders who are sensitive to these psychosocial aspects are able to create a work environment that focuses not only on achieving targets but also on the mental and emotional well-being of their team members. This is where the role of the leader becomes strategic in directing collective energy toward more productive and sustainable achievements (Wallis et al., 2021).

The presence of a leader in critical or transitional situations is also a key factor in maintaining the psychological stability of the work team. Amidst uncertain situations, such as organizational restructuring, policy changes, or the pressure of high deadlines, an actively present leader provides a sense of security and clarity for their team. Employees who see their leaders present, directly involved, and demonstrating composure in the face of a crisis find it easier to manage their anxiety. This presence is not only physical, but also emotional and symbolic: leaders accompany the adaptation process, listen to concerns, and provide guidance that builds new hope. In this context, leaders act as anchors, stabilizing the group's psychological state, preventing panic, and keeping the team focused on solutions. Moments like these strengthen mutual trust and deepen loyalty, as employees sense that their leaders care not only about the outcome, but also about the process and the ongoing well-being of the team as a whole.

2. The Dynamics of Commitment in a Rapidly Changing Work Environment

In a rapidly changing work environment, maintaining employee commitment is a major challenge for many organizations. These changes can be structural, functional, or even cultural, and often occur rapidly and without adequate transition. Amidst this flurry of change, employee loyalty to the organization is heavily influenced by various factors, from clarity of direction, transparency of information, to the extent to which employees are involved in the process. When organizations are able to provide a transparent and consistent understanding of the reasons and direction of change, employees tend to be more receptive and remain committed. Conversely, if change occurs suddenly, is poorly communicated, or is even forced without any opportunity for dialogue, the sense of belonging to the organization will

slowly erode. In such situations, many employees feel lost, confused about their roles, and ultimately question their loyalty to the institution where they work.

This situation demands the presence of leaders who are not only focused on achieving change targets but also able to demonstrate empathy and genuine concern for employees' work-life balance. When organizations are undergoing transformation, the psychological burden experienced by employees tends to increase, ranging from anxiety about losing their jobs to stress due to sudden changes in responsibilities. In such circumstances, a leader's empathy acts as a balancing force, easing tension and creating a more humane space amidst pressure (Steenkamp & Dhanesh, 2023). Leaders who understand that the success of a transformation depends not only on strategy but also on the mental and emotional readiness of their workforce will be better able to maintain employee engagement. Attention to individual needs, flexibility in working hours, and a willingness to listen to personal aspirations are crucial in building a bridge between organizational expectations and employee psychological well-being. In many cases, the presence of an empathetic leader is a key reason why someone chooses to remain in a turbulent organization.

Furthermore, employee commitment grows not only from motivational words or promises of change, but also from the consistency of a leader's actions, which can be seen and felt in daily practice. When a leader maintains alignment between words and actions and is fair and transparent in decision-making, employees are more likely to trust them and maintain their loyalty. This consistency also creates a sense of security within employees that their values align with the organization's direction. Conversely, if a leader displays a changeable, indecisive, or even inconsistent attitude in implementing change policies, this can lead to frustration and uncertainty, ultimately lowering morale and commitment. Employees who feel treated fairly, equally, and see their leader as a role model tend to be more emotionally engaged and stay long-term, even when the organization is going through difficult times (Tourky et al., 2023).

However, maintaining employee commitment in complex reorganization situations, high-pressure targets, and frequently changing internal policies is no easy task. Many organizations fail to understand that commitment cannot be forced or bought; it must be built gradually and maintained consistently. In practice, changes that are too rapid and not accompanied by adequate support can leave employees feeling alienated from the organization. They become unsure whether their efforts and loyalty are valued, especially if internal policies prioritize efficiency over the well-being of their employees. The pressure to achieve high targets often forces organizations to neglect the human side of workplace relationships, even though in such circumstances, caring for employees' basic needs becomes more important than ever. The greatest challenge in maintaining commitment lies not in maintaining old routines, but in building a new spirit amidst inevitable change.

3. Correlation Between Leadership Style and Collective Team Performance

Team performance in an organization is the result of a collective process influenced by many factors, one of the most crucial being the leadership style employed by the leader. Leadership style reflects not only how a leader directs their team, but also how they support, trust, and empower team members in achieving

shared goals. When leaders provide consistent support for collective goals and ensure the availability of the resources needed to achieve them, teamwork efficiency can significantly increase. This support extends beyond technical instructions or strategic direction, but also includes psychological and social guidance that provides a sense of security and fosters a spirit of cooperation in completing tasks. In such an environment, each team member feels structural and emotional support, bolstering their confidence and direction in their work, allowing overall performance to develop more consistently and measurably.

More than just technical direction, a leadership style that exemplifies integrity and demonstrates a clear work example has a significant morale impact on organizational members. A leader who demonstrates a strong work ethic, consistent responsibility, and an honest work attitude automatically becomes a role model for team members. When leaders not only talk about organizational values but also demonstrate them in their daily actions, employees are encouraged to follow suit (Konadu et al., 2023). In many situations, a leader's moral influence is far more effective than any form of incentive, as it taps into the internal aspects of employee motivation. The presence of a leader who serves as a symbol of hard work and exemplary behavior encourages the team to increase dedication and commitment, not out of pressure, but out of the moral urge to be part of something they deem worthy of living and fighting for. Thus, a leader's influence not only creates direction but also fosters a collective spirit that is the primary driving force for team productivity.

The work environment created by a leader also has a profound impact on cross-functional collaboration patterns within an organization. Leaders who foster an open, egalitarian, and communicative work climate facilitate inter-unit coordination and strengthen team cohesion. When a work environment is built on trust and respect for diverse roles, the potential for synergy naturally grows. This type of work environment allows members from various divisions to feel freer to interact, share information, and support each other in completing tasks that require cross-functional collaboration. Conversely, a rigid, bureaucratic, or exclusive leadership style will only create communication barriers and limit the space for productive collaboration. In the context of teamwork, a healthy work environment forms the foundation for the formation of a broad network of interactions, which ultimately supports the team's overall effectiveness. Therefore, the leader's role is not only as a strategist but also as an architect of a work culture that encourages open collaborative pathways within the organizational structure (Almazrouei et al., 2025).

Another equally important factor influencing collective performance is how the leader recognizes individual contributions to the team's success. In many organizations, recognition of individuals is often considered secondary or even overlooked. Genuine recognition of personal efforts and achievements can be a key driver of sustained motivation. Leaders who actively and consistently demonstrate appreciation, both formally and informally, strengthen the psychological bond between employees and the team. When an individual feels their contribution is seen and appreciated, they are encouraged to continuously improve the quality of their work, and this positive energy is transmitted to the entire team. Recognition not only increases personal productivity but also strengthens solidarity and mutual respect within the workgroup. In a collective context, appreciation for individual roles creates

a work ecosystem that is not only competitive but also supportive and mutually reinforcing.

4. Leadership as an Agent of Change in the Revitalization of Organizational Culture

In the context of dynamic and stressful organizational change, leadership plays a central role as an agent of work culture renewal. Leaders with a transformational orientation tend not to simply manage change as an administrative process, but rather articulate it as an opportunity to revise and strengthen the organization's core values, supporting innovation, agility, and responsiveness. By instilling a progressive vision and re-interpreting the organization's mission, leaders are able to integrate new work values into every operational line, creating a work atmosphere conducive to the exploration of fresh ideas and the implementation of adaptive solutions to external challenges. This strategy not only leads to improved performance but also builds a work culture that is more open to renewal and adjustment.

In the process of cultural revitalization, leadership success is largely determined by its ability to shift the collective mindset of employees from a rigid and routine-oriented pattern to one that is flexible and open to uncertainty. Leaders who are able to foster collective confidence will encourage the courage to experiment and take calculated risks in the face of market disruption (Dahmen, 2023). This approach can be achieved through persuasive communication that not only conveys the urgency of change but also concretely explains how it will bring long-term benefits to both individuals and the organization as a whole. By aligning employee expectations with the direction of the transformation, leaders create psychological cohesion that allows all team members to feel a vital part of the change.

Revitalizing work culture also depends heavily on how leaders shape and maintain new work habits that better align with the demands of a constantly changing business environment. In this regard, transformational leadership is not only a driving force behind ideas but also a facilitator, providing the space, tools, and support for a more responsive, collaborative, and decentralized work system (Maley et al., 2024). For example, by encouraging cross-departmental involvement in the innovation process, creating open spaces for discussion, and granting autonomy in certain decision-making, leaders eliminate rigid hierarchical control patterns and replace them with an empowering work ecosystem. The more frequently leaders model adaptive work practices, the greater the chance of establishing new norms that strengthen the culture of change itself.

Furthermore, the success of organizational culture transformation is determined not only by the narrative of change or new policies but also by the clarity of direction consistently communicated by leaders. When leaders openly communicate the organization's strategic direction, include employees in the policy formulation process, and provide space for feedback, they indirectly build a sense of shared ownership of the organization's future. Open information and inclusiveness in decision-making are crucial elements in fostering a collective spirit of change. In such conditions, revitalizing work culture is not an agenda imposed from above, but rather the result of a collaborative process between leaders and members of the organization

in restructuring the foundations of values, attitudes, and work practices that are more in line with contemporary realities and challenges.

E. CONCLUSION

In the face of the complex dynamics of modern organizations, the role of leadership extends beyond strategic decision-making to encompass a transformative role in shaping the organization's culture, work ethic, and collective direction. Effective leadership fosters emotional employee engagement through strong communication, genuine recognition, and consistent presence, particularly during times of transition. Emotionally and intellectually present leaders create a psychologically safe workspace, foster a sense of belonging, and motivate employees to contribute their best. In a rapidly changing work environment, a leader's ability to maintain team commitment through empathy, attention to work-life balance, and a firm commitment to values is crucial for organizational sustainability. Furthermore, inclusive and visionary leadership has been shown to positively correlate with collective team performance, particularly through moral example, the creation of a collaborative climate, and recognition of individual contributions. Leaders also play a central role as change agents in revitalizing organizational culture by instilling adaptive values, renewing collective mindsets, and establishing a clear strategic direction. This strategy encourages organizations to be more responsive to market dynamics and creates a work culture that is innovative and open to change. Thus, leadership is not only a direction-setter but also a driving force that rekindles the vitality of the organization through a humane, consistent, and transformative approach.

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