

## LITERATURE REVIEW OF LEADERSHIP AND THE DYNAMICS OF HUMAN RESOURCE MANAGEMENT

### **KAJIAN LITERATUR KEPEMIMPINAN DAN DINAMIKA PENGELOLAAN SUMBER DAYA MANUSIA**

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#### **ABSTRACT**

This study reviews leadership dynamics in human resource management, focusing on how leadership styles affect employee performance, job satisfaction, and organizational commitment. A systematic review of 16 peer-reviewed articles (2020–2025) was conducted, using a thematic analysis approach. Findings show that transformational, ethical, and adaptive leadership enhance performance and commitment, while authoritarian and abusive styles lead to reduced motivation and counterproductive behaviors. Moderating factors such as organizational ethical climate and power distance, as well as individual traits like proactive personality, influence these relationships. This review offers insights for developing inclusive and adaptive leadership models to improve organizational outcomes.

**Keywords: Leadership Styles, Human Resource Management, Employee Performance, Organizational Climate, Counterproductive Behavior.**

#### **ABSTRAK**

*Kajian ini menelaah dinamika kepemimpinan dalam manajemen sumber daya manusia dengan fokus pada pengaruh gaya kepemimpinan terhadap kinerja karyawan, kepuasan kerja, dan komitmen organisasi. Tinjauan sistematis dilakukan terhadap 16 artikel terindeks (2020–2025) menggunakan pendekatan analisis tematik. Hasil menunjukkan bahwa kepemimpinan transformasional, etis, dan adaptif meningkatkan kinerja dan komitmen, sedangkan gaya otoriter dan abusif menurunkan motivasi dan memicu perilaku kontraproduktif. Faktor moderasi seperti iklim etika organisasi dan jarak kekuasaan, serta faktor individu seperti kepribadian proaktif, memengaruhi hubungan ini. Kajian ini memberikan wawasan untuk pengembangan model kepemimpinan inklusif dan adaptif guna meningkatkan kinerja organisasi.*

**Kata Kunci: Gaya Kepemimpinan, Manajemen Sumber Daya Manusia, Kinerja Karyawan, Iklim Organisasi, Perilaku Kontraproduktif.**

#### **1. INTRODUCTION**

The leadership phenomenon in the realm of human resource management in Indonesia reflects a dynamic and complex situation that cannot be simplified. Leaders across various organizational levels, whether in educational institutions, government agencies, or the corporate sector, no longer function solely as order-givers. They are also required to create a positive organizational culture, foster work enthusiasm, and serve as role models capable of constructively influencing the work behavior of their team members (Maheshwari and Kha 2023). Within the framework of human resource management, effective leadership can act as a driving force that optimizes individual and group capacity, while simultaneously fostering a work environment that supports productivity and psychological well-being (Collings et al. 2021).

Nevertheless, it cannot be ignored that authoritarian and exclusive leadership practices are still frequently found in various organizations. This leadership style often has negative impacts, particularly in terms of decreasing work motivation and creating a non-conductive

work atmosphere (Damayanti et al. 2022). Decisions made unilaterally without involving the input of subordinates can weaken mutual trust, decrease loyalty, and increase the potential for behavior that conflicts with organizational goals (Iqbal et al. 2021). This dysfunctional leadership pattern is not limited to governmental settings but is also found in student organizations and private companies (Akhtar et al. 2023).

Given these various issues, this study seeks to conduct an in-depth analysis of the basic concepts and various types of leadership in the context of human resource management. This study will also discuss the relationship between leadership style and employee performance, identify the influence of leadership on internal organizational dynamics, and evaluate the negative impact of an authoritarian leadership style on workforce attitudes and behavior. The results of this study are expected to provide significant theoretical contributions while offering practical strategies in designing more inclusive, adaptive, and sustainable leadership models for organizations in the future.

## 2. LITERATURE REVIEW

The role of leadership in shaping employee behavior, attitudes, and performance is a fundamental aspect of organizational management across various sectors. The leadership style employed by a leader can have a diverse impact on individual and team performance, ranging from increased job satisfaction to the potential for deviant behavior in the workplace.

In this context, Fitria Nur et al., (2023) emphasized that transformational leadership contributes positively and significantly to employee job satisfaction. This leadership style facilitates the formation of trust, loyalty, and respect from subordinates towards leaders, while motivating them to exceed established work expectations. If this leadership is implemented consistently and supported by a fair compensation system, the quality of individual performance will increase optimally. In line with these findings, Kresna, Widyani, and Carina (2024) stated that transformational leadership, when combined with open communication and a high level of discipline, can significantly improve employee performance. Transformational leaders not only inspire but also instill high moral values and work ethics, thereby encouraging the sustainable achievement of organizational targets.

Fischer et al. (2021), in a study published in the *Academy of Management Annals*, presents a systematic review of eight leadership styles considered positive in the context of contemporary organizations: transformational, transactional, authentic, ethical, servant, adaptive, charismatic, and values-based. This conceptual framework provides an important foundation for understanding the diversity of leadership styles that influence strategic human resource management.

Meanwhile, a study by Zhang, Wang, Akhtar, and Wang (2022) revealed that authoritarian leadership tends to encourage cyberloafing behavior among employees through the mechanism of emotional exhaustion as a mediating variable. However, this negative influence tends to weaken in the context of an organizational culture with a high level of power distance orientation, where employees are more accepting of authoritarian structures as normative. On the other hand, Collings et al. (2021) through a meta-analysis in the *Journal of Business Research* highlighted the dark side of leadership, emphasizing how destructive leadership can trigger work stress, counterproductive behavior, and reduced commitment to the organization.

A longitudinal study by Li, Yin, Shi, Damen, and Taris (2024) corroborates these findings by demonstrating that destructive leadership consistently negatively impacts employee behavior and attitudes. These impacts include decreased job satisfaction, weakened organizational commitment, and reduced organizational citizenship behavior. Interestingly, this study also highlights a reciprocal relationship, where dysfunctional employee behavior can also trigger destructive behavior from leaders. A systematic review by Gallegos, Guàrdia-Olmos, and Berger (2021) found that abusive supervisory styles contribute to a number of detrimental

consequences, such as increased counterproductive behavior, emotional exhaustion, and overall decreased work performance.

To mitigate the negative impacts of dysfunctional leadership styles, Kim and Beehr (2022) emphasized the importance of an ethical climate within an organization. They stated that in organizations with a strong ethical climate, the detrimental effects of an authoritarian leadership style can be minimized, allowing employees to maintain positive work performance and behavior. Furthermore, Khizar et al. (2023) stated that ethical leadership not only plays a role in preventing dysfunctional behavior but also strengthens mutual trust and creates psychological safety in the workplace.

Individual factors such as personality traits are also crucial in influencing leadership effectiveness. Wijaya (2021) emphasized that individuals with proactive personalities tend to exhibit higher levels of voice behavior, both at the team and organizational levels, particularly when social relationships between superiors and subordinates are of good quality. Maheshwari and Kha (2023) also highlighted the relevance of cross-cultural sensitivity in determining the effectiveness of leadership styles, particularly in multinational organizations facing the challenges of cultural plurality. More broadly, Collings et al. (2021) introduced the importance of adaptive leadership as a strategic approach to addressing the dynamics of rapid change and uncertainty in the modern era.

Overall, findings from the various literatures show that positive leadership styles such as transformational, ethical, adaptive, and values-based contribute significantly to improving work performance, employee satisfaction, and organizational commitment. Conversely, negative leadership styles, including authoritarian, destructive, and abusive, risk reducing motivation, damaging work morale, and triggering deviant behavior. The effectiveness of these leadership styles is also influenced by contextual and personal factors such as proactive personality, power orientation, and the strength of the organization's ethical climate.

### **3. METHODS**

This study uses a literature review method by reviewing 16 scientific articles indexed by SINTA and Scopus published between 2020 and 2025. Article selection is based on relevance to the theme of leadership in human resource management, covering various leadership styles, their influence on performance, and relevant mediating and moderating factors. Data were collected through academic database searches, then analyzed qualitatively using a thematic approach, which grouped the findings into main categories such as transformational, authoritarian, destructive, and ethical leadership, as well as variables affecting work behavior and the organizational environment.

### **4. RESULTS AND DISCUSSIONS**

Literature analysis shows consistent findings that reinforce the fact that transformational leadership significantly contributes positively to improved performance, job satisfaction, and employee commitment within an organization (Yudiastuti & Netra, 2021; Kresna et al., 2024; Fischer et al., 2023). This leadership style has been proven effective in building relationships based on trust and loyalty between leaders and subordinates, fostering work enthusiasm that exceeds expectations, and instilling moral values as the foundation of work behavior.

Conversely, leadership with authoritarian or destructive characteristics shows a pattern of detrimental impacts, including increased counterproductive behavior, the emergence of emotional exhaustion, and decreased employee productivity (Gallegos et al. 2021; Hassanah 2023; Zhang et al. 2022). However, there are moderating factors that play a role in changing the strength of the influence of these leadership styles. For example, an orientation towards high power distance can reduce sensitivity to authoritarian styles (Zhang et al. 2022), while an

organizational ethical climate can suppress the destructive effects of negative leadership practices (Kim and Beehr 2023).

Meanwhile, ethical leadership has been shown to act as a buffer against dysfunctional workplace behaviors and to enhance employees' sense of psychological safety (Khizar et al. 2023). A proactive personality has also been identified as an individual factor that strengthens the relationship between constructive leadership and improved performance (Wijaya 2021). In the global organizational landscape, sensitivity to cultural differences and the adoption of adaptive leadership styles are crucial elements in determining leadership effectiveness, particularly in multinational corporations facing diverse social and organizational contexts (Collings et al. 2021; Maheshwari and Kha 2023).

Based on these findings, it can be concluded that leadership effectiveness in the context of human resource management is largely determined by the leader's ability to adapt their leadership style to the organizational situation and conditions. Utilizing supporting factors such as an ethical work environment and positive employee personality tendencies can strengthen the influence of constructive leadership. Conversely, failure to avoid destructive leadership patterns risks decreasing work motivation and weakening overall team performance.

## 5. CONCLUSION

Leadership has been proven to be a key element in successful human resource management across various types of organizations. Positive leadership styles, such as transformational, ethical, adaptive, and value-oriented, consistently drive improved performance, strengthen job satisfaction, and foster organizational commitment among employees. Conversely, negative leadership styles, including authoritarian, destructive, and abusive, have been identified as key causes of declining morale, low productivity, and weakened positive workplace behaviors.

The influence of leadership style on work outcomes is not linear, but rather influenced by various moderating and mediating factors. These include an organizational ethical climate that can mitigate the negative impacts of dysfunctional leadership; an orientation toward a power hierarchy that influences acceptance of an authoritarian style; and a proactive personality that reinforces the positive impact of constructive leadership. These factors serve as catalysts in strengthening or neutralizing the influence of leadership on employee behavior and performance.

Based on these findings, it is recommended that organizations proactively design leadership training programs that focus on strengthening empathy, transparent and open communication skills, participatory decision-making, and a deep understanding of ethical principles. Furthermore, regular evaluations of leaders' behavior in the workplace are necessary to prevent the development of detrimental leadership styles. For further research, it is recommended that future studies further explore the recovery mechanisms that can be implemented after the impact of negative leadership. Furthermore, it is important to examine leaders' perspectives on how they respond to the dynamics of work relationships with subordinates to gain a more comprehensive understanding of the complexities of leadership practices in the context of human resource management.

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