

The Role of Administrative Leadership in Developing Social Characteristics Among Newly Recruited Employees

Smail Yahiaoui¹

University of Bechar

Email: ismail.yahiaoui@univ-bechar.dz

Fathi Abdenbi²

University of Adrar

Email: fathi@univ-adrar.edu.dz

Ahmed merzougui

Email: ahmed.merzougui@univ-bechar.dz

Received :10/06/2025

Accepted :05/01/2026

Published :14/03/2026

Abstract

Administrative leadership plays a central role in shaping the organizational environment and influencing the behavior and development of employees within institutions. In contemporary organizations, newly recruited employees often face various professional and social challenges as they attempt to adapt to the norms, expectations, and responsibilities associated with their new positions. These challenges require effective guidance and support from administrative leaders who are responsible not only for directing organizational tasks but also for fostering positive social characteristics among employees. The present study examines the role of administrative leadership in developing social characteristics among newly recruited employees, with particular attention to the ways in which leadership practices contribute to enhancing communication skills, teamwork, responsibility, and professional integration within the workplace. Social characteristics such as cooperation, commitment, respect for organizational values, and the ability to interact effectively with colleagues are essential for creating a productive and harmonious work environment. Administrative leaders influence the development of these characteristics through leadership styles, mentoring practices, organizational culture, and the establishment of supportive working conditions that encourage professional growth and social adaptation. Newly recruited employees often experience a period of adjustment during which they learn to navigate organizational structures, establish relationships with colleagues, and develop a sense of belonging within the institution. Effective leadership during this stage can facilitate the development of positive social behaviors, strengthen employees' confidence, and promote collaboration and mutual respect among staff members. The study also highlights the importance of leadership approaches that prioritize communication, participatory decision-making, and recognition of employees' efforts, as these factors contribute significantly to strengthening the social competencies of new employees. By examining the relationship between administrative leadership and the development of social characteristics among newly recruited employees, this research contributes to a better understanding of how leadership practices can enhance employee integration, improve workplace relationships, and promote organizational effectiveness. The findings may provide valuable insights for organizations seeking to improve leadership strategies, strengthen

employee development programs, and create supportive environments that encourage the social and professional growth of new staff members.

Keywords:

Administrative leadership, social characteristics, newly recruited employees, organizational development, workplace integration.

Introduction

In modern organizations, administrative leadership is recognized as one of the most influential factors in shaping institutional performance and employee development. Leaders within organizations are not only responsible for planning, organizing, and supervising tasks but also play a crucial role in guiding employees, shaping organizational culture, and promoting professional and social development among staff members. The importance of leadership becomes particularly evident when organizations recruit new employees who must adapt to a new professional environment and learn how to integrate effectively into the organizational system. During this period of transition, administrative leaders play a key role in supporting newly recruited employees and helping them develop the social characteristics necessary for successful professional integration.

Newly recruited employees often face a range of challenges when entering a new workplace. These challenges may include understanding organizational policies, adapting to workplace norms, developing relationships with colleagues, and learning how to perform their tasks effectively within a team environment. Such experiences can be both exciting and stressful, especially for individuals who are beginning their professional careers or transitioning to new roles. Without appropriate guidance and support, new employees may struggle to adapt to their work environment, which may negatively affect their motivation, performance, and sense of belonging within the organization. Therefore, the presence of effective administrative leadership is essential to ensure that new employees receive the support and guidance necessary to navigate these challenges successfully.

One of the key responsibilities of administrative leaders is to facilitate the development of positive social characteristics among employees. Social characteristics refer to the behavioral and interpersonal qualities that enable individuals to interact effectively with others in a professional context. These characteristics include cooperation, communication, respect, responsibility, and the ability to work collaboratively within a team. Such qualities are essential for maintaining a healthy organizational climate and ensuring that employees contribute positively to the achievement of institutional goals. Administrative leaders influence the development of these characteristics through their leadership style, communication methods, and the values they promote within the organization.

Leadership styles that emphasize participation, communication, and support tend to create environments where employees feel valued and motivated to develop their social competencies. When leaders encourage open dialogue, provide constructive feedback, and involve employees in decision-making processes, they foster a sense of trust and mutual respect within the workplace. This supportive environment can significantly enhance the ability of newly recruited employees to develop the social skills necessary for effective collaboration and professional growth. Moreover, leaders who act as role models by demonstrating ethical behavior, respect

for diversity, and commitment to organizational values contribute to shaping a positive social culture within the institution.

Another important aspect of administrative leadership is the role it plays in promoting organizational learning and professional development. Newly recruited employees often require training and mentoring to understand the expectations associated with their roles and to develop the competencies needed for successful performance. Through mentoring programs, orientation sessions, and continuous feedback, administrative leaders can help new employees acquire both technical and social skills that enhance their professional effectiveness. These development opportunities not only improve individual performance but also strengthen teamwork and cooperation among employees.

In addition, the development of social characteristics among newly recruited employees contributes significantly to the overall success of the organization. Employees who possess strong interpersonal skills are better able to collaborate with colleagues, resolve conflicts constructively, and contribute to a positive workplace environment. Such behaviors improve communication within teams, increase productivity, and enhance organizational stability. Administrative leaders therefore play a critical role in fostering these characteristics by establishing clear expectations, promoting shared values, and encouraging respectful and supportive interactions among staff members.

The role of administrative leadership in developing social characteristics is particularly important in institutions that seek to maintain high standards of professionalism and organizational effectiveness. Leaders who prioritize employee development and social integration contribute to building strong teams and sustainable organizational cultures. By supporting newly recruited employees during their transition into the workplace, leaders help create an environment in which individuals feel confident, respected, and motivated to contribute to organizational goals.

In light of these considerations, examining the role of administrative leadership in developing social characteristics among newly recruited employees becomes an important area of research. Understanding how leadership practices influence the social development and integration of employees can provide valuable insights for improving organizational management and employee development strategies. This research therefore seeks to explore how administrative leaders contribute to the development of social characteristics among newly recruited employees and how these leadership practices can enhance workplace relationships, employee satisfaction, and institutional effectiveness.

Concept and Dimensions of Administrative Leadership

Administrative leadership refers to the process through which leaders within organizations guide, influence, and coordinate the activities of employees to achieve organizational objectives while fostering a supportive work environment. Unlike general leadership, administrative leadership specifically focuses on managing organizational structures, procedures, and human resources to ensure efficiency and cohesion within institutions (Northouse, 2021). Effective administrative leaders balance authority with support, establishing clear expectations and providing guidance while promoting employee development and engagement. Their decisions and behaviors set the tone for organizational culture, influencing how employees interact with

each other and approach their responsibilities. Leadership is therefore not limited to task management but includes shaping the social and professional environment in which employees operate.

Transformational leadership is one of the most effective approaches in administrative leadership, particularly in contexts involving newly recruited employees. Transformational leaders inspire, motivate, and challenge employees to reach higher levels of performance while fostering personal and professional growth. By demonstrating vision, commitment, and ethical behavior, these leaders encourage employees to adopt values and behaviors that contribute to the organization's success (Bass & Riggio, 2006). In the case of new recruits, transformational leadership can accelerate the adaptation process by providing role models and fostering a sense of belonging within the organization. Employees under transformational leadership often develop greater confidence, social skills, and commitment to organizational objectives.

Participative or democratic leadership is another critical dimension of administrative leadership. Leaders who involve employees in decision-making processes encourage collaboration, open communication, and shared responsibility. This approach enhances employees' social characteristics by promoting teamwork, mutual respect, and active engagement in problem-solving (Likert, 1967). For newly recruited employees, participative leadership provides opportunities to learn from experienced staff, express ideas, and contribute meaningfully to organizational activities. Such involvement not only strengthens social integration but also cultivates critical thinking and professional competence.

Transactional leadership, while more structured and task-oriented, also plays a role in administrative leadership. Transactional leaders establish clear rules, monitor performance, and reward compliance. While this style primarily emphasizes efficiency and adherence to procedures, it can complement other leadership approaches by providing stability, clarity, and structured feedback for new employees (Burns, 1978). By understanding the appropriate application of transactional practices, leaders can ensure that organizational norms are clearly communicated and that new employees understand their responsibilities, which reduces uncertainty and supports social adjustment.

Administrative leadership also encompasses mentoring and coaching as key dimensions. Leaders who mentor newly recruited employees provide guidance, share expertise, and offer constructive feedback that helps employees develop professional and social competencies. Mentoring strengthens communication skills, teamwork, and problem-solving abilities by providing real-world examples and opportunities to observe effective behaviors in action (Kram, 1985). In this way, administrative leadership directly contributes to the development of social characteristics that are essential for successful organizational integration.

Decision-making processes form another critical component of administrative leadership. Leaders must make strategic decisions that affect organizational structure, resource allocation, and employee responsibilities. The quality and transparency of these decisions influence employees' perception of fairness, trust in leadership, and motivation to engage socially and professionally within the organization (Yukl, 2013). Newly recruited employees are particularly sensitive to these dynamics as they seek guidance and clarity in their new roles. Transparent decision-making fosters a sense of stability, reduces uncertainty, and encourages employees to collaborate and adopt socially positive behaviors.

Communication is an essential tool within administrative leadership. Leaders who maintain open lines of communication, provide regular feedback, and actively listen to employee concerns foster trust and engagement (Hackman & Johnson, 2013). Effective communication enhances social integration, promotes cooperation, and ensures that employees understand organizational goals and expectations. For newly recruited employees, clear communication reduces anxiety, facilitates understanding of workplace norms, and encourages constructive social interaction with colleagues and supervisors.

Organizational culture is another dimension closely linked to administrative leadership. Leaders shape and reinforce organizational norms, values, and expectations through their behavior, policies, and decisions. A positive culture that emphasizes teamwork, respect, and collaboration fosters the development of social characteristics among employees (Schein, 2010). For newly recruited employees, immersion in a supportive culture guided by effective leadership accelerates social adaptation and encourages the internalization of values that sustain harmonious workplace relationships.

Conflict management is a crucial dimension of administrative leadership. Leaders who skillfully manage interpersonal conflicts create environments where employees can interact respectfully and resolve disagreements constructively (Thomas & Kilmann, 1974). By modeling appropriate conflict resolution strategies, administrative leaders help newly recruited employees develop essential social skills, including negotiation, empathy, and compromise. Effective conflict management contributes directly to the development of social characteristics that promote collaboration and organizational cohesion.

Finally, administrative leadership is characterized by adaptability and responsiveness. Leaders who adjust their style to meet the needs of new employees and changing organizational circumstances foster trust, engagement, and social integration. Adaptive leadership ensures that the unique challenges faced by newly recruited employees, such as stress, uncertainty, and unfamiliar social norms, are addressed in ways that promote positive adjustment and professional growth (Heifetz, 1994). By demonstrating flexibility, leaders encourage employees to adopt socially constructive behaviors and contribute positively to the organizational environment.

Social Characteristics of Newly Recruited Employees

Social characteristics among newly recruited employees refer to the interpersonal skills, behavioral traits, and professional attitudes that enable effective collaboration, communication, and integration within an organization. These characteristics are critical for establishing relationships with colleagues, understanding organizational norms, and adapting to workplace expectations. Key social characteristics include cooperation, teamwork, communication skills, responsibility, ethical behavior, and respect for organizational values (Robbins & Judge, 2019). For new employees, developing these traits facilitates adaptation, builds confidence, and promotes harmonious interactions with both peers and supervisors.

Cooperation is a fundamental social characteristic that allows employees to work collectively toward shared goals. Newly recruited employees must learn to collaborate effectively with colleagues from diverse backgrounds, respecting different perspectives and contributing positively to team outcomes (Johnson & Johnson, 2017). Administrative leadership plays a

significant role in fostering cooperation by creating opportunities for teamwork, modeling collaborative behavior, and encouraging mutual support among staff members. Employees who develop strong cooperative skills are better equipped to integrate socially and professionally into the organization.

Communication skills are another essential social characteristic. Employees must convey information clearly, listen actively, and adapt their communication style to different contexts and colleagues (Riggio, 2013). Newly recruited employees often face challenges in understanding organizational jargon, hierarchical structures, and informal social norms. Leaders can facilitate communication skill development through mentoring, feedback, and training programs, helping employees interact effectively and build positive relationships within the workplace.

Responsibility and accountability are vital social characteristics that influence both individual performance and organizational effectiveness. Newly recruited employees must learn to manage tasks independently, meet deadlines, and uphold professional standards (Robbins & Judge, 2019). Leaders who model accountability and provide guidance create an environment where responsibility is valued and reinforced. Employees who develop these traits contribute to organizational trust, reliability, and social cohesion.

Respect for colleagues and organizational values is another critical dimension of social development. Newly recruited employees must learn to navigate diverse workplace norms, demonstrate empathy, and show consideration for others' roles and contributions (Goleman, 1998). Leaders reinforce this characteristic by establishing ethical standards, promoting inclusivity, and recognizing employees who embody organizational values. Respectful behavior supports collaboration, reduces conflict, and strengthens workplace relationships.

Teamwork encompasses collaboration, conflict resolution, and shared decision-making. Employees who work effectively in teams contribute to a productive and harmonious work environment. Newly recruited employees often require guidance to develop skills such as active listening, compromise, and constructive feedback (Katzenbach & Smith, 2005). Administrative leadership can facilitate teamwork development by assigning collaborative projects, mentoring team interactions, and rewarding cooperative behaviors.

Adaptability is a key social characteristic for new employees as they adjust to unfamiliar organizational routines and social norms. Leaders who provide support, training, and constructive feedback help employees develop resilience and flexibility (Pulakos et al., 2000). Adaptable employees can respond positively to change, integrate smoothly into teams, and contribute to a dynamic work environment.

Conflict resolution skills are essential for maintaining positive workplace relationships. Newly recruited employees must learn to manage disagreements constructively, seek solutions collaboratively, and avoid escalation of tensions (Thomas & Kilmann, 1974). Administrative leaders influence the development of these skills by modeling appropriate strategies and creating environments where conflicts are addressed respectfully and constructively.

Emotional intelligence, including self-awareness, empathy, and social perception, underpins all social characteristics. Employees who understand their own emotions and those of others are better equipped to navigate social interactions, manage stress, and build strong relationships

(Goleman, 1998). Leaders can enhance emotional intelligence among new employees through mentoring, role modeling, and structured socialization programs.

Finally, motivation and engagement are important social traits that influence proactive participation and commitment to organizational goals. Newly recruited employees who are motivated to learn, contribute, and interact positively with colleagues are more likely to integrate successfully into the organizational culture (Ryan & Deci, 2000). Leaders who recognize achievements, provide encouragement, and foster intrinsic motivation help employees develop sustained engagement and constructive social behaviors.

The Relationship Between Leadership Practices and Social Development

The development of social characteristics among newly recruited employees is closely linked to the practices and behavior of administrative leaders. Leadership practices such as mentoring, communication, feedback, and role modeling create an environment in which new employees can develop the interpersonal skills necessary for successful integration. Leaders who demonstrate support, empathy, and inclusiveness foster social learning and encourage employees to adopt positive social behaviors (Bass & Riggio, 2006).

Mentoring plays a particularly important role in connecting leadership practices to social development. Leaders who provide guidance, share knowledge, and offer constructive feedback enable newly recruited employees to acquire both technical and social skills (Kram, 1985). Through mentoring, employees observe desirable behaviors, learn organizational norms, and develop confidence in navigating workplace relationships. This process facilitates the internalization of cooperation, communication, and teamwork as standard practices.

Effective communication is another leadership practice that directly impacts social development. Leaders who maintain open, transparent, and consistent communication reduce uncertainty, build trust, and create opportunities for interaction (Hackman & Johnson, 2013). By modeling respectful and constructive communication, leaders encourage new employees to adopt similar behaviors, strengthening their social competencies and integration within teams. Participatory decision-making reinforces social development by involving employees in discussions and problem-solving processes. When new employees are included in decisions, they learn negotiation, collaboration, and consensus-building skills (Likert, 1967). Leaders who encourage participation demonstrate the value of diverse perspectives, which promotes social awareness, mutual respect, and teamwork.

Recognition and reinforcement are essential leadership practices that shape social behavior. Leaders who acknowledge and reward collaborative behaviors, ethical conduct, and contributions to team goals reinforce positive social characteristics (Robbins & Judge, 2019). For newly recruited employees, such recognition validates social learning, strengthens confidence, and encourages continued engagement in constructive behaviors.

Conflict management practices by leaders influence the social development of employees. Leaders who model respectful resolution, mediate disputes, and encourage dialogue teach new employees essential interpersonal skills (Thomas & Kilmann, 1974). These practices help employees develop emotional regulation, empathy, and problem-solving abilities necessary for maintaining a harmonious work environment.

Creating a supportive organizational culture is another way leadership practices promote social development. Leaders who establish inclusive, respectful, and cooperative norms shape employees' behaviors and encourage internalization of social characteristics (Schein, 2010). For newly recruited employees, immersion in such a culture accelerates adaptation and fosters social confidence.

Adaptive leadership practices, in which leaders adjust their approach based on employees' needs, facilitate social development by addressing challenges specific to new recruits (Heifetz, 1994). Tailored support enables employees to navigate stress, develop resilience, and acquire interpersonal competencies. Adaptive leadership demonstrates flexibility, understanding, and responsiveness, all of which contribute to social growth.

Training and professional development programs organized by leaders strengthen both technical and social skills. Workshops on teamwork, communication, ethics, and conflict resolution provide structured opportunities for new employees to practice and internalize desired behaviors (Pulakos et al., 2000). Leaders who actively support such initiatives enhance the overall social capacity of newly recruited employees.

Finally, the integration of leadership practices with continuous feedback ensures sustained development of social characteristics. Leaders who regularly monitor progress, provide guidance, and address challenges create a dynamic learning environment (Yukl, 2013). Continuous feedback allows employees to refine their social skills, correct behaviors, and internalize organizational norms, ultimately promoting effective social integration and contributing to organizational success.

Conclusion and Recommendations

In conclusion, the role of administrative leadership in shaping the social characteristics of newly recruited employees is both profound and multifaceted. Administrative leaders not only manage tasks, resources, and organizational objectives but also serve as models for behavior, facilitators of social learning, and architects of a supportive workplace culture. Newly recruited employees, entering unfamiliar organizational environments, face numerous challenges ranging from understanding workplace norms to building professional relationships and developing interpersonal competencies. Effective leadership, therefore, becomes a crucial determinant of their ability to navigate these challenges successfully. The evidence suggests that leadership styles that combine guidance, mentoring, communication, and participatory practices significantly enhance the social adaptation and professional integration of new employees, thereby promoting both individual and organizational success (Bass & Riggio, 2006; Northouse, 2021).

Social characteristics such as cooperation, communication skills, teamwork, responsibility, respect for organizational values, and emotional intelligence are essential for effective integration into the workplace. These characteristics enable employees to establish positive relationships with colleagues, resolve conflicts constructively, and contribute meaningfully to organizational objectives. Administrative leadership plays a central role in developing these characteristics by creating an environment where employees feel valued, supported, and encouraged to engage in collaborative and constructive behaviors. Leaders who demonstrate ethical conduct, fairness, and transparency provide a model for new employees to emulate,

reinforcing behaviors that enhance social cohesion and workplace harmony (Schein, 2010; Goleman, 1998).

Transformational and participative leadership approaches are particularly effective in fostering social development. Transformational leaders inspire motivation, encourage personal growth, and emphasize shared organizational values, which helps newly recruited employees internalize desired social behaviors. Participative leaders, by involving employees in decision-making and collaborative problem-solving, promote skills such as negotiation, communication, and teamwork. These leadership styles create an inclusive and empowering environment in which new employees can confidently develop the interpersonal competencies necessary for both professional success and social adaptation (Likert, 1967; Bass & Riggio, 2006).

Moreover, mentoring and coaching are integral practices through which administrative leadership facilitates social development. Leaders who provide individualized guidance, feedback, and support enable newly recruited employees to understand organizational expectations, adopt constructive behaviors, and develop essential social skills. Mentoring also helps employees build confidence, reduce anxiety, and feel a stronger sense of belonging within the organization. These outcomes are critical for ensuring that new employees transition smoothly into their roles and contribute positively to team performance (Kram, 1985).

The role of communication cannot be overstated. Open, transparent, and consistent communication from leaders reduces uncertainty, fosters trust, and encourages new employees to engage socially with colleagues and supervisors. When leaders model effective communication, including active listening, respectful dialogue, and constructive feedback, employees are more likely to adopt similar behaviors, enhancing collaboration and interpersonal relationships across the organization (Hackman & Johnson, 2013). Communication also plays a pivotal role in clarifying expectations, reducing misunderstandings, and supporting the development of social characteristics such as empathy, adaptability, and conflict resolution.

Conflict management is another critical aspect of leadership that influences social development. Leaders who manage disputes constructively, mediate disagreements, and model respectful problem-solving strategies provide new employees with practical examples of how to navigate interpersonal challenges. By observing and participating in such processes, employees develop conflict resolution skills, emotional regulation, and negotiation competencies, which are fundamental for maintaining a harmonious and productive workplace (Thomas & Kilmann, 1974).

Organizational culture, shaped significantly by administrative leadership, also impacts the development of social characteristics. Leaders establish and reinforce norms, values, and expectations that guide employee behavior. A positive culture that emphasizes respect, inclusivity, collaboration, and ethical conduct fosters the internalization of social characteristics essential for professional integration. Newly recruited employees who are immersed in such a culture tend to adapt faster, demonstrate higher engagement, and contribute to a cooperative and productive work environment (Schein, 2010).

Furthermore, adaptive leadership practices that respond to the unique needs of new employees enhance social development. Leaders who recognize individual differences, provide tailored support, and adjust their strategies according to situational demands help employees manage

stress, overcome challenges, and develop resilience. Adaptive leadership promotes learning, fosters confidence, and encourages proactive participation, all of which contribute to the development of essential social characteristics (Heifetz, 1994).

In light of the critical role of administrative leadership in developing social characteristics among newly recruited employees, several recommendations can be proposed for organizations seeking to strengthen this process. First, organizations should provide leadership training programs that emphasize transformational, participative, and adaptive leadership skills. Leaders must be equipped to inspire, guide, and support employees in ways that foster social development and professional integration. Training should also focus on communication, mentoring, conflict management, and ethical decision-making, as these competencies directly influence employee socialization.

Second, organizations should implement structured mentoring and coaching programs for newly recruited employees. Pairing new employees with experienced mentors can facilitate knowledge transfer, social integration, and professional development. Mentoring programs should include guidance on teamwork, interpersonal communication, organizational norms, and ethical behavior, ensuring that new employees develop the social characteristics necessary for long-term success.

Third, organizations must foster a positive and inclusive organizational culture. Leaders should model respect, collaboration, and ethical conduct while reinforcing values through recognition, feedback, and reward systems. Promoting a culture of inclusion and support ensures that new employees feel valued, reduces social isolation, and encourages active participation in organizational activities.

Fourth, continuous assessment and feedback mechanisms should be integrated into employee development programs. Leaders must monitor the progress of newly recruited employees in both professional performance and social adjustment, providing constructive feedback to reinforce positive behaviors and address challenges promptly. This approach ensures that social development remains a priority alongside technical and operational competencies.

Finally, organizations should emphasize the development of emotional intelligence and interpersonal skills as part of onboarding and training initiatives. Workshops, role-playing activities, and team-building exercises can enhance communication, empathy, conflict resolution, and collaboration. By providing structured opportunities to practice these skills, organizations can accelerate the development of social characteristics among new employees and strengthen workplace cohesion.

In summary, administrative leadership plays a pivotal role in shaping the social characteristics of newly recruited employees, which are critical for professional success, organizational integration, and workplace harmony. Leaders who adopt transformational, participative, and adaptive approaches, provide mentoring and guidance, model ethical and cooperative behavior, and cultivate a supportive organizational culture significantly enhance the social development of employees. By implementing structured leadership training, mentoring programs, inclusive cultural practices, feedback mechanisms, and interpersonal skills development initiatives, organizations can ensure that newly recruited employees successfully integrate, contribute meaningfully, and achieve personal and professional growth. These measures not only benefit

the employees themselves but also improve overall organizational effectiveness, productivity, and stability, creating a sustainable and thriving workplace.

References

- Bass, B. M., & Riggio, R. E. (2006). *Transformational leadership* (2nd ed.). Lawrence Erlbaum Associates.
- Burns, J. M. (1978). *Leadership*. Harper & Row.
- Goleman, D. (1998). *Working with emotional intelligence*. Bantam Books.
- Hackman, M. Z., & Johnson, C. E. (2013). *Leadership: A communication perspective* (6th ed.). Waveland Press.
- Heifetz, R. A. (1994). *Leadership without easy answers*. Harvard University Press.
- Kram, K. E. (1985). *Mentoring at work: Developmental relationships in organizational life*. Scott Foresman.
- Likert, R. (1967). *The human organization: Its management and value*. McGraw-Hill.
- Northouse, P. G. (2021). *Leadership: Theory and practice* (9th ed.). SAGE Publications.
- Robbins, S. P., & Judge, T. A. (2019). *Organizational behavior* (18th ed.). Pearson.
- Schein, E. H. (2010). *Organizational culture and leadership* (4th ed.). Jossey-Bass.