



Jurnal Ekonomi Perusahaan

ISSN: 0854-8154 (print), 2830-1560 (online)

Leadership and human resource management in improving employee welfare: A literature review

Elisabeth Marlina Sari Lintong^{1*}, Danny Philipe Bukidz²

^{1,2} Departement of Economy & Business, Universitas Pelita Harapan Medan, Jl. Imam Bonjol No. 6 Medan, North Sumatra, Indonesia, 20112.

¹ email address: elisabeth.simanjuntak@uph.edu

² email address: danny.bukidz@uph.edu

*Corresponding author

ARTICLE INFORMATION

Flow:

Received: March 18, 2024

Reviewed: April 3, 2024

Accepted: May 6, 2024

Published: May 7, 2024

Keywords:

employee welfare, forms of welfare, leadership, mediation process

How to cite:

Lintong, E. M. S., & Bukidz, D. P. (2024). Leadership and human resource management in improving employee welfare: A literature review. *Jurnal Ekonomi Perusahaan*, 31(1), 53-66.

<https://doi.org/10.46806/jep.v31i1.1109>

Copyright © Jurnal Ekonomi Perusahaan.

All rights reserved



ABSTRACT

Leadership plays a vital role in an organization or company. The processes within an organization or company depend on the attitude and leadership style applied. Leadership attitudes and styles in an organization also play an essential role in increasing employee satisfaction. Employees who are satisfied with the leadership attitudes implemented by their leaders have the potential to feel appreciated and prosperous. Employee personal well-being is achieved through leadership as a medium. This essay aims to examine the relationship between leadership and worker well-being- and the influence of additional factors that bolster it. This article examines studies that show a relationship between leadership and worker well-being and the mediators and moderators that support that relationship. This study uses a literature study to investigate leadership philosophies and attitudes in increasing worker well-being. The literature research indicates that there is a noteworthy correlation between employee well-being- and leadership. Leadership may impact employee welfare through intermediate factors, such as welfare forms and leadership styles and processes. Additional findings support the notion that a moderating factor like leadership style might enhance the association between the well-being of employees and leadership.

INTRODUCTION

Leadership is the capacity of a leader to impact individuals he prompts to strive to accomplish the objectives of the association that he leads (Tampubolon, 2022). Leadership is someone influencing the behavior of others for a specific purpose. With power, leaders can influence the behavior of their subordinates. Apart from being associated with power, leadership is also associated with character (Yudiaatmaja, 2013). Leadership occupies a decisive position in an organization. Leaders who carry out effective leadership can lead their members towards the desired goals, whereas leaders who are the only figures do not have influence or ability; their leadership can result in poor organizational performance, leading to decline (Setiawan, 2020).

Organizations and organizational communities, especially people within organizations, in carrying out their duties and responsibilities to achieve organizational goals, certainly need leaders who can increase their satisfaction and happiness (Purba & Butarbutar, 2016). Organizations need leaders who can increase member motivation and involvement through attractive behavior and personal characteristics, influencing employees and motivating them to achieve organizational goals (Kristiana & Tukiran, 2021). Through good leadership, leaders are expected to increase employee job satisfaction, especially welfare. A leader must be qualified to lead his subordinates well to increase productivity and achieve their goals optimally.

Every leader has a different leadership style. Good leadership can increase creativity, innovation, and employee satisfaction and happiness. Then again, the wrong leadership style can cause conflict, dissatisfaction, and even stress. Apart from that, it can also reduce employee motivation and creativity. Every leader certainly has a different leadership style. Leadership style can influence various aspects of an organization, such as performance, loyalty, commitment, creativity, and happiness. Leadership types and styles are closely related to a person's standards of behavior when influencing the behavior of others.

Leadership sorts and styles have numerous varieties. Initiative styles incorporate vote-based initiative, delegative initiative, regulatory administration, free enterprise administration, despotic/dictator authority style, alluring authority style, conciliatory authority style, moral authority style, managerial authority style, logical (insightful) initiative style, pioneering initiative, visionary authority, situational authority, and military initiative styles (Mattayang, 2019). Leadership style is a norm of conduct that an individual proposes while attempting to impact the way of behaving of others (Thoha, 2017).

Subsequently, this leadership style is a way of behaving that depends on specific guidelines or standards to lead or direct others. Leadership style incorporates various qualities that pioneers show to impact their subordinates to accomplish hierarchical objectives. The qualities introduced connect with different ways of behaving that can be utilized to convince or impact others, for example, subordinates or individuals from the association they lead (Rivai et al., 2014). Leadership style is how a leader impacts, coordinates, propels and controls subordinates with a specific goal in mind so the subordinates can finish their jobs successfully and effectively (Purwanto, 2020). The initiative style rehearsed or executed by a pioneer can impact the bliss of his employees.

Employee welfare is a situation where a person or group feels happy, healthy, and safe and has the opportunity to develop their potential. Happiness includes physical, economic, social, and psychological aspects (Purwanto et al., 2021). Peace is a state of goodness, well-being, and prosperity. Every employee wants to be prosperous when working in an organization or business; in other words, every employee wants to have

a high level of happiness. Welfare is not just salary; bonuses and incentives can bring a sense of security and satisfaction at work so that employees are always in good physical and mental condition. Employee benefits include remuneration the company provides and salary or incentives (Andre, 2011). Hasibuan (2003) states that allowances are tangible and intangible and are given based on company policy to maintain and improve employees' physical and mental condition so that their productivity increases. Leaders strive to ensure that their employees are ready and able to work optimally to achieve productivity.

A leader must consider leadership style. He must be able to carry out the actions that need to be taken and understand his colleagues' or subordinates' desires and needs. Leaders or managers carry out their leadership functions. Behavioral patterns are those that a person uses when trying to influence the behavior of others. A good leader must know how to choose and apply the best leadership style to enable him to know what actions to take and understand the needs of employees, which will influence how employees behave, perform assigned tasks, and ultimately make their productivity achievable (Lestari, 2021).

METHODS

Before conducting a literature review, the topic to be selected is identified by bibliometric analysis. This technique uses statistical techniques to analyze scholarly publications. It involves using mathematical and statistical tools to study the characteristics and relationships between various publications, offering a quantitative approach to understanding research trends and impact within a particular field.

Then, at that point, plan research questions and recognize catchphrases that will be utilized in the reference search. An orderly methodology through article surveys was completed to decide the connection between leadership style and employee welfare. The consideration rules for articles utilized are articles that fall into the exploration article category regarding leadership style and employee welfare, while the rejection measures are research articles that cannot be gotten to in full.

A distribution search was completed in journal database sets with the keywords leadership style and employee welfare. Articles that met the incorporation rules were deliberately gathered and analyzed. The search process found three articles that met the incorporation and exclusion models.

RESULTS AND DISCUSSION

In science and information science, bibliometric analysis is an approach used to measure and analyze information found in books, usually in the form of journal articles, books, or other scientific literature. The main goal is to gain an understanding of the patterns and trends found in scientific publications, as well as to measure the influence and relevance of the research.

Topic mapping is a crucial component of bibliometric research. Figure 1 displays every issue area about the general keywords of employee welfare and leadership. Three distinct mapping visualizations—Figure 1 (network visualization), Figure 2 (overlay visualization), and Figure 3 (density visualization)—can be shown by VOSviewer during the bibliometric study. There can only be a minimum of two events or conditions related to each topic.

Figure 1.
Network Analysis Based on VOS Viewer

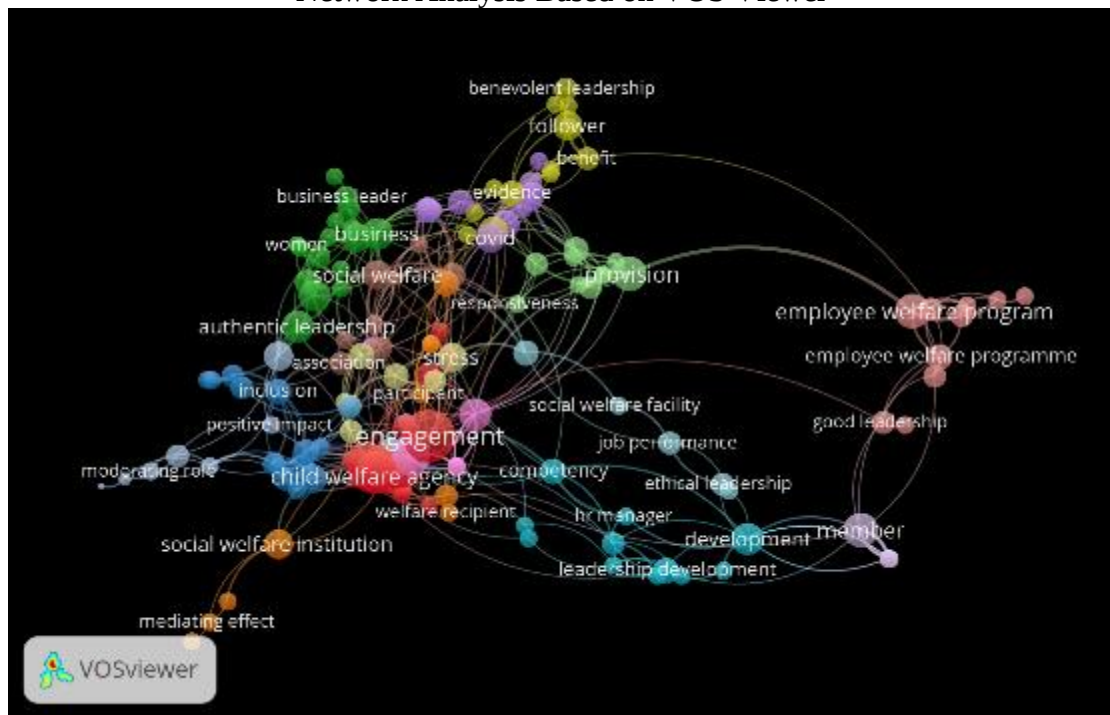


Figure 2.
Overlay Visualization Based on VOS Viewer

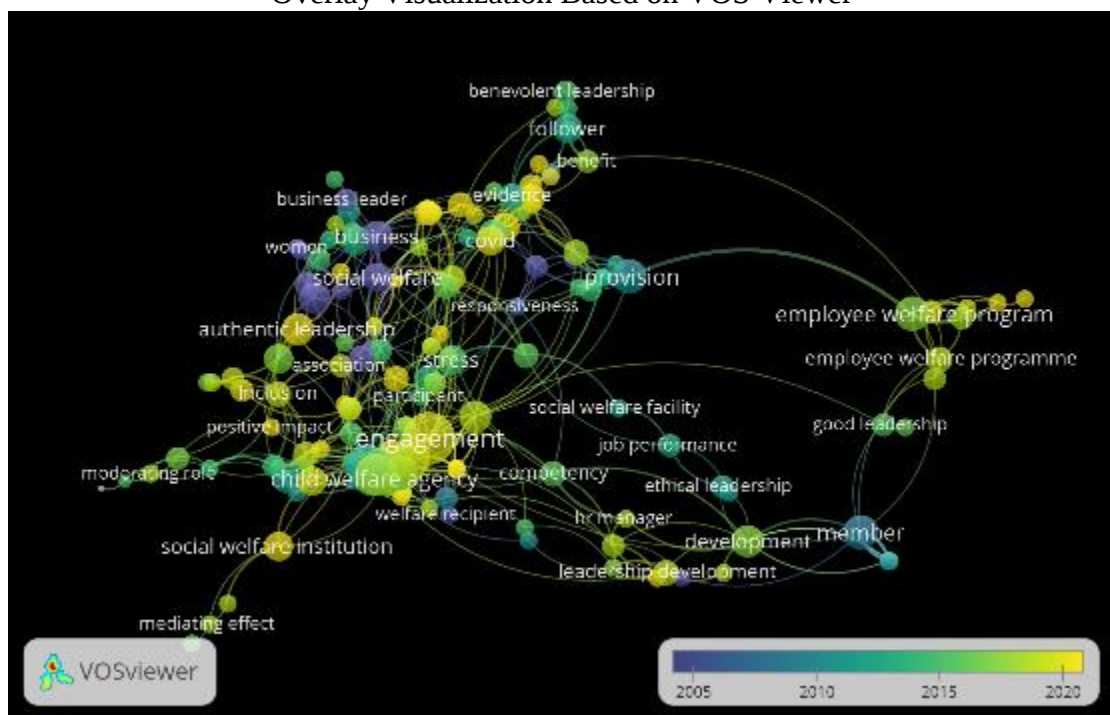
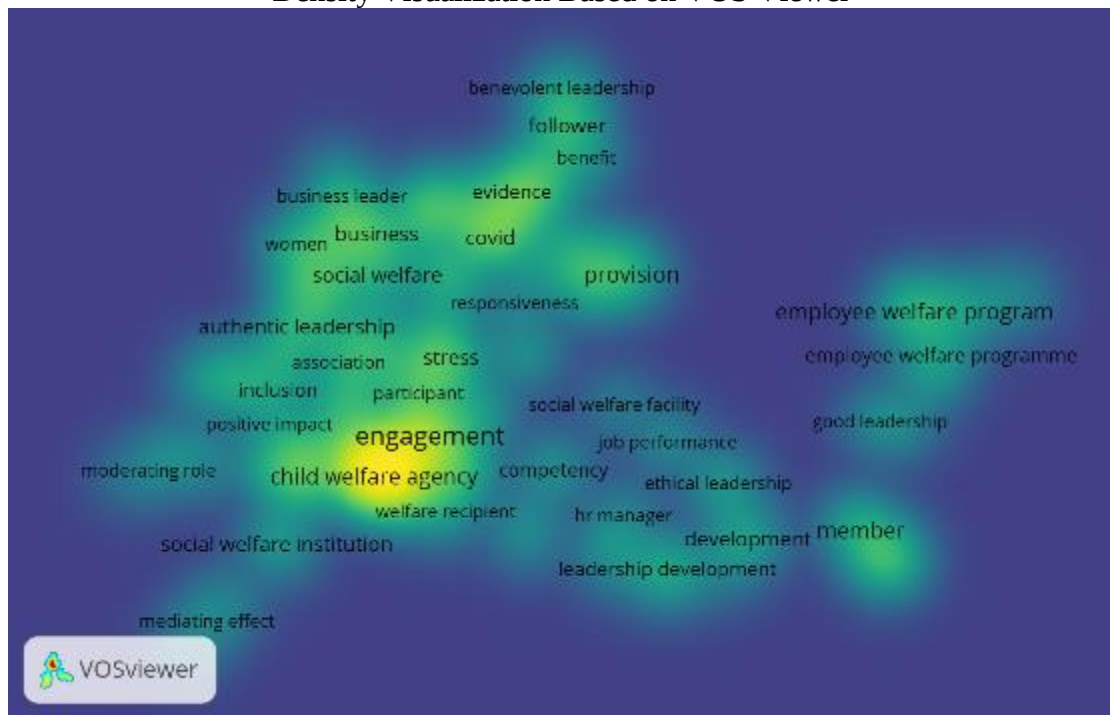


Figure 3.
Density Visualization Based on VOS Viewer



Fifteen clusters were identified in mapping all themes following analysis using the VOSviewer program. The clusters demonstrated the connections between the various topics. The thickness of the connecting line indicated the strength of the topic area or keyword pairs. The size of the nodes, in addition to clusters and lines, showed how frequently the keyword or topic appears. Figure 1 shows that the most popular subjects or keywords were information leadership, employee welfare, engagement, and ethics. Figure 2 indicates that these subjects were the most spoken about by researchers between 2005 and 2020.

After analyzing using bibliometrics, we selected three articles and extracted the data. Furthermore, the author selected three articles to be analyzed in depth. The articles were selected due to their relevance to the topic, context, and number of citations of the article. Extraction is done by analyzing data based on author, title, journal, purpose, method, and research results. The results of data extraction can be seen in Table 1.

Table 1.
The results of data extraction

No.	Author	Objective	Method	Results
1.	Kalshoven and Boon (2012)	The author explored the connections between helpfulness, human resource management (HRM), ethical leadership, and employee well-being. A mediated moderation model that links helping and ethical leadership is developed based on the theory of conservation of resources. It uses HR as a contextual moderator and well-being as an intermediary variable.	The research method involved surveys with 247 managers and 493 workers from for-profit and non-profit sectors across several nations, including the Netherlands, Germany, Austria, and Greece. The authors randomized the random sample by asking managers to select two employees by alphabetically matching their last and first surnames. Surveys were returned anonymously to the university, with response rates of 51% for managers and 47% for employees. Managers rated the helpful behavior of two chosen employees, while employees rated the ethical leadership of their direct manager, Human Resources, and work-related well-being. Matching codes were used to link manager and employee questionnaires. A total of 127 managers and 230 employee questionnaires were returned, forming a matched sample of 221 couples. On average, managers rated 1.8 employees. The mean age of managers was 43 years, with 33% being female. Furthermore, 73% of participants had a manager-employee tenure of more than six months.	Hypothesis 1: Ethical leadership is positively related to employee well-being. The multilevel regression analysis demonstrates a significant positive relationship between ethical leadership and well-being ($B = .21$, $SE = .10$, $p < .05$). Hypothesis 2: HR moderates the relationship between ethical leadership and employee well-being. Results show that HR moderates this relationship, with the interaction term of ethical leadership and HR being significant ($b = -.27$, $p < .01$). Specifically, the relationship between ethical leadership and well-being becomes stronger when employees perceive HR as low compared to when they perceive HR as high. Hypothesis 3: Well-being mediates the relationship between the interaction of ethical leadership and HR and employee helpfulness. The findings suggest that well-being mediates the relationship between ethical leadership and helping behavior. Employees with high well-being are more likely to engage in helpful behaviors that benefit coworkers and the organization. Overall, the results indicate a direct relationship between ethical leadership and well-being, contributing to ethical leadership and well-being literature. The Conservation of Resources (COR) theory is supported, suggesting that ethical leadership and HR perceptions represent resources offered to employees. Employees with high levels of well-being are more likely to invest their excess resources into the organization through helpful behaviors. Additionally, the "substitute leadership" theory is supported, indicating that the impact of ethical leadership on well-being is stronger when HR perceptions are low, suggesting a substitution effect.
2.	Inceoglu (2018)	An academic analysis of leadership studies that looks at the mechanisms via which a leader's actions affect the well-being of their subordinates. The purpose of our qualitative review is to address the following queries: 1. What kinds of mediation techniques have been used to elucidate the connection between particular leadership behaviors and different kinds of well-being? 2. Is it possible to pinpoint clear connections between particular leadership practices and particular types of worker well-being? 3. How are scientific ideas and methods used in empirical research on employee well-being, mediation procedures, and leadership behavior?	It investigates how different leadership behaviors—such as relationship, task, change, and passive—affect the well-being of employees. Five categories of mediators—social cognitive, motivational, affective, relational, and identification—are identified. The conceptualization of employee well-being is expanded to include psychological dimensions such as hedonic, eudaimonic, negative, and physical. The scant evidence supporting distinct processes underpinning the relationship between leader behavior and employee well-being is also examined, and theoretical and methodological issues inherent in the literature are discussed.	1. Most research on the relationship between leadership behavior and employee well-being does not look at mediator pathways, which indicates that the mechanisms by which leadership behavior influences employee well-being have not been thoroughly examined in the body of existing literature. Out of the 71 studies, as many as 48% looked at just one mediator, 35% looked at two, and 17% looked at more than two. 2. Research implications for the well-being of employees and leadership. The review's principal findings and their consequences for upcoming studies are discussed, with an emphasis on theoretical and subsequent methodological issues. This review's selective nature is one of its limitations. At the same time, our literature search turned up articles from various fields and search terms, and the inclusion criteria reduced the total amount of research we could examine. Still, several possibilities were identified by academics based on the 71 evaluated studies. 3. Developing the theory in the study of employee well-being and leadership Our proposal is to expand on the use of COR theory (Hobfoll, 1989, 2001) in leadership and employee well-being research by borrowing concepts from Diener et al. (2006)'s revised version of well-being adaptation

No.	Author	Objective	Method	Results
3.	Chingara (2022)	This review aims to ascertain how employee well-being during the COVID-19 epidemic is related to five different leadership styles. The goal is to ascertain the relationship between leadership style and worker well-being.	A thorough study of the literature was done, with an emphasis on the impact of leadership style on the well-being of employees during the epidemic. Finding, assessing, and interpreting all of the research that is currently available and pertinent to a specific research question, topic area, or phenomenon of interest is known as systematic literature (Kitchenham, 2004). A single theme emerged from the interviewee data: the impact of leadership style on worker welfare during the pandemic. Cross-referencing these themes with pertinent literature provides an in-depth comprehension of the arguments and ideas.	theory. In responding to a happy or unpleasant event, Brickman and Campbell (1971) stated: "People quickly adapt back to hedonic neutrality." Ethical leadership style and employee welfare have a positive and critical connection. Discoveries likewise mirror that employee well-being in a pandemic like Coronavirus is kept up with and re-established through imagination, relationship support, minimization of well-being-related concerns, social help, and strengthening. Bajaba et al. (2021) strongly suggest that adaptive leadership is mainly based on the vital relationship between adaptive personality and performance. These are the anticipated preconditions for competent leadership in the extraordinary coronavirus pandemic. This study also demonstrates how leaders' confidence and drive to lead throughout the pandemic contribute to understanding the important connection between adaptive performance and adaptable personality. It follows that leaders with adaptive personalities will be more driven and self-assured to lead during a pandemic like COVID-19 because of their increased adaptive performance. Social exchange theory states that these leaders transmit this adaptable personality and adaptive performance (representatives), making others helpful, creative, and sensitive to other people's viewpoints. Um-e-Rubbab et al.'s (2021) study carries several implications about employee-supportive leadership. First, this study demonstrates that psychological capital and well-being are internal resources that support an individual's productive functioning. This depends on having a solid work environment, which may be built and strengthened. McGilton (2010) highlights how crucial supportive leadership is to fostering positive employee attitudes at work. Employees who experience supportive leadership find that their managers are approachable, understanding, and trustworthy. Leaders should do this to ensure that employees are aware of any changes to the workplace. They can now work with confidence, knowing that their leaders appreciate their endless efforts. This will support them in maintaining their health and helping them manage their fears throughout the pandemic. Good communication and expressions of respect and gratitude are essential components of a stable work environment (McGilton, 2010). Um-e-Rubbab et al.'s (2021) findings emphasize the need to encourage leaders to adopt a supportive leadership style in order to increase employee well-being. Employees can strengthen their psychological capital—hope, resilience, self-efficacy, and optimism—by practicing supportive leadership, which can help them deal with the turmoil of the pandemic. Employees can only better care for their loved ones if their psychological resources are developed and maintained. This will improve their emotional, social, and physical well-being. To better understand and relate to their employees, leaders at all levels must be aware of the issues, obstacles, and struggles that they encounter. By listening and offering assistance, supportive leaders help ease staff members' tension and anxiety associated with COVID-19 (Um-e-Rubbab et al., 2021) From research (Irshad M, 2021). The COVID-19 pandemic necessitates that executives reorient their attention from achieving company objectives to guaranteeing worker safety. The research's conclusions imply that to reduce employees' worries about their safety and enhance their

No.	Author	Objective	Method	Results
				psychological health, leaders should practice transformational leadership that focuses specifically on safety. Employee ideas to enhance safety are therefore welcome, and they can include doing away with outmoded safety protocols or adhering to more modern safety regulations. Above all, leaders should set an example for others by abiding by safety regulations and enticing others to do the same. Krug and Haslam's (2021) study on identity leadership highlights how COVID-19 affects employees' well-being and well-being at the cost of their sense of progression of social personality at work. It also illustrates the capacity of personality leadership—especially on the portion of other group members—to protect workers from the impacts of character breakdown by fostering a feeling of common social character among coworkers. These findings support the idea that social identity is essential for health and, erroneously, leadership. As identity leadership focuses on creating a shared understanding of "we" and "us," it can also be a crucial strategy for preventing the negative effects of social disengagement and isolation on one's health, such as depression. The ability to form social bonds and a sense of solidarity appears to be especially crucial in the context of a widespread illness, the effects of which are exacerbated by physical separation and the infection's own spread. In addition, because the need to build and maintain social identity is so great (Jetten et al., 2020), it is important to realize that this is a task that leaders should not undertake alone. After all, if we all face this problem together, we must all try to realize this call for solidarity. Usman et al. (2021) give a few important practice implications for organizations. It appears that participative leadership is pertinent to the employee context. Participative leaders appoint more noteworthy strengthening to their followers and energize them to effectively participate in choice-making, which emphatically impacts the advancement of their workplace and creates more helpful behavior. Hence, leadership can decrease employees' hesitation to participate by demonstrating adequate participative leadership, especially during the pandemic. Leaders can enhance opportunities, provide stronger support for participation, and examine a range of options when making decisions. They may also ensure that subordinates have the necessary information and resources to execute the tasks in which they will engage effectively. In light of these findings, leaders are urged to adopt and practice participative leadership behaviors. Additionally, organizations must take critical steps to encourage the advancement of participative leadership behaviors to cultivate employee development and make a difference in behaviors. For case, organizations can start progressed leadership improvement programs (e.g., coaching, mentorship, and planned seminars), which analyze and energize participatory leadership characteristics. Additionally, organizations ought to pay attention to the keenness of leaders' behavior as this has extraordinary benefits for strong supportive leaders, well-being (i.e., flourishing), and making a difference in behavior. A leader's leader's behavioral integrity increases through systematic performance management, training, and individual advancement.

1. Relationship between employee well-being, human resource management (HR), and ethical leadership

The study's findings suggest a beneficial relationship between ethical leadership and worker welfare. The relationship between ethical leadership and employee welfare is more firmly established when employees perceive human resources as low than when they perceive them as high, as human resources act as a moderator in the relationship between ethical leadership and employee well-being. It was discovered that human resources mediate the relationship between moral leadership and worker satisfaction in terms of "control," "ethical leadership," "human resources management," and "collaboration between control and ethical leadership" (dual center). The relationship between moral leadership interactions and supportive HR and employee viewpoints is disrupted by well-being.

The study's conclusions demonstrated that, for low views of SDM, well-being stood in the way of the relationship between ethical leadership and helping; however, for high perceptions of SDM, well-being and helping were essentially related, but ethical leadership and well-being were not entirely related. This demonstrates that the relationship between welfare and help is trustworthy and unaffected by HRM viewpoints. High-wellbeing employees appear to "make an interpretation of" their plentiful resources into beneficial and compensatory perks for partners and the association.

There is a clear correlation between well-being and ethical leadership, which adds to the body of knowledge on ethical leadership by extending the relationship to include benefits beyond the application of organizational citizenship behavior (OCBs) and the improvement of performance. The study's findings offer empirical backing for the COR (Conservation of Resources) theory's application to moral leadership. Researchers contend that HR awareness and ethical leadership constitute the resources offered to employees based on COR. Alternatively, the goal can be to raise well-being so that workers who are in good well-being will donate their extra resources to the company by lending a hand to others.

A number of studies support the idea that leadership significantly affects employee well-being. Studies reveal that when employees perceive their leaders as weak, their satisfaction is more positively impacted by their ethical behavior. In this scenario, the leader can inspire and provide staff with sufficient resources. Conversely, there will be a substitution effect if the well-being is ensured by favorable opinions of human resources, which will lessen the influence of moral leadership on welfare.

2. The connection between human resource management, leadership, and employee welfare can be seen in the benefits offered and the employee mediation procedure.

The mediation path where leadership behavior affects employee well-being is the kind of mediation that can provide light on the relationship between behavior and different forms of well-being. Most studies on the relationship between leadership behavior and employee well-being do not look at mediators, which indicates that the processes by which leadership behavior affects employee well-being are not well known in the body of research that has already been done. Of the 71 studies found, 48% looked at a single mediator, 35% looked at two, and 17% looked at more than two mediators. There are the diverse correlations between specific leadership behaviors and employee well-being

measures aid research and theory definitions. However, as Sivanathan et al. (2004) stated, "Transformational leadership can have a significant positive effect on the welfare of the leader and his followers."

The review's primary conclusions and their consequences for future study are discussed, particularly emphasizing theoretical and, subsequently, methodological issues. This review's selected nature is one of its limitations. The inclusion criteria restricted a number of papers in consideration, even though the literature search for this article encompassed a wide range of topics and search phrases. Researchers were able to discover other possibilities, nevertheless, based on the review of 71 papers.

The empirical study employs scientific theories and methods to examine employee well-being, mediation processes, and leadership behavior. The application of COR theory to the study of leadership and employee well-being is then suggested. The researchers can also use Brickman & Campbell's (1971) Coping Theory and Diner's (2006) Revised Well-being Coping Theory to investigate the impact of leadership on employee well-being. The idea that professional leadership behavior affects employee psychology is a scientific approach to study leadership behavior.

3. The relationship between leadership, human resource management and employee welfare through the leadership style

There is a favorable and robust association between leadership style and employee well-being. The findings also demonstrate that social support, creativity, preserving connections, reducing safety concerns, and authorization all contribute to the maintenance and restoration of employee well-being during pandemics like COVID-19. Furthermore, this study demonstrated that there is a strong correlation between adaptable performance and adaptive personality. It also showed how leaders self-confidence and motivation throughout the pandemic were related. Due to their enhanced ability to adapt, leaders with an adaptive personality will feel more confident in their ability to lead during a pandemic like COVID-19. As per the social exchange theory, these leaders imbue their subordinates (workers) with an adapted personality and adaptive performance, which subsequently fosters cooperation, creativity, and openness to diverse viewpoints (Um-e-Rubbab et al., 2021)

Leadership, along with the applied leadership style and human resource management, influences employee happiness. This was revealed in research presented by (Stoyanova-Bozhkova, 2023) that there are several appropriate steps to help business leaders make effective decisions by equipping them with the knowledge and skills needed to promote positive mental health.

Um-e-Rubbab et al. (2021) provide various implications of supportive leadership for employees. According to this research, people's psychological capital and physical well-being are internal resources that support productive work. This relies on having a supportive work environment, which may be developed and strengthened. The impact of encouraging leadership on the upbeat disposition of workers at the location. Employees view leaders as smart, compassionate, trustworthy, and always willing to provide a helping hand because of supportive leadership. As a result, managers have a duty to keep staff members informed of any changes made to the workplace. They may now work with assurance, knowing that their leaders value their tireless efforts. Thanks to this, they will be able to manage their anxieties and maintain their health during the pandemic. It is essential to communicate effectively and treat others with respect and gratitude to build a supportive work atmosphere (McGilton, 2010).

According to Irshad's research, executives are being compelled to prioritize employee safety over attaining organizational objectives as a result of the COVID-19 pandemic. The findings of this study imply that, to reduce employees' fears about their safety and enhance their psychological health, leaders should embrace a transformational leadership style tailored specifically to the safety sector. Therefore, employee recommendations for enhancing security are welcomed; these suggestions can include doing away with antiquated security practices or adhering to more sensible security guidelines. Above all, leaders need to set an example by adhering to basic safety measures and motivating others to do the same.

Identity leadership draws attention to how COVID-19 affects workers' health and well-being at the price of preserving their sense of community at work (Krug et al., 2021b). It also shows how identity leadership, particularly with regard to other team members, can strengthen a sense of shared social identity in the workplace, shielding workers from the negative effects of identity disruption. These findings support the claim that social identity plays a significant role in both leadership and health.

CONCLUSION

There is a robust favorable correlation between employee welfare, human resource management, and ethical leadership. The relationship between ethical leadership and employee well-being is guided by human resources, with the ultimate goal being that the relationship becomes more firmly established when employees perceive human resources as low instead of high. Employee welfare is impacted by ethical leadership through the HR directing variable.

Leadership greatly impacts employee well-being through factors like the mediation process, particularly the mediator's background and type of welfare. Using COR theory is the suggested method for employee welfare and reconciliation.

Employee welfare is influenced by human resource management, leadership, and the leadership style used. There is a chance that this leadership approach is adaptable. Their motivation and self-assurance to lead during a pandemic like COVID-19 also rise due to their improved adaptive performance. As per the social exchange theory, these leaders help their subordinates become cooperative, creative, and open to other people's ideas by modeling an adaptive personality and performance.

Um-e-Rubbab et al. (2021) reported that the positive attitudes among employees are supported by supportive leadership. When a leader demonstrates supportive leadership, staff members view them as approachable, knowledgeable, sympathetic, and reliable. Because of this, they are able to work with assurance, knowing that their leaders value their tireless efforts.

Irshad et al. (2021) demand that leaders shift their focus from achieving hierarchical goals to ensuring worker safety. The summary of this research suggests that in order to reduce employee safety worries and enhance their psychological well-being, executives should adopt a safety-explicit transformational leadership style. Employee suggestions for improving security are therefore welcome; these could include doing away with outmoded security measures or adhering to more practical security guidelines.

According to Krug et al. (2021), managers have an impact on workers' health and happiness at the expense of their feeling of social identity continuity at work. It also shows how identity leadership, particularly with regard to other team members, can strengthen a sense of shared social identity in the workplace, shielding workers

from the negative effects of identity disruption. These findings support the claim that social identity plays a significant role in both leadership and health.

Leadership with a certain leadership style carried out by a leader as part of the management of an organization or company, if implemented through providing welfare in various forms, one of which is mediation between leaders and subordinates, can have a significant influence on the welfare of employees in an organization or company.

The advantage of these three articles is that researchers use various data collection methods, making it easier to look at various aspects or criteria. The limitation of these three articles is that research only contains certain research results and is limited to specific topics. This narrow domain makes the three articles unrepresentative in containing all the information about a topic.

REFERENCES

- Andre, S. (2011). *Manajemen Sumber Daya Manusia*. Bandung: Erlangga.
- Bajaba, A. Bajaba S, Igarni M, B. and B. S. (2021). Adaptive Managers's Emerging Leaders During the COVID-19 Crisis. *Frontiers in Psychology*, 12:661628. <https://doi.org/10.3389/fpsyg.2021.66163>.
- Chingara, D. R. (2022). The influence of leadership style on employee well-being during a pandemic. *International Journal of Social Sciences and Humanities Invention*, 9(04), 6982–6989. <https://doi.org/10.18535/ijsshi/v9i04.11>
- Diener, E., Lucas, R. E., & Scollon, C. N. (2006). Beyond the hedonic treadmill: Revising the adaptation theory of well-being. *The American Psychologist*, 61(4), 305–314. <https://doi.org/10.1037/0003-066X.61.4.305>
- Hasibuan, S. P. Malayu. (2003). *Manajemen Sumber Daya Manusia*. Edisi Revisi. Jakarta: Bumi Aksara (Edisi Revi). Jakarta: Bumi Aksara.
- Inceoglu, I., Thomas, G., Chu, C., Plans, D. Gerbasi, A. (2018). Leadership behavior and employee well-being: An integrated review and a future research agenda. *The Leadership Quarterly*, 29(1), 179–202. <https://doi.org/10.1016/j.leaqua.2017.12.006>
- Irshad, Majed, M., & Kattak, S.A. (2021). The combined effect of safety specific transformational leadership and safety consciousness on psychological well-being of healthcare workers. *Frontiers in Psychology*, 12:688463. <https://doi.org/10.3389/fpsyg.2021.688463>
- Jetten, J., Reicher, S. D., Haslam, S. A., and Cruwys, T. (2020). *Together Part: The Psychology of COVID-19*. London: SAGE Publication.
- Kalshoven, K., & Boon, C. T. (2012). Ethical leadership, employee well-being, and helping the moderating role of human resource management. *Journal of Personnel Psychology*, 11(1), 60–68. <https://doi.org/10.1027/1866-5888/a000056>
- Kerr, S., & Jermier, J. M. (1978). Substitutes for leadership: Their meaning and measurement. *Organizational Behavior & Human Performance*, 22(3), 375–403. [https://doi.org/10.1016/0030-5073\(78\)90023-5](https://doi.org/10.1016/0030-5073(78)90023-5)

Kristiana, Y., & Tukiran, M. (2021). A systematic review: Is transformational leadership effective for organizational commitment? *Journal of Industrial Engineering & Management Research*, 2(4), 266–273. <https://doi.org/10.7777/jiemar.v2i4.183>

Krug, H., Haslam S.A., Otto, K. & Nikas, K.S. (2021). Identity leadership, social identity continuity, and well-being work during COVID-19. *Frontiers in Psychology*. 12:684475. <https://doi.org/10.3389/fpsyg.2021.684475>

Lestari, D. M. (2021). Pengaruh program kesejahteraan dan gaya kepemimpinan terhadap produktivitas kerja karyawan pada badan keuangan daerah kabupaten Karanganyar. *Jurnal Penelitian dan Kajian Ilmiah*, 19(3), 214–222. <https://ejournal.unsa.ac.id/index.php/smoothing/article/view/787>

Mattayang, B. (2019). Tipe dan gaya kepemimpinan: Suatu tinjauan teoritis. *Journal of Economic, Management and Accounting*, 2(4), 1–8. <http://dx.doi.org/10.35914/jemma.v2i2.247>

McGilton, K. S. (2010). Development and psychometric testing of the Supportive Supervisory Scale. *Journal of Nursing Scholarship*, 42(2), 223–232. <https://doi.org/10.1111/j.1547-5069.2009.01323.x>

Purba, J. T., & Butarbutar, F. (2016). Manajemen strategi menuju kepemimpinan yang handal menghadapi persaingan global: Suatu studi empiris. In *Konferensi Nasional Riset Manajemen X*, Lombok, September 22-23, 2016. <https://www.researchgate.net/publication/323855109>

Purwanto. (2020). *Komunikasi Bisnis*. Jakarta: Erlangga.

Purwanto, A., Purba, J.T., Sijabat, R., & Bernarto, I. (2021). The role of transformational leadership, organizational citizenship behaviour, innovative work behaviour, quality work life, digital transformation and leader member exchange on universities performance (December 17, 2021). *Linguistica Antverpiensia*, 2021, <https://ssrn.com/abstract=3987666>

Rivai, V., Hadad, M.D., Ramly, H.M. (2014). *Kepemimpinan dan Perilaku Organisasi*. Jakarta: Raja Grafindo Persada.

Setiawan, H. (2020). Manajemen kepemimpinan transformasional. *AT-TA'LIM Jurnal Kajian Pendidikan Agama Islam*, 2(2), 11. <https://ejournal.an-nadwah.ac.id/index.php/Attalim/article/view/169>

Sivanathan, N., Arnold, K. A., Turner, N., & Barling, J. (2004). Leading well: Transformational leadership and well-being. In P. A. Linley & S. Joseph (Eds.), *Positive Psychology in Practice* (1st ed., pp. 241–255). Wiley. <https://doi.org/10.1002/9780470939338.ch15>

Stoyanova-Bozhkova, S., 2023. The role of leadership in improving employee well-being and building resilience in a changing world. In: *TTRA 2023 Conference*, 24-26 Apr 2023, Dijon, France, 1-7. <https://eprints.bournemouth.ac.uk/38457/>

Tampubolon, M. (2022). Dinamika Kepemimpinan. *SKYLANDSEA PROFESIONAL Jurnal Ekonomi, Bisnius dan Teknologi*, 2(1), 1–7. <https://jurnal.yappsu.org/index.php/skylandsea/article/view/44>

Thoha, M. (2017). *Kepemimpinan dalam Manajemen*. Jakarta: Raja Grafindo Persada.

Um-e-Rubbab, Farid, T., Iqbal S., Saeed I, Irfan, S., & Akhtar T. (2021). Impact of supportive leadership during COVID-19 on nurses' well-being: The mediating role of psychological capital. *Frontiers in Psychology*, 12:695091. <https://doi.org/10.3389/fpsyg.2021.695091>

Usman, M., Ghani, U., Cheng, J., Farid, T., & Iqbal, S. (2021). Does participative leadership matters in employees' outcomes during COVID-19? Role of leader behavioral integrity. *Frontiers in Psychology*, 12, Article 646442. <https://doi.org/10.3389/fpsyg.2021.646442>

Yudiaatmaja, F. (2013). Kepemimpinan: Konsep, teori dan karakternya. *Media Komunikasi FPIPS*, 12(2), 2-29. <https://doi.org/10.23887/mkfis.v12i2.1681>